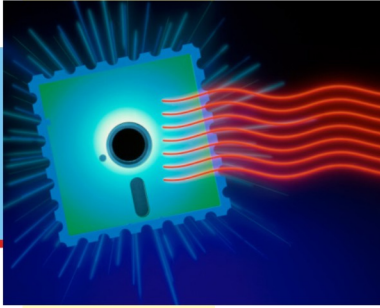


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Vintage



Pygmalion was a sculptor in Greek mythology who carved a statue of a beautiful woman that was subsequently brought to life. George Bernard Shaw's play Pygmalion had a similar theme, the essence is that one person by his will and effort can transform another person. And in the world of management, many executives play Pygmalion like roles in developing able subordinates and in stimulating their performance. What is the secret of their success? How are they different from managers who fail to develop top notch subordinates? And what are the implications of all this for the problem of excessive turnover and disillusionment among talented young people in business? Such are the questions discussed in this article. The title of this article is inspired by Pygmalion in the Classroom that describes the effect of expectations on the intellectual development of children.

Some managers always treat their subordinates in a way that leads to a superior performance. But most managers, like Professor Higgins, unintentionally treat their subordinates in a way that leads to lower performance than they are capable of achieving. The way managers treat their subordinates is subtly influenced by what they expect of them. If a manager's expectations are high productivity is likely to be high. If a manager's expectations are low, productivity is likely to be low. It is as though there were a law that caused a subordinate's performance to rise or fall to meet his manager's expectations.

The powerful influence of one person's expectations on another's behavior has long been recognized by physicians and behavior scientists and more recently by teachers. But the importance of managerial expectations for individual and group performance has not been widely understood. I have documented this phenomenon in a number of case studies prepared during the past decade for major industrial concerns. These cases and other evidence available from scientific research now reveal:

* What a manager expects of his subordinates and the way he treats them largely determine their performance and career progress.

* A unique characteristic of superior managers is their ability to create high performance expectations that subordinates fulfill.

* Less effective managers fail to develop similar expectations and as a consequence, the productivity of their subordinates suffers.

* Subordinates, more often than not, appear to do what they believe they are expected to do.



Pygmalion in Management

- J. Sterling Livingston

Self-fulfilling prophecies

The influence of one person's expectations on another's behavior is by no means a business discovery. More than half a century ago Albert Moll from his clinical experience, concluded that subjects behaved as they believed they were expected to. The phenomenon he observed in which "the prophecy causes its own fulfillment" has recently become a subject of considerable scientific interest. For example

* In a series of scientific experiments, Robert Rosenthal of Harvard University has demonstrated that a teacher's expectations for her pupils' intellectual competence can

come to serve as an educational self fulfilling prophecy.

* An experiment in a summer Headstart program for 60 preschoolers compared the performance of pupils under teachers a) teachers who had been led to expect relatively slow learning by their children and b) teachers who had been led to believe their children had excellent intellectual ability and learning capacity. Pupils of the second group of teachers learned much faster.

Moreover the healing professions have long recognized that a physician's or psychiatrist's expectations can have a formidable influence on a patient's physical or mental health. When salesmen are treated by their managers as super salesmen, as the super staff was at Metropolitan Rockaway District Office, they try to live up to that image and do what they know super salesmen are expected to do. But when salespeople with poor productivity records are treated by their managers as not having "any chance of success" as the low producers at Rock away were, this negative expectation also becomes a managerial self-fulfilling prophecy.

Power of expectations

Managers cannot avoid the depressing cycle of events that flow from low expectations merely by hiding their feelings from subordinates. If a manager believes a subordinate will perform poorly, it will be virtually impossible to mask his expectations, because the message usually is communicated unintentionally, without conscious action on his part. Indifferent and noncommittal treatment is the kind of the treatment that communicates low expectations and leads to poor performance.

Common Illusions

Managers are most effective in communicating low expectations to their subordinates than in communicating high expectations to them, even though most managers believe in exactly the opposite.

Our Thoughts

VINTAGE explores how many executives play Pygmalion-like roles in developing able subordinates

Take a quick self-check of your company's collective ambition in FOCUS

Must Read reviews the "The Rising Tide"

For some important tips in management, turn to the last page

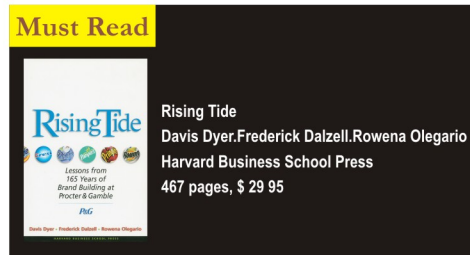
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It usually is astonishingly difficult for them to recognize the clarity with which they transmit negative feelings to subordinates. Positive feelings on the other hand often do not come through clearly enough. Clearly the way a manager treats his subordinates, not the way he organizes them, is the key to high expectations and high productivity.

The manager not only shapes the expectations and productivity of his subordinates, but also influences their attitudes towards their jobs and themselves. If he is unskilled he leaves scars on the careers of the young men, cuts deeply into their self-esteem and distorts their image of themselves as human beings.

The manager not only shapes the expectations and productivity of his subordinates, but also influences their attitudes towards their jobs and themselves. If he is unskilled he leaves scars on the careers of the young men, cuts deeply into their self-esteem and distorts their image of themselves as human beings. But if he is skillful and has high expectations of his subordinates, their self confidence will grow, their capabilities will develop and their productivity will be high. More often than he realizes, the manager is Pygmalion.

Procter & Gamble is one of the world's largest and most influential companies- the maker of numerous billion dollar brands that have shaped the way millions of people live today. Brands like Tide, Ivory, Crest and Pampers have become household names in modern consumer culture and legends in the annals of brand building history. Yet the full story behind P&G's remarkable growth and success has never been told. Rising Tide tells the fascinating tale of P&G's 165 year journey: how it grew from a two man soap and candle maker in 1837 into a \$40 billion global brand powerhouse, employing over 100,000 people in 80 countries. As it charts that journey, the book reveals the principles and practices of brand building P&G style: how the company learned- through trial and error and breakthrough successes- to consistently anticipate and satisfy consumer needs.



They found a way to deliver the same active ingredients in Downy to fabrics in dryers by embedding the substances in a sheet of non woven material. As the sheets and clothing tumble together in a hot dryer, the softening compounds are transferred from the softening sheet to the garments, with similar effects plus static control. This concept lay behind P&G's

introduction of Bounce in 1972, another highly successful brand, as well as Downy sheets in 1987 (The same principles apply to the conditioning of hair, which is why some fashion models rub their hair with Bounce before a photo shoot) Together Downy and Bounce are the anchors of P&G's huge business in laundry aids and fabric treatments.

P&G had the following innovations and achievements at the Augusta plant replicated everywhere:

1. Eliminate barriers between people- especially between managers and people.
2. Establish common objectives among all the employees.
3. Encourage genuine employee participation in the business by sharing important information.
4. Design a progression system that was based on skills acquisition and teamwork as opposed to seniority.
5. Substantially improve two way communication by means of regular team meetings.
6. Encourage change and high productivity in the absence of a monetary incentive.
7. Establish and maintain a work environment in which employees would conclude that it was in their own best interest to operate without a union.

Many more such interesting and valuable inputs, make this book a MUST READ. A compelling and candid account of hard won, sustained success, Rising Tide is also a strategic guide to delivering superior consumer value.

Happy Reading!

Here is one example:

Downy addressed the following problems of consumers- washing with synthetic detergents results in cleaner, brighter clothes, but fabrics thus treated can have a stiff and harsh feel, especially in certain water conditions. The problem is compounded when the garments are moved to automatic driers, where wrinkling tends to worsen and static cling may also result P&G researchers set about to remedy these problems, drawing on their extensive knowledge of surface chemistry and wash water. They discovered a material that would bond naturally to the surface of fabrics, leaving them feel softer. The brand thrived and P&G reinforced it through effective advertising, steady improvements and line extensions, including concentrated forms, dosing balls, a range of scents and special anti-wrinkle formulations. Applying liquid softeners at the right time and in the right amount to the wash cycle however remained a problem for some consumers, especially, if they did not want to have to monitor their washing machine.

Although P&G introduced delivery systems such as dosing balls and worked with appliance manufacturers to introduce automatic dispensers sequenced with the rinse cycle, researchers also worked on alternate approaches.

Audit Your Collective Ambition

For a quick self-check on how far you have come in shaping and implementing your company's collective ambition, answer the following questions.



* Does your company have a clear and meaningful statement of its core purpose---- why it exists?

* Is your company's vision compelling and aspirational, yet achievable, motivating your employees to do their very best?

* Has your leadership team gone through the hard work of identifying targets, milestones and metrics that ground the vision in reality?

* Has your company ruthlessly prioritized the choices it will make to build the capabilities required to win on a sustainable basis?

* Does your company's brand promise capture the experience you intend to deliver to stake holders (customers, communities, investors, employees and business partners)?

* Do your company's articulated values represent what you stand for an enterprise and as a group of people working together?

* Do senior leaders' day to day behaviours reflect the leadership behaviours that you say are critically important to your company's success?



Notes from all over

* "There is only one thing that makes a dream impossible to achieve: the fear of failure."
— **Paulo Coelho**

* "Don't mistake activity with achievement."
— **John Wooden**

* "Only those who dare to fail greatly can ever achieve greatly."
— **Robert F. Kennedy**

* "If you can't do great things, do small things in a great way."
— **Napoleon Hill**

* "Never throughout history has a man who lived a life of ease left a name worth remembering."

If my mind can conceive it,
My heart can believe it,
I know I can achieve it!"
— **Jesse Jackson**

* "To accomplish great things we must not only act, but also dream; not only plan, but also believe."
— **Theodore Roosevelt**

* "Happiness is not in the mere possession of money; it lies in the joy of achievement, in the thrill of creative effort."

"To be what we are, and to become what we are capable of becoming, is the only end of life."
— **Robert Louis Stevenson, Familiar Studies of Men and Books**

"Look at a day when you are supremely satisfied at the end. It's not a day when you lounge around doing nothing; it's a day you've had everything to do and you've done it."
— **Margaret Thatcher**

Ravi's Corner

Difficult Times

Think of the blazing sunshine
Think of the budding flowers
Think of the baby's smile
Think of the tender leaves
Think of the shooting stars
Think of the cool moonlight
Think of the colourful crayons
So much more to be happy about and grateful

Forget the difficult times and move on.....



GOLDRATT - THEORY OF CONSTRAINTS

Leaving things at the intuition level makes communication almost impossible.

I would estimate that about 80% of top management is absorbed in fire fighting.

Don't forget that MRP assumes that the transfer batch is equal to the process batch.

All our inventions/decisions/convictions are based only on intuition (the communication of this to ourselves and others is based on logic).

What is missing is the ability to verbalize our intuition, to provoke it, focus it and cast it precisely into words.

What you think is not so important: what your people think you think, that's what really counts.

Without a written implementation plan, organizations seem to drift into stagnation.

All functions should buy in before any significant efforts to improve are allowed to start.



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