

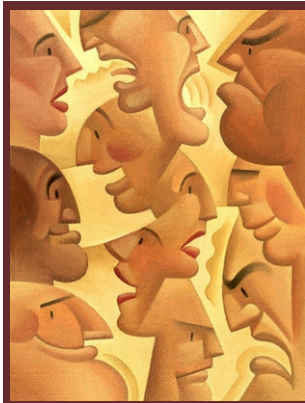
Mercuri Mail

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I care !That's why the book was written. I have a great belief and faith in American Business. But as I look around I see-- as others do-- American preeminence in business is being overtaken by other countries. I get the impression that big business, once so very vital and growth oriented , is now befuddled and bewildered. I see what I consider, mediocre performance all around me, not so much in the small, entrepreneurial new companies as in our largest industrial corporations, which are the well springs of our economy. The vitality and juices seem to have seeped out of the top layer of management, and are being replaced by dry rot and procedures that smack of plodding bureaucracy. So many of our major corporations seem mired in a swamp of laws, customs, procedures, public relations, buck-passing and personal attitudes of playing it safe.

There is I am sorry to say, a horrendous amount of flabbiness in American Industry. Blame is often placed on labor and labor can be part of it, but unfortunately flabbiness starts at the top layers of management and works its way down.If it is to be cured, the remedies must first be applied at the top.

The key essential element in all good business management is emotional attitude. The rest is mechanics. As I use the term, management is not a collection of boxes with names and titles on the organisation chart. Management is a living force. It is the force that gets things done to acceptable standards---- high standards if you will.You either have it in a company or you don't.Management must have a purpose, a dedication and that dedication must be an emotional commitment. It must be built in as a vital part of the personality of anyone who is truly a manager.He or she is the one who understands that management must manage.



The key element in good business management is emotional attitude

The urge to do what must be done is powered by deep seated emotion not logic.The man who says " I must do this," will stay at his task until all hours, trying again and again, until he finds a satisfactory answer.The answer above all, must be satisfactory to him. And he will know it.He might not be able to

explain why he works the way he does, or why he makes this choice and not the other one. He does it because he "feels" that it is right. That feeling is transmitted to others who work for him or with him.They know his emotional comitment includes them as well as the goals of the enterprise. They are willing to follow his lead because of that "feeling" which makes him the kind of person he is.

Here are my personal precepts on how to manage:

- You must play by the rules.
- Avoid all pretensions.
- Remember facts from paper are not the same as facts from people.
- You must find out everything essential by yourself.
- The good guys in your organisation want you to ask the right question, because they can and want to answer it.
- Get rid of the phonies in your organisation. Only you and you must make the decisions, especially the close ones.

I don't know if one could ask a lot more.I enjoy a game of golf, as long as I have a job to go back to. I guess that means two things:that I enjoy the golf and I need or at least enjoy the work as much as the golf

- *Excerpt from Harold Geneen's "Managing"*

Our Thoughts

Vintage throws light on Emotions and Managing

Must Read tells you why India does not lag behind in Innovation

Focus describes the learning process and why knowing this is important for trainers

Turn to the last page to know why women make better communicators!

Vintage

As we read the inspiring stories of how 11 Indians pulled off the impossible, we would probably want to embark on a similar path. The author rightly cautions you on not going industry-specific and looking for insights based on the industry one belongs to. Innovation is about shifting orbits, it is about passion and persistence, it is about entrepreneurial thinking and hence the learning from this book would cut across industries. More than anything else, the interesting caselets convince us on the 'Indian Way'.... whether corporate, social or public sectors. The most common misconception about innovation is that it's about ideas. Actually innovations is about aspirations first, people next and finally about ideas.

The most brilliant ideas fail because people have not bought them or the aspirations are tepid Steve Jobs didn't create the Macintosh with an idea. He created it by inspiring his team to make an 'insanely great machine'. The aspiration was to make something that would redefine the computer age. David Ogilvy didn't create historic ads just by giving ideas. He created them by asking his team to make something immortal.

Whether it is dreaming together for transformation, turning around your biggest energy sapper into an energy-booster, knocking on many doors, having obsessed and passionate people, make a delta change in what we already have....the seemingly impossible becoming a reality is seeded in small and brilliant steps. This is what the book is really all about.

Cavinkare's Fairever tapped into customers' beliefs and traditions, Bosch India simply utilized unutilized assets in completely new ways. Rather than make major and expensive engine modifications that would enable the diesel engine to interact with complex high-pressure pump (to reduce emissions), the Bosch India R&D team made modifications to the pump to enable it to interact with the engine, with the same results. Similar nuggets of wisdom emerge from examples like the Surat clean-up after the plague and Trichy police transformation-orbit

Must Read



Making Breakthrough Innovation Happen

Porus Munshi
Collins Business
232 pages, Rs 295/-

shifters do not need additional resources, manpower or money to make a difference. They take what they have and find a radically different way of using existing resources to make a planet-sized impact.

The most interesting piece is perhaps the Titan Edge story which begins with these lines" Mahatma Gandhi's greatest struggle in South Africa and in India was not about overthrowing the British. It was about 'How do you make an enslaved race think and feel equal to others when all around there is compelling evidence of the enslaving race's " superiority"?"

That's the mindset that Xerxes Desai then Managing Director of Titan Watch Industries faced in 1994, when he set his team an orbit-shifting challenge- 'Create the slimmest water-resistant watch in the world!"

The Swiss said it was impossible. A watch could be ultra thin or water resistant- not both. The slimmest, water-resistant watch in the world was conceptualised, designed, developed and and manufactured, not by the Japanese or by the Swiss but by an Indian Company that was a little over a decade old then. The Titan Edge is sold globally as the world's slimmest water resistant watch and more than the revenue impact, the true impact is that it gave Titan the confidence that it could make truly global innovative products. Changing mindsets ensured the Titan Edge success.

The book is very Indian and speaks of unconventional, simple practices for breakthrough thinking.

Happy Reading

Ravi's Corner



Listen

Listen to me Dad
I have so much to say
Our times are good times too
My careless body language
My taste in music & movies
Are but a tiny part of me!

Listen to me Dad
I value money, it's true
I love speed and hanging-out
My garb is oh so cool!
And the belt has to be just-so
My fitness and looks are paramount
I surrender to my friends' approval

Listen to me Dad
Fast is my credo
Iphone my inseparable companion
I will slog for a living
In my own way
Let me live my life
on my terms
I won't betray your trust
Your dignity, for me is sacred

Listen to me Dad
I need you, even If I don't say it
I care and deep down you understand that
Right now... I am on a roller coaster
I can't step out
But I know when I do, it will be in your arms
Listen to me Dad, I will do you proud....

Use Learning Styles To Create Training That Sticks



To better understand how your learning style affects your training effectiveness, let's begin by exploring what happens in the learning process.

Learning is more complete if we:

- * Experience, feel and connect to our lives(Engage).
- * Reflect deeply and learn what the experts have to share(Share).
- * Take action based on our new understandings (Practice).
- * Refine the learning to make it our own and generate results (Perform).

When we learn, we move through all parts of the learning process. Each part of the process connects directly to one of the questions learners seek to have answered: "why", "what", "how" and "if".

In Engage, the Type 1 learners' favorite part of the learning process, we ask and answer "Why."

In Share, the Type 2 learners' favourite part of the learning process, we ask and answer "What."

In Practice, the Type 3 learners' favorite part of the learning process, we ask and answer "How."

In Perform, the Type 4 learners' favourite part of the learning process, we ask and answer "If."

For real learning transfer to take place, all four parts of the Learning Cycle must be addressed. We do this by focusing on answering the four core questions. These questions connect the learning styles. The answering of these questions leads the learner through the complete learning process.

The Type One Learner asks "Why."

- * Why is this important? To my work? To Others?
- * Why should I pay attention to this?
- * Why is it of value?
- * Why will I need to address this in my work?



The Type Two Learner asks "What."

- * What do the experts think of this?
- * What does this information show?
- * What information is available to me?
- * What are the identifiable patterns or trends?
- * What data exists that supports this theory?

The Type Three Learner asks "How."

- * How does this work?
- * How can I use this in my job?
- * How will incorporating this in my life help me?

The Type Four Learner asks "If."

- * What if this is really true?
- * What if I used this differently?
- * If I did this, what might happen?
- * What if there are even more possibilities?

More on the learning path.... in the next issue

Bernice McCarthy

FOCUS



NOTES FROM ALL OVER



"Kind words do not cost much. Yet they accomplish much."

- Blaise Pascal

"It seems rather incongruous that in a society of super-sophisticated communication, we often suffer from a shortage of listeners."

- Erma Bombeck

"There are always three speeches, for every one you actually gave. The one you practiced, the one you gave, and the one you wish you gave."

- Dale Carnegie

"Saying nothing... sometimes says the most."

- Emily Dickinson

"Words are, of course, the most powerful drug used by mankind."

- Rudyard Kipling

"That which we are capable of feeling, we are capable of saying."

- Cervantes

"The problem with communication is the illusion that is has occurred."

- George Bernard Shaw

"If you wish to make a man your enemy, tell him simply, 'You are wrong.' This method works every time."

- Henry Link

"Be amusing: never tell unkind stories; above all, never tell long ones."

- Disraeli

"Big egos have little ears."

- Robert Schuller

How do you say I'm sorry?

Men and Women have radically different styles of communication.

This is not a news flash. We all know about the Mars-Venus conflicts, and the battle of the sexes has raged since the beginning of time. But without getting mired in the debate over whether the differences between men and women are primarily biological in origin or constructed and conditioned by social institutions and culture, we can all observe and agree on the end result.

From years of research on gender attitudes and communication roles, for clients ranging from Coca-Cola to General Motors to the hotel and healthcare industries, I can offer one overarching communication fact: *Men want to speak, women want to be heard.*

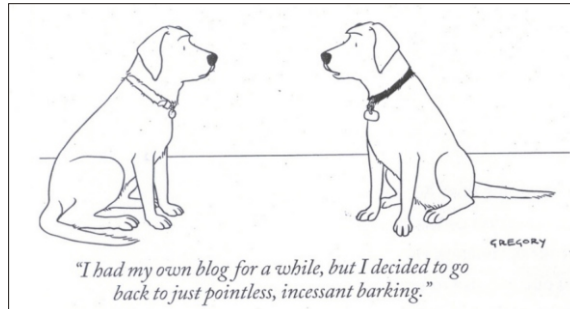
As with all generalisations, there are always exceptions. But for the most part, when a couple has a disagreement over an issue, that particularly upsets the man, he will do majority of the talking. Infact he will do almost all of it and at some point, the woman will simply walk away and he will keep yelling as she walks out and continue yelling, while following her. Once she tunes him out, the woman won't hear any of it, but for him that is almost beside the point. Once he has said what he feels needs to be said, he'll be content. The Male focus is on self-expression, not on the other person's reaction to or understanding of what he's saying. I don't want to make men look dumb in their arguing technique, but sometimes they are, and this helps explain why women generally make better communicators.

Women are strikingly focussed on the recipient of their message. In an argument, their primary desire is not to make all their points as if following a checklist, but rather to be heard, understood and validated. A woman will stop speaking mid-word to observe whether the man is truly listening to her and will *only speak when she feels assured that he's paying attention*. Otherwise, she will just remain silent. It's one reason why when women are in an argument, it's peppered with questions that demand a response, while men tend to follow assertions with more assertions.

Since men tend to lose more arguments than women—even ones they start, here's a solid piece of communication advice—When a guy says or does something wrong in a relationship and it comes time to apologise, one of the unquestionably best ways to say "I am sorry" is to go beyond words and communicate it with flowers. You may think this is sexist, corny, old fashioned, but you are wrong. For most women flowers fixes just about everything.

When I first stumbled upon their healing powers, it was inexplicable to me, but women see flowers as the ultimate demonstration of humility, regret, love, affection, sympathy and apology. Flowers mean any or all of these things all at once, as defined by the woman receiving them

Words That Work - Dr Frank Luntz



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