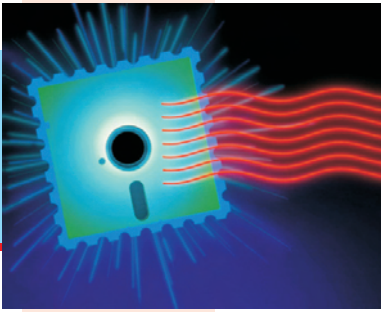


Mercuri Mail

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What can I contribute? An effective executive focuses on contribution. He looks up from his work and outward towards his goals. He asks: "What can I contribute that will significantly impact the performance and the results of the institution I serve?" His stress is on responsibility.



The Effective Executive

• Only a few say, "It's my job to give our managers the information they need, to make the right decisions," or "I am responsible for finding out what products the customer will want tomorrow," or "I have to think through and prepare the decisions the president will have to face tomorrow."



Vintage

• The focus on contribution is the key to effectiveness: in a man's own work: its content, its levels, its standards and its impacts: in his relations with others - his superiors, his associates, his subordinates: in his use of the tools of the executive such as meetings or reports.

Majority of executives tend to focus downwards. They are occupied with efforts rather than results. They worry about what the organization and their superiors "owe" them and should do for them and they are conscious above all, of the authority, they "should have". As a result, they render themselves ineffectual.

• The Head of one of the large management consulting Firms, always starts an assignment with a new client, by spending a few days, visiting senior executives of the client organization one by one. After he has chatted with them about the assignment and the client organization, its history and its people, he asks (though rarely of course, in these words): And what do you do that justifies your being on the payroll?" Majority of them, he reports answer: "I run the accounting department," or "I am in charge of the sales force." Indeed not uncommonly the answer is, I have 850 people working under me.

The man who focuses on efforts and who stresses his downward authority, is a subordinate, no matter how exalted his title and rank. But the man who focuses on contribution and who takes responsibility for results, no matter how junior, is in the most literal sense of the phrase, "Top management." He holds himself accountable for the performance of the whole.

The focus on contribution turns the executive's attention away from his own speciality, his own narrow skills, his own department and towards the performance of the whole. It turns his attention to the outside, the only place where there are results. He is likely to have to think through what relationship his skills, his speciality, his function, or his department have with the entire organization and its purpose. He therefore will also come to think in terms of the customer, the client or the patient, who is the ultimate reason for whatever the organization produces, whether it be economic goods, governmental policies, or health services. As a result, what he does and how he does it, will be materially different.

Extract – The Effective Executive
by Peter F Drucker

Our Thoughts

VINTAGE explains the contribution of Effective Executive to the organisation

MUST READ – reviews the future business ideas & trends

Find out how to achieve long term goals through 'Grit' in **FOCUS**

Must Read



Next Now, Trends for the Future

Marian Salzman & Ira Matathia

275 pages, Palgrave Macmillan

Rs 900/-

"Next Now, Trends for the Future is a 21st century playbook for Marketers. Every page holds the promise of tomorrow's next big business idea, as well as the suggested practices for activating key insights today."

This book bubbles with insights about the near future and provides practical advice to anyone looking to transform their business.

Trends covered in the book include:

- * The rise of Chinindia- through collaboration and synergy, China and India are poised to turn the United States into the Old World.
- * Branding-It's no longer just about business, infact it's become the twenty first century way of thinking about identity.
- * Global Warming-myth or reality? The US government regards it as unproven and even unpatriotic. But as scientific evidence mounts, the prospect of impending peril seems even more dire.

* It's all a blur- In a time of ambiguity and change,50 looks like 30, men primp like women,art blends into commerce, and we struggle to define the line between virtual and actual.

And Many More!

The style is engaging and stimulates curiosity.

Well researched facts and figures are in place.

Here are some trends that are described in detail.

Trend Spotting.

THEN Trend spotting was the cutting edge.

NOW Trend spotting is decidedly mainstream, part of business as usual.

NEXT Businesses' expertise and 'creativity' is determined at least in part, by their trend spotting talent
Bewilderment.

THEN great enthusiasm for fluid modern times and new freedoms.

NOW upheaval and uncertainty- with fundamentalisms on the rise.

NEXT Control or chaos?

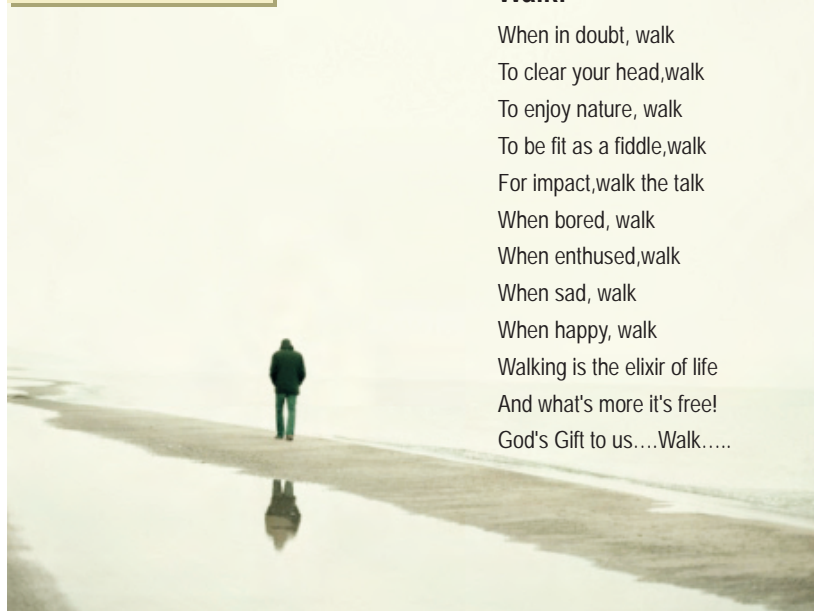
And Many More!

Enjoy the read, the mind boggling content will keep you engrossed.



Happy Reading!

Ravi's Corner



Walk!

When in doubt, walk

To clear your head,walk

To enjoy nature, walk

To be fit as a fiddle,walk

For impact,walk the talk

When bored, walk

When enthused,walk

When sad, walk

When happy, walk

Walking is the elixir of life

And what's more it's free!

God's Gift to us....Walk.....

Grit;



The best team to help you achieve big goals isn't always the smartest, most talented, or best educated. Employees and leaders who find success in business have one key trait in common; they never give up.

That perseverance is what psychologists call grit -- the ability to continue working towards a goal, no matter how hard it gets or how long it takes. "It is sheer determination to succeed," says Michael Matthews, a professor of engineering psychology for the U.S. Military Academy and an expert on grit.

"Excellence in life, requires lot more, than a high IQ," Matthews says, People with a lot of grit, pick one goal and do whatever it takes, to get there. They don't give up or change course along the way and they try creative new strategies when one tactic doesn't work. They complete [the goal] no matter what it takes, Matthews says often, that means long, frustrating hours trying to learn and master new skills.

To build a successful business, it's essential to build a team that will stick with you when times get rough. Here are three tips to help you create a team that will do whatever it takes, to get the job done:

1. Look for a history of perseverance. The best candidates for a growing startup will be those with serious grit, which you can assess, by asking for examples of perseverance in the past. "The best predictor of future behaviour is past behaviour," Matthews says.

During interviews, ask candidates to share two or three stories about specific times, when they took on huge, difficult challenges and stuck out the hard times to find success. Someone with multiple, substantive examples will be more likely to stick with your company through tough times.

2. Emphasize hard work and determination. If you emphasize innate talent or quick wins, you'll build a culture with little stamina, for difficult, long-term goals. Instead, make hard work and determination a part of your company's core values and help your employees, embody the same.

"Engineer situations that require gritty behaviour for success," Matthews says. You might offer opportunities to learn and master new skills, such as programming classes for non-programmers at a tech company, or you might set an audaciously stretched goal and encourage your employees to reach for it. The employees that really embrace the challenge will be the ones to call on when you face difficult situations.

3. Reward grit when you see it. Your strongest employees may not accumulate fast or flashy accomplishments, so their value can easily go unrewarded. Think of The Tortoise and the Hare -- the tortoise has more grit and eventually wins the race, but the hare would get early accolades.



To reward that kind of determination, look for people who are quietly toiling away, improving their skills through hard work or completing difficult projects that are more arduous than enjoyable. You might call them out publicly to show others that you value their behaviour, or you might just tell them that you notice and appreciate their work.

Notes from all over

* "Over time, grit is what separates fruitful lives from aimlessness."

- **John Ortberg**

* "Sticking with your marriage, that's true grit man."

- **Jeff Bridges**

* "Grit is doing what you don't want to do. for being what you want to be."

* "Grit is the courage to do the right thing, irrespective of popularity or consequences."

* "Grit is a measurement of sandpaper and determination. In both cases it defines an ability to change the surroundings, and not be changed."

* "Grit is that dirt between your teeth from biting off more than you can chew and chewing it anyway. That insatiable need to do more than you have ever done before."

* "Grit is just showing up."

* "Grit is the ability to hang on when circumstances say 'let go.'"

* "Grit is picking yourself up and moving forward even when you think you can't take one more step."

* "Grit is walking when you can't run, taking another step forward in the midst of questions because understanding and growth will only come with action."

Focus



Justin Zoradi

Each summer, about twelve hundred young American men and women, arrive at the United States Military Academy at West Point, to begin four years of study. But before any of them sees a classroom, they go through seven weeks of Cadet Basic Training. By the time the summer ends, 1 in 20 of these talented, dedicated young adults will drop out.

A group of researchers wanted to understand, why some students continued on the road towards military mastery while the others got off at the first exit. Was it physical strength and athleticism? Intellect? Leadership ability? Well-roundedness?

None of the above.

The best predictor of success, the researchers found, was the cadets' ratings on a non-cognitive, non-physical trait known as "**Grit.**"

In her excellent TED Talk on this very research, Angela Duckworth describes Grit as, "**...perseverance and passion for long term goals. Grit is having stamina. Grit is sticking with your future, day in and day out. Not just for the week, not just for the month, but for years.**"



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