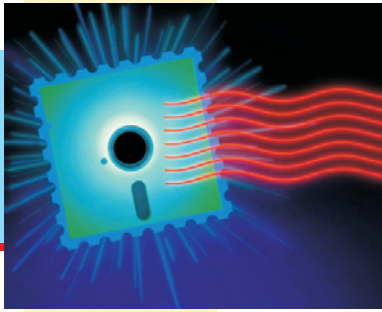


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Vintage



What Needs to Be Done

Successful leaders don't start out asking, "What do I want to do?" They ask, "What needs to be done?" Then they ask, "Of those things that would make a difference, which are right for me?" They don't tackle things they aren't good at. They make sure other necessities get done, but not by them. Successful leaders make sure that they succeed! They are not afraid of strength in others. Andrew Carnegie wanted to put on his gravestone, "Here lies a man who knew how to put into his service more able men than he was himself."

Check Your Performance

Effective leaders check their performance. They write down, "What do I hope to achieve if I take on this assignment?" They put away their goals for six months and then come back and check their performance against goals. This way, they find out what they do well and what they do poorly. They also find out whether they picked the truly important things to do. I've seen a great many people who are exceedingly good at execution, but exceedingly poor at picking the important things. They are magnificent at getting the unimportant things done. They have an impressive record of achievement on trivial matters.

Mission Driven

Leaders communicate in the sense that people around them know what they are trying to do. They are purpose driven--yes, mission driven. They know how to establish a mission. And another thing, they know how to say no. The pressure on leaders to do 984 different things is unbearable, so the effective ones learn how to say no and stick with it. They don't suffocate themselves as a result. Too many leaders try to do a little bit of 25 things and get nothing done. They are very popular because they always say yes. But they get nothing done.

Creative Abandonment

A critical question for leaders is, "When do you stop pouring resources into things that have achieved their purpose?" The most dangerous traps for a leader are those near-successes where everybody says that if you just give it another big push it will go over the top. One tries it once. One tries it twice. One tries it a third time. But, by then it should be obvious this will be very hard to do. So, I always advise my friend Rick Warren, "Don't tell me what you're doing, Rick. Tell me what you stopped doing."



The Rise of the Modern Multinational

The modern multinational corporation was invented in 1859. Siemens invented it because the English Siemens company had grown faster than the German parent. Before the Second World War, IBM was a small maker, not of computers, but of adding machines. They had one branch in England, which was very typical for the era. In the 1920s, General Motors bought a German and English and then Australian automobile manufacturer. The first time somebody from Detroit actually visited the European subsidiaries was in 1950. A trip to Europe was a big trip. You were gone three months. I still remember the excitement when the then head of GM went to Europe in the 1920s to buy the European properties. He never went back.

21st Century Organizations

Let me give you one example. This happens to be a consulting firm headquartered in Boston. Each morning, between 8 A.M. and 9 A.M. Boston time, which is 5 A.M. in the morning here in California and 11 P.M. in Tokyo, the firm conducts a one-hour management meeting on the Internet. That would have been inconceivable a few years back when you couldn't have done it physically. And for a few years, I worked with this firm closely and I had rented a room in a nearby motel and put in a videoconferencing screen. Once a week, I participated in this Internet meeting and we could do it quite easily, successfully. As a result of which, that consulting firm is not organized around localities but around clients.

How To Lead a 21st Century Organization

Don't travel so much. Organize your travel. It is important that you see people and that you are seen by people maybe once or twice a year. Otherwise, don't travel. Make them come to see you. Use technology--it is cheaper than traveling. I don't know anybody who can work while traveling. Do you? The second thing to say is make sure that your subsidiaries and foreign offices take up the responsibility to keep you informed. So, ask them twice a year, "What activities do you need to report to me?" Also ask them, "What about my activity and my plans do you need to know from me?" The second question is just as important.

More of Drucker's timeless wisdom in the next issue

Our Thoughts

Vintage- Drucker- Classic as always!

Focus- describes the essence of Coaching

Tele Selling is still relevant-find out why in **Must Read**

The Art of Giving-on the last page

What do Automobiles, Credit cards, High speed internet connection, Training Programmes, Holiday Resorts have in common? **They can all be sold by telephone !!!**, & it's the route many companies are proving each and every day in major cities and small towns across all Nations.

Must Read



YOU CAN SELL ANYTHING BY TELEPHONE
Dr. Gary S Goodman – 119 pages,
Rs. 543, available on Flipkart

Telephone communication is unique. There are certain modes of expression that are appropriate for telemarketing that have no place in face-to-face selling. Most people have been insufficiently trained in the use of the phone for commercial purposes.

Dr Gary S Goodman is an internationally respected consultant, media personality, speaker & author of 3 international best sellers. Today the phone is becoming an indispensable link to commercial power and success. According to experts, in many cases, the telephone is better than being there.

In the current corporate world that we live in, selling takes on a "ritualistic" aspect. It appears as if things take a very long time to come to fruition. It may take us several visits to a site simply to determine whether we have a real, living prospect, or if we only have a "suspect" who isn't worth pursuing. We can waste our time wining & dining with bozos who have no intention other than that of milking our company expense accounts.

Telemarketing isn't new, sophisticated telemarketing is! Almost invariably companies that have exploited the phone have found it an extremely profitable avenue. **Law of Large Numbers** which says : Do enough of anything, and some of it has to be successful. Because we can speak with so many people over the phone within short period of time, we are bound to get some sales.

There is trouble on the horizon, though. With the explosion of interest that has occurred in telephone selling, the phones are buzzing with appeals from all kinds of companies. Most telephone sales people are real turn-offs for customers.

Is the traveling salesman coming to the end of the road! the average cost of an industrial sales call is very high, irrespective whether a sale is made or not. This means more and more companies can no longer afford the luxury of sending out their sales executives to press the flesh with potential customers. Saying goes **The Phone Is Faster Than The Foot.**

The book talks about how to become an attractive phone personality by using a little social psychology like sending a telephone smile to a prospect. The book explores how to beef up your speech with power words & not to use weasel words such as maybe, If, could, might, possibly, perhaps....

Controlling the conversation is vital & control is won or lost at the very beginning of the call. The Anatomy of a Telephone sale usually moves through four phases. (1) The Opener; (2) The Description; (3) The Close; and (4) The Confirmation . Author illustrates The Opener as : Your Verbal Foot In The Door & demonstrates through various approaches.

According to Dr. Gary to prosper in telemarketing the individual needs to face three challenges : (1) Phone Fear, (2) Rejection, and (3) Screening. Finally he ends by demonstrating the fact that **There is an Answer For Every Telephonic Objection.**

You will enjoy and learnHappy Reading

Ravi's Corner

Amma



Gentleness and unconditional love
Just being there for me
Delicious wholesome food and the occasional indulgences
Stern denial sometimes but never long enough to hurt
Joy in my achievements big and small
A warm hug and A kiss on the brow and all was right with the world!
Always so appropriate in appearance
Only wanting to give...too proud to take
A softness and sureness that made anxiety flee
Simple pleasures, I wish I had done more
Untiring faith in the Almighty
Oh your dialogues with HIM, so amazingly genuine
Principled and righteous without being a bore
Self taught mostly whether homeopathy or music or just about anything
Such intellectually stimulating pally conversations
Discussing indiscussables..
An indomitable courage that refreshed a wilted spirit
Your native slang and zany arithmetic methods, never failed to make us laugh
Storing happy memories, forgetting the rest
That's All I Seek, Amma.

The Essence of Coaching

Gallwey had put his finger on what is the essence of coaching. Coaching is unlocking a person's potential to maximize his own performance. It is helping him to learn rather than teaching him.

This was not new, Socrates had voiced the same things some 2000 years ago, but somehow his philosophy has been lost in the rush to materialistic reductionism of the last two centuries.

The pendulum has swung back and coaching if not Socrates is back and here to stay for a generation to stay. We are like acorns with all the potential to become a magnificent oak tree. We need encouragement, nourishment and light to reach towards, but the "oak treeness" is already within.

The only truly effective motivation is internal motivation or self motivation which is where the coach first comes in. Telling someone to motivate himself is a contradiction in terms. Self motivation can be greatly enhanced by coaching and coaching can then be used to convert motivation into action. Telling, directing or instructing at this stage would undermine both the motivation and the action.

The relationship between the coach and the coachee must be one of partnership in the endeavour, of trust, of safety and of minimal pressure. The cheque, the key and the axe have no place here, as they can serve only to inhibit that relationship.

AWARENESS and RESPONSIBILITY are without doubt two qualities that are crucial to performance in any activity. The attitude or the state of mind of the performer is the key to performance of any kind. Knowledge and experience may be the business equivalents of sporting technique and physical fitness. Neither guarantee a space at the top and many successful people have proved that neither is indispensable. A winning mind is essential.

The best way to develop and maintain the ideal state of mind for performance is to build Awareness and Responsibility continuously throughout the daily practice and skill acquisition process. This requires a shift in the method of coaching... instruction to deductive style.

"Watch the ball" is the number one instruction in tennis, but invariably irritates the player and only produces an improvement for a ball or two. "Watch the ball", I said. How many times do I tell you to watch the ball? It is all so predictable.

But if the coach were to ask you which way is the ball spinning as it crosses the net, how high over the net it is this time, can you see the point of contact between the ball and the racket, how many times do you see the

maker's name on the ball after it bounces, what would you do? Yes in order to answer these questions, you would need to look at the ball and go on looking at the ball so long as new questions keep coming.

In fact you are likely to become so fascinated with the new awareness you have found that you would continue to focus upon the ball to a high quality long after the questions have ceased. If I were to enhance someone's responsibility or ownership of a task, I can say 'You are responsible for this' or 'You do this'. But this does not make a person feel responsible as it is more like a veiled threat. So you would try to do it to keep out of trouble. But what if you do it and it does not work? 'I told you so' or 'I knew it would not work that way' or 'I did exactly what you asked but...' would be my retort.



How much better if I were to ask a question or two instead? 'who will take on this?' 'How confident do you feel?' 'Is there something you are unsure of?' 'can you see any obstacle to achieving this?' 'When can you have this ready by?'

All these questions generate responsibility and raise awareness on other factors too.

ASK... DON'T Tell!!

Notes from All Over

* "Smile at each other, smile at your wife, smile at your husband, smile at your children, smile at each other -- it doesn't matter who it is -- and that will help you to grow up in greater love for each other."

- **Mother Teresa, Catholic Nun, Missionary**
Nobel Peace Prize Recipient

* "Everybody can be great...because anybody can serve. You don't have to have a college degree to serve. You don't have to make your subject and verb agree to serve. You only need a heart full of grace. A soul generated by love."

- **Martin Luther King, Jr., American Civil Rights Leader**

* "That best portion of a good man's life; his little, nameless, unremembered acts of kindness and love."

- **William Wordsworth, English Poet**

* "You give but little when you give of your possessions. It is when you give of yourself that you truly give."

- **Kahlil Gibran, Lebanese Poet and Novelist**

* "No act of kindness, however small, is ever wasted."

- **Aesop, Greek Fable Writer, Aesop's Fables**

* "The place to improve the world is first in one's own heart and head and hands."

- **Robert M. Pirsig**
Author of Zen and the Art Of Motorcycle Maintenance

* "By the accident of fortune a man may rule the world for a time, but by virtue of love and kindness he may rule the world forever."

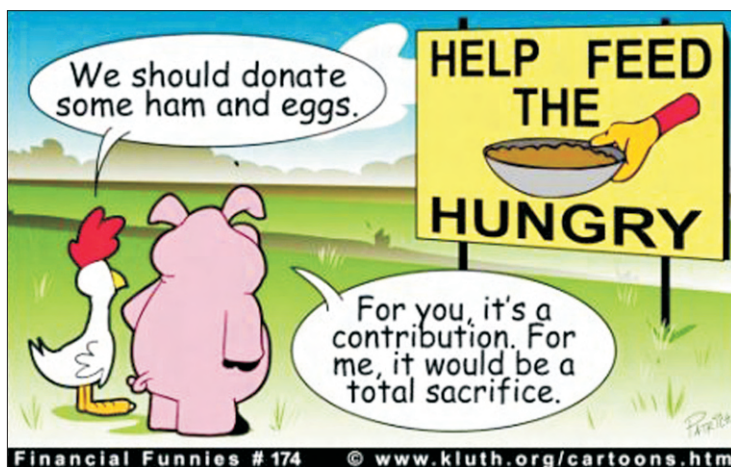
- **Lao-Tse, Chinese Philosopher**

* "It is not only for what we do that we are held responsible, but also for what we do not do."

- **Moliere, French Playwright and Actor**

Focus





The Art of giving

Rivers do not drink their own water, nor do trees eat their own fruit, nor do rain clouds eat the grains reared by them. The wealth of the noble is used solely for the benefit of others? Even after accepting that giving is good and that one must learn to give, several questions need to be answered. The first question is when should one give?

We all know the famous incident from the Mahabharata.

Yudhisthir, asks a beggar seeking alms to come the next day. On this, Bheem rejoices, that Yudhisthir his brother, has conquered death! For he is sure that he will be around tomorrow to give. Yudhisthir gets the message.

One does not know really whether one will be there tomorrow to give! The time to give therefore is now.

The next question is how much to give.

One recalls the famous incident from history. Rana Pratap was reeling after defeat from the Moghals. He had lost his army, he had lost his wealth, and most important he had lost hope, his will to fight. At that time in his darkest hour, his erstwhile minister Bhamashah came seeking him and placed his entire fortune at the disposal of Rana Pratap. With this, Rana Pratap raised an army and lived to fight another day.

The answer to this question how much to give is "Give as much as you can!"

When to give, how to give... in the next issue!



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