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# IMPACT

INNOVATIVE MANAGEMENT PRACTICES  
AND CREATIVE THINKING

A JOURNAL FOR MANAGEMENT PEOPLE



2017

IMPACT *wishes the readers an excellent*  
**HAPPY NEW YEAR**



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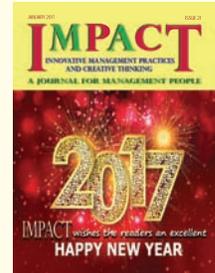
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Assistant Professor  
Department of English  
LRG Government Arts College  
for Women - Tirupur

Designed by  
Seetha Ramesh  
pre.exec@gmail.com

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## With Greetings from **IMPACT**



### RING IN 2017!

Time flies very fast. It looks as if 2016 was born yesterday; but we have already given a good bye to 2016 and now we are in 2017. That simply is the law of Nature which manages the entire Universe in a style and manner of its own!!!

The year run out had its own ups and downs, failures and successes, new lessons taught and learnt – at the local, national and international levels.

The year 2017 has stepped in with great expectations, various anticipations, stark realities and so on.

Man has to be neither optimistic nor pessimistic but to be realistic!

We do hope the Government's November eighth proclamation on demonetization has brought in a revolutionary change in the Indian society. Let us hope the objectives of the Government are met tomorrow if not today. One has to wait and see the expected and anticipated results.

IMPACT in fact is apolitical but keen observer of things and happenings around. The society needs reforms in industries, education, agriculture etc. for the prosperity of the people. There is a strong view among the patriotic intellectuals that in all these sectors better management strategies are to be adopted.

The New Year must witness poverty alleviation programs are well thought out by the competent people, practical suggestions are given and implemented by those in power.

IMPACT Editorial Team wishes all its readers a year full of health and happiness, peace and prosperity, satisfaction and successes.

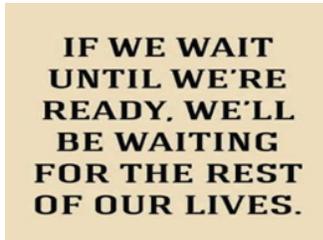
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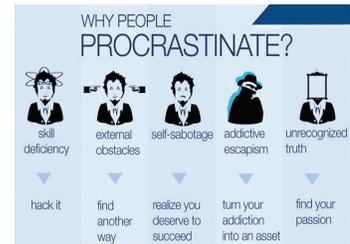
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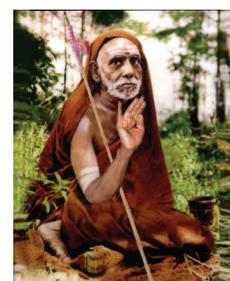
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Every issue of IMPACT from the start carries the above feature, each issue discussing in detail Valluvar's recipe for good management of the self, his organization and the society in general. The encouraging feedbacks we are receiving make us to continue this feature and this issue deals with how IMPOSTURE, avoiding bad character- HYPOCRISY- by the individuals help in effective management. Let us see how it helps our progress too. We know pretty well friendship with the bad is not going to help us in any way but adds to our bundle of sins. Here Thiruvalluvar advises against this vice of imposture- HYPOCRISY- in men and women in general and definitely in an effective Management practitioner cannot afford to have.

## Management in Valluvar

*A bilingual poet, writer, trainer, translator, thinker and speaker from Chennai, Mr. N. V. Subbaraman has written 36 books. His paper, "Valluvar inspired Mahatma Gandhi," was approved for presentation in the international Tirukkural Conference held in Washington, USA. His translated works include Thirukkural, Bharathiyar's Kuyilpattu and Ramana Maharishi's Aksharamananmalai. He is connected with the publication of the Management e-journal Impact. He was formerly the Deputy zonal Manager, LIC of India.*



N. V. Subbaraman

Chapter 28.

அதிகாரம் 28

HYPOCRISY - A SIN

## கூடாஒழுக்கம்

வஞ்ச மனத்தான் படிற்றொழுக்கம் யுதங்கள்  
அனைத்தும் அகத்தே நகும்

*Vanja manaththaan paditrozhukkam bhoodhangkaL  
Anaiththum agaththE nagum*

Hypocritical  
Mind and action foul – a sin  
Elements five scoff!

At the people with hypocrisy and disgraceful  
behavior, their own five organs- body, tongue, eyes,  
ears and nose laugh within themselves. (271)

2. வானுயர் தோற்றம் எவன்செய்யும்? தன் நெஞ்சம்  
தான் அறி குற்றப் படிள்

*Vaanuyarthoatram evanseyyum? Than nenjjam  
Thaan arikutarppadin.*

Saintly look – what use?  
Hypocrisy to the core  
Life put to misuse!

With a hypocritic mind, sky high external saintly  
appearance of a man is of no use. (272)

3. வலிஇல் நிலைமையான் வல்லுருவம் பெற்றம்  
புலியின்தோல் போர்த்து மேய்ந் தன்று

*Valiil nilaimaiyaan valluruvam petram  
Puliyinthoal poarththumaeyndhanru.*

Feigned saint weak within  
Like a cow in tiger's skin  
Destroys self and soul!

A person with a weak mind feigning him to be  
saintly is akin to a cow in the skin of a tiger in the  
fields. He destroys his body and soul. (273)

4. தவம் மறைந்து அல்லைவ செய்தல்புதல்மறைந்து  
வேட்குவன் புள்சிமிள்த் தற்று

*Thavam maraindhu allavai seydhhal pudhalmaraindhu  
Vaettuvan puLsimiLththatru.*

Wrong done in saint's robe  
Like a hidden hunter's strike  
Worst sin to the core!

Committing wrongs in the robe of a saint is akin  
to a hunter hiding himself behind a bush to striking  
birds; it is indeed a worst sin. (274)

5. பற்று அற்றேம் என்பார் படிற்றொழுக்கம்  
எற்றுஎற்றுஎன்று  
ஏதம் பலவும் தரும்



*Patruatraem enbaar paditrozhukkam etruetruenru  
Aedham palavum tharum.*

Feigned sainthood betrays  
Ones hypocrisy; sure makes  
Him suffer and stray!

Those who pose themselves as saints out of  
hypocrisy are bound to regret later and sure to  
suffer. (275)

**6. நெஞ்சில் துறவார் துறந்தார்போல் வஞ்சித்து  
வாழ்வாரின் வன்கணார் இல்**

*Nenjilthuravaar thurandhaarpoal vanjiththu  
Vaazvaarin vankaNaar il.*

Not a saint but feigns  
Committing all sins and wrongs  
Scoundrel in him reigns!

None can be a greater scoundrel than the one who  
is not really saintly but pose himself to be so. (276)

**7. புறங்குன்றி கண்டனையரேனும் அகங்குன்றி  
மூக்கில் கரியார் உடைத்து**

*Purangkunri kaNdanaiyaraenum agamkunRi  
Muukil kariyaar udaitththu.*  
Berry red he looks  
Black like its nose, he is dark  
In his ways and deeds!

Though by feigning sainthood looking like a berry,  
his wrong ways and deeds will be seen as a black nose  
in the red berry. (277)

**8. மனத்தது மாசுஆக மாண்டார்நீ ராடி  
மறைந்துஒழுகு மாந்தர் பலர்**

*Manaththadhu maasu aaga maaNdaarneeraadi  
Marainduozhugu maandhar palar.*

Base mind, bathes sacred  
Move around lot in the world  
Liability naked!

There are people in the world with wicked and base  
mind but showing as if they are saints taking bath and  
going round. (278)

**9. கணைகொடிது யாழ்கோடு கெவ்விது ஆங் கன்ன  
வினையடு பாலால் கொளல்**

*KaNaikodidhu yaazhkodidhu kevvividhu; aanganna  
Vinaipadu paalaal koLal*

Judge by their good deeds  
Straight arrow deadly; bent lute  
Sweet when played; mind heeds!

Though the arrow is straight, it is deadly; though  
bent, lute is pleasant and sweet. One is to be judged  
by his deeds and not by one's appearance. (279)

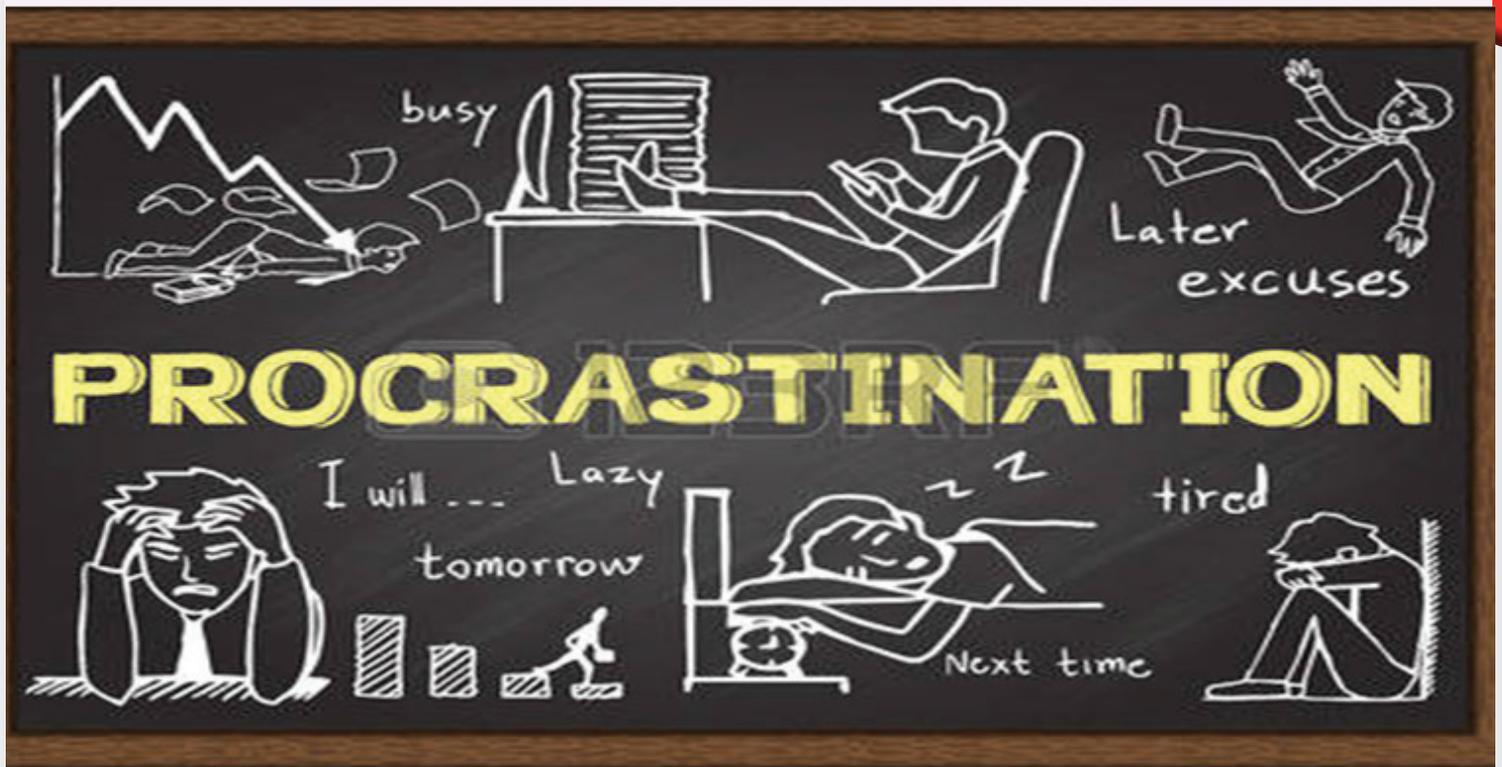
**10. மழித்தலும் நீட்டலும் வேண்டா உலகம்  
பழித்தது ஒழித்து விடின்**

*Mazhiththalum neettalum vaeNdaa; ulagam  
Paziththadhu oziththu vidin.*

Give up imposture  
No need- beads beard and tuft  
Ensure nice future!

Those who follow the dictum of the noble and give  
up the deeds that are bad in the eyes of the world  
need not have a shaven head or wear a long beard. (280)

Since the concept and explanation are quite clear  
and simple no special comment is made.



What is Procrastination ? It is derived from Latin verb Procastinare which means to PUT OFF or POSTPONE till ANOTHER DAY.

Everyone procrastinates, some in taking action to achieve their GOALS. Even the most successful people struggle with it every day. But successful people do something that most of us do not -- they push past it. They do not make excuses or allow it to affect their output. They come up with smart, actionable strategies to break past mental barriers and stay productive.

# MANAGE PRODUCTIVITY and PROCRASTINATION

*Certified Project Manager (IPMA C) and MRICS with over 3 decades of qualitative experience in the Construction Industry. Currently working with ETA Properties & Investments Pvt.Ltd., Chennai as Head - Projects.*



**Syed Fazlullah Khan**

**“It's not just beating procrastination. Not just starting the habit of writing. It's sticking to the habit and staying on track.”**

### **Let us start with Simple steps to overcome Laziness**

- ☛ Fight the yawn by covering your mouth.
- ☛ 1/3rd Rule – Eat food till 1/3rd of your stomach and drink fluids for another 1/3rd and keep 1/3rd of your stomach free to feel energetic.
- ☛ Spend your time with energetic people.
- ☛ Being Truthful to self and others around you.

### **Here are eight ways successful people defeat procrastination.**

#### **1. They keep themselves accountable.**

Making a commitment to yourself helps keep you accountable. You can do this by writing your goals down, keeping a to-do list with you, and creating reminders in your phone and on your calendar.

There are more creative things you can do to keep yourself accountable: Change the wallpaper on your phone or computer to something that says “get work done”. Write your tasks and goals on a whiteboard or large sticker you keep on your monitor. Set the new tab screen of your browser to something that reminds you of the day's priorities.

#### **2. They make themselves accountable to others.**

If you cannot stay accountable to yourself, you might have more success staying accountable to other people.

Tell everyone what you plan to do and talk about your goals. Tell friends, employees and employers your intentions and you would not want to let them down. For example, if you want to go to the gym every day, ask a friend to text you every evening asking “did you go to the gym today?”

Another suggestion is to start documenting and sharing your journey. A blog where you share the projects you are working on and your progress will encourage you to get things done. Allowing yourself to be under public scrutiny can help light a fire under you.

#### **3. They tie themselves to the mast.**

In Homer's *Odyssey*, Odysseus has his ship's crew tie him to the mast so that he could hear the Sirens' song without being drawn in and tempted to jump into the sea. If you are a chronic procrastinator and simply cannot resist the temptations of things like Facebook and Youtube, it might be time to tie yourself to the mast.

There are tools such as Rescue Time, SelfControl and Focus that will temporarily block access to distracting websites like Facebook so you can work on the things that matter. It is an extreme measure but also very effective.

There are less aggressive tools such as Facebook Newsfeed Eradicator and Distraction Free Youtube. These will allow you to have access to Facebook and Youtube but block the distracting parts of these websites (such as the newsfeed) so you can still use them for business purposes, like managing advertisements.

#### **4. They have self awareness.**

Self-awareness is a common trait many successful people have. Having self-awareness allows you to properly understand why you are even procrastinating in the first place.

Once you understand why you are procrastinating, it will be easier for you to form a plan to beat it. This will allow you to see the root cause of your procrastination, which you can then either solve the problem or formulate a strategy to overcome it.

Becoming aware of why you procrastinate means taking a step back and looking at some of the possible reasons such as boredom,

**IF WE WAIT  
UNTIL WE'RE  
READY, WE'LL  
BE WAITING  
FOR THE REST  
OF OUR LIVES.**

lack of confidence in the project, lack of self-confidence, and feeling overwhelmed. Once you know the reason, it is a matter of finding things to remedy it and cut your procrastination off at the source.

#### **5. They plan ahead.**

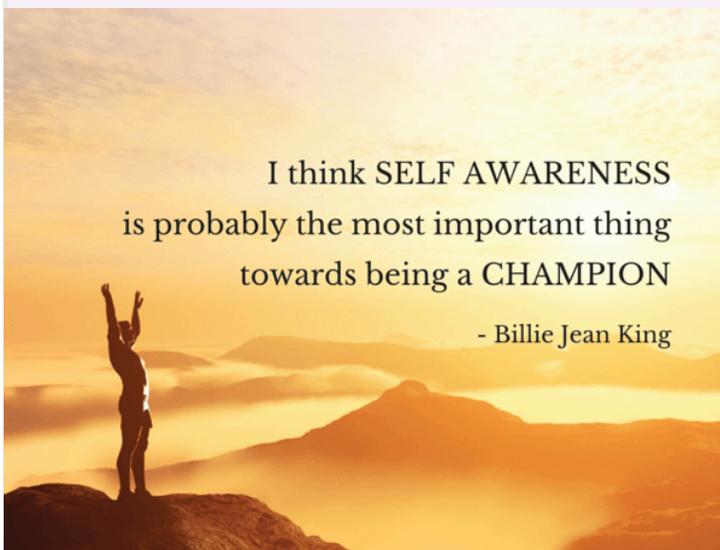
How often do you, at the start of your work day, sit at your desk and begin looking for things to work on, only to wind up on Reddit or checking email?

If you get to your work desk and have no idea where to start, it can lead you to work on low-impact tasks (such as checking email) or other worse forms of procrastinating. Those without a map, wander. Put together a plan or to-do list before starting work or any project.

The night before is a good time to do this. It allows you to reflect on what you have accomplished during the day and then come up with what needs to get done tomorrow. Now, when you start your work day, you know exactly what you need to work on and what is the highest priority.

#### **6. They commit to at least showing up.**

After starting a task, you will likely stick with it a lot longer than you initially committed



I think SELF AWARENESS  
is probably the most important thing  
towards being a CHAMPION

- Billie Jean King

to. It is like working out. Half the battle is just showing up to the gym.

Commit to just showing up and you will find yourself completing a lot more tasks. The next time you do not feel like tackling a task, commit to only working on it for one minute. Set a timer for 60 seconds, then sit down and get to work. More often than not, you will find yourself wanting to go beyond the 60 seconds and continue.

**7. They break up large tasks into smaller tasks.**

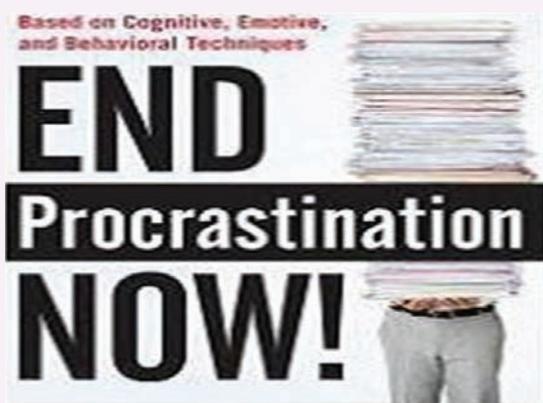
The classic but seldom-followed productivity advice to conquering large or overwhelming tasks is to break them up into smaller chunks.

Successful people understand that tasks need to be broken down into much more specific and measurable sub-tasks.

For example, an overwhelming to-do list item might be “write book.” Does that item in my to-do list mean I need to write the entire book today, or does only writing one sentence count towards the completion of the task?

A better approach would be to set a goal of writing a specific number of words each day, or spend a certain amount of time researching.

“Write 1000 words” or “spend 30 minutes researching examples of productive CEOs for book” are much more specific tasks, and therefore easier to tackle. This often encourages



me to get more done and feel accomplished and motivated by scratching to-do items off of my list.

**8. They give up.**

Just because you already poured hours into a project, does not mean you need to finish it. This is known as the “sunk cost fallacy.” The “sunk cost fallacy” affects gamblers, investors, and even procrastinators. Sometimes, a project just is not worth burning more hours over, and you ultimately need to figure out if it is time to quit.

Take a step back and figure out the reason you are procrastinating on the project or task. Is it because it is actually not that important, or does not move you closer to your big picture goal?

Subtraction, instead of addition, is efficient and productive. Maybe you need to focus on doing fewer things. Maybe this project you are procrastinating on is actually making you much less productive and needs to be dropped.

Procrastination can be managed, it just takes some self-awareness and effort. Applying even just a few of any of the above methods can put you on the path to being a much more productive individual.

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Readers are requested to send their management related questions.

**IMPACT** will get replies from management experts.

Send your questions to:

**impactjournalindia@gmail.com**

Case Study



# Indian Experience: A Failed Launch

*In April 1995, Kellogg India Ltd. (Kellogg) received unsettling reports of a gradual drop in sales from its distributors in Mumbai. There was a 25% decline in countrywide sales since March 1995, the month Kellogg products had been made available nationally.*

Kellogg was the wholly-owned Indian subsidiary of the Kellogg Company based in Battle Creek, Michigan. Kellogg Company was the world's leading producer of cereals and convenience foods, including cookies, crackers, cereal bars, frozen waffles, meat alternatives, piecrusts, and ice cream cones. Founded in 1906, Kellogg Company had been manufacturing facilities in 19 countries and marketed its products in more than 160 countries. The company's turnover in 1999-2000 was \$ 7 billion. Kellogg Company had set up its 30th manufacturing facility in India, with a total investment of \$ 30 million. The Indian market held great significance for the Kellogg Company because its US sales were stagnating and only regular price increases had helped boost the revenues in the 1990s.

Launched in September 1994, Kellogg's initial offerings in India included cornflakes, wheat flakes and Basmati rice flakes. Despite offering good quality products and being supported by the technical, managerial and financial resources of its parent, Kellogg's products failed in the

Indian market. Even a high-profile launch backed by hectic media activity failed to make an impact in the marketplace. Meanwhile, negative media coverage regarding the products increased, as more and more consumers were reportedly rejecting the taste. There were complaints that the products were not available in many cities. According to analysts, out of every 100 packets sold, only two were being bought by regular customers; with the rest 98 being first-time buyers. Converting these experimenters into regular buyers had become a major problem for the company.

By September, 1995, sales had virtually stagnated. Marketing experts pointed out various mistakes that Kellogg's had committed and it was





being increasingly felt that the company would find it extremely difficult to sustain itself in the Indian market.

### **The Mistakes**

Kellogg realized that it was going to be tough to get the Indian consumers to accept its products. Kellogg banked heavily on the quality of its crispy flakes. But pouring hot milk on the flakes made them soggy. Indians always boiled their milk unlike in the West and consumed it warm or lukewarm. They also liked to add sugar to their milk.

They also liked to add sugar to their milk. When Kellogg flakes were put in hot milk, they became soggy and did not taste good. If one tried having it with cold milk, it was not sweet enough because the sugar did not dissolve easily in cold milk. The rice and wheat versions did not do well. In fact, some consumers even referred to the rice flakes as rice corn flakes.

In early 1996, defending the company's products, Managing Director Avronsart said, "True, some people will not like the way it tastes in hot milk. And not all consumers will want to have it with cold milk. But over a period of time,

we expect consumer habits to change. Kellogg is a past master at the art, having fought - and won - against croissant-and-coffee in France, biscuits in Italy and noodles in Korea."

A typical, average middle-class Indian family did not have breakfast on a regular basis like their Western counterparts. Those who did have breakfast, consumed milk, biscuits, bread, butter, jam or local food preparations like idlis, parathas etc. According to analysts, a major reason for Kellogg's failure was the fact that the taste of its products did not suit Indian breakfast habits. Kellogg sources were however quick to assert that the company was not trying to change these habits; the idea was only to launch its products on the health platform and make consumers see the benefit of this healthier alternative.

Avronsart remarked, "Kellogg India is not here to change breakfast eating habits. What the company proposes is to offer consumers around the world a healthy, nutritious, convenient and easy-to-prepare alternative in the breakfast eating habit.

It was not just a question of providing a better alternative to traditional breakfast eating



habits but also developing a taste for grain based foods in the morning.”

Another mistake Kellogg committed was on the positioning front. The company’s advertisements and promotions initially focussed only on the health aspects of the product. In doing this, Kellogg had moved away from its successful ‘fun-and-taste’ positioning adopted in the US. Analysts commented that this positioning had given the brand a ‘health product’ image, instead of the fun/health plank that the product stood on in other markets. (In the US for instance, Kellogg offered toys and other branded merchandise for children and had a Kellogg’s fan club as well.) Another reason for the low demand was deemed to be the premium pricing adopted by the company.

At an average cost of Rs 21 per 100 gm, Kellogg products were clearly priced way above the product of its main competitor, Mohun’s Cornflakes (Rs 16.50 for 100 gm). Vinay Mohan, Managing Director, Mohan Rocky Springwater & Breweries, the makers of Mohan’s cornflakes said, “Kellogg is able to cater only to the A-Class towns or the more affluent consumers whereas Mohun’s caters to the mass market.” Another small-time brand, Champion was selling at prices almost half of that of Kellogg. This gave the brand a premium image, making it seem unattainable for the average Indian consumer. According to

one analyst, “When Kellogg tried a dollar-to-rupee pricing for its products, the company lost out on getting to the mass consumer.” Even the customers at the higher end of the market failed to perceive any extra benefits in Kellogg’s products. A Business Today report said that like other MNCs, Kellogg’s had fallen into a price trap, by assuming that there was a substantial latent niche market in India for premium products.

In most Third World countries pricing is believed to play a dominant role in the demand for any product. But Kellogg’s did not share this view. Avronsart said, “Research demonstrates that to be well accepted by consumers even the most nutritious product must taste good. Most consumers view quality as they view taste, but with a very high standard. We approach pricing on a case-to-case basis, always consistent with the total value delivered by each product.” He also said, “Local brands are selling only on the price platform. We believe that we are demanding the right price for the value we offer. If the consumer wants quality, we believe he can afford the price.” Thus, it was not surprising that the company went ahead with its plans of increasing the price of its products by an average of 28% during 1995-98. Before the product was made available nationally in March 1995, the demand from Mumbai had been very encouraging. Within a year of its launch in Mumbai, Kellogg’s had acquired a 53% market share. Following this, the company accelerated its national expansion plans and launched the product in 60 cities in a 15-month period. However, Kellogg’s was surprised to see the overall demand tapering off considerably. A Mumbai based Kellogg’s distributor explained, “Why should somebody sitting in Delhi be deprived of the product? So there was considerable movement from Mumbai to other parts of the country.” As the product was officially launched countrywide, the company realized that the tremendous response from the Mumbai



market was nothing but the 'disguised demand' from other places being routed through Mumbai.

Kellogg's had also decided to focus only on the premium and middle-level retail stores. This was because the company believed that it could not maintain uniform quality of service if it offered its products at a larger number of shops. What Kellogg's seemed to have overlooked was the fact that this decision put large sections of the Indian population out of its reach.

Disappointed with the poor performance, Kellogg's decided to launch two of its highly successful brands - Chocos (September 1996) and Frosties (April 1997) in India. The company hoped to repeat the global success of these brands in the Indian market. Chocos were wheat scoops coated with chocolate, while Frosties had sugar frosting on individual flakes. The success

of these variants took even Kellogg's by surprise and sales picked up significantly. (It was even reported that Indian consumers were consuming the products as snacks.) This was followed by the launch of Chocos Breakfast Cereal Biscuits.

The success of Chocos and Frosties also led to Kellogg's decision to focus on totally indianising its flavors in the future. This resulted in the launch of the Mazza series in August 1998 - a crunchy, almond-shaped corn breakfast cereal in three local flavors - 'Mango Elaichi,' 'Coconut Kesar' and 'Rose.' Developed after a one-year extensive research to study consumer patterns in India, Mazza was positioned as a tasty, nutritional breakfast cereal for families. Kellogg's was careful not to repeat its earlier mistakes.

It did not position Mazza in the premium segment. The glossy cardboard packaging was replaced by pouches, which helped in bringing down the price substantially.

The decision to reduce prices seemed to be a step in the right direction. However, analysts remained sceptical about the success of the product in the Indian market. They pointed out that Kellogg's did not have retail packs of different sizes to cater to the needs of different consumer groups. To counter this criticism, the company introduced packs of suitable sizes to suit Indian consumption patterns and purchasing power. Kellogg's introduced the 500gm family pack, which brought down the price per kg by 20%. Also, Mazza was introduced in 60gm pouches, priced at Rs 9.50.

Kellogg's advertising had not been very impressive in the initial years. Apart from 'Jago jaise bhi, lo Kellogg's hi,' the brand had no long-term baseline lines. Later, Kellogg's attempted to indianise its campaigns instead of simply copying its international promotions. The rooster that was associated with the Kellogg's brand the world over was missing from its advertisements



in India. One of its campaigns depicted a cross section of individuals ranging from a yoga instructor to a kathakali dancer attributing their morning energy and fitness to Kellogg's. The advertisement suggested that cornflakes could be taken with curds, honey, and banana.

In April 1997, Kellogg's launched 'The Kellogg's Breakfast Week,' a community-oriented initiative to generate awareness about the importance of breakfast. The program focussed on prevention of anaemia and conducted a series of nutrition workshops activities for both individuals and families. The program was launched in Chennai, Delhi and Mumbai. The company tied up with the Indian Dietetic Association (IDA) to launch a nationwide public-service initiative to raise awareness about iron deficiency problems. Nutritionists and dieticians from the country participated in a day-long symposium in Calcutta to deliberate on the causes and impact of anaemia caused by iron deficiency. This program was in line with the company's global marketing strategy, which included nutrition promotion initiatives such as symposiums, educative programs and sponsorship of research.

Emphasizing Kellogg's commitment to nutrition education, Avronsart remarked, "Product modification, particularly the addition

of iron fortification in breakfast cereals is how Kellogg's responds to the nutritional needs of the consumers. In this spirit, Kellogg's India is taking a major step to improve the nutritional status of consumers in the country, the specific opportunity being iron fortification for which we have undertaken major initiatives to promote the awareness of the importance of iron in the diet."

Kellogg's also increased its focus on promotions that sought to induce people to try their product and targeted schools across the country for this. By mid-1995, the company had covered 60 schools in the metros. In March 1996, the company offered specially designed 50 gm packs free to shoppers at select retail stores in Delhi. This was followed by a house-to-house sampling exercise offering one-serving sachets to housewives in the city. The company also offered free pencil-boxes, water bottles, and lunch boxes with every pack. Plastic dispensers offering the product at discounted rates were also put up in petrol pumps, super markets, airports etc.

Kellogg's identified distribution as another major area to address in order to increase its penetration in the market. In 1995, Kellogg's had 30,000 outlets, which was increased to around 40,000 outlets by 1998. Avronsart said, "We have increased our reach only slightly, but we are now enlarging our coverage." Considering that it had just one plant in Taloja in Maharashtra, the company was considering plans to set up more manufacturing units.

Kellogg's also began working towards a better positioning plank for its products. The company's research showed that the average Indian consumer did not give much importance to the level of iron and vitamin intake, and looked at the quantity, rather than the quality, of the food consumed. Avronsart commented, "The Kellogg's mandate is to develop awareness about nutrition. There is a lot of confusion between





nourishment and nutrition. That is something that we have to handle.” Kellogg’s thus worked towards changing the positioning of Chocos and Frosties - which were not positioned on the health platform but, instead, were projected as ‘fun-filled’ brands.

Kellogg’s then launched the Chocos biscuits, claiming that cereals being a ‘narrow category,’ the foray into biscuits would create wider awareness for the Kellogg’s brand. Biscuits being a mass market product requiring an intensive distribution network, Kellogg’s decision to venture into this competitive and crowded market with stalwarts like Britannia, Parle and Bakeman, was seen as a bold move not only in India, but also globally. Avronsart said, “We are ready to develop any food based on grain and nutrition that will satisfy consumer needs.”

### **The Results**

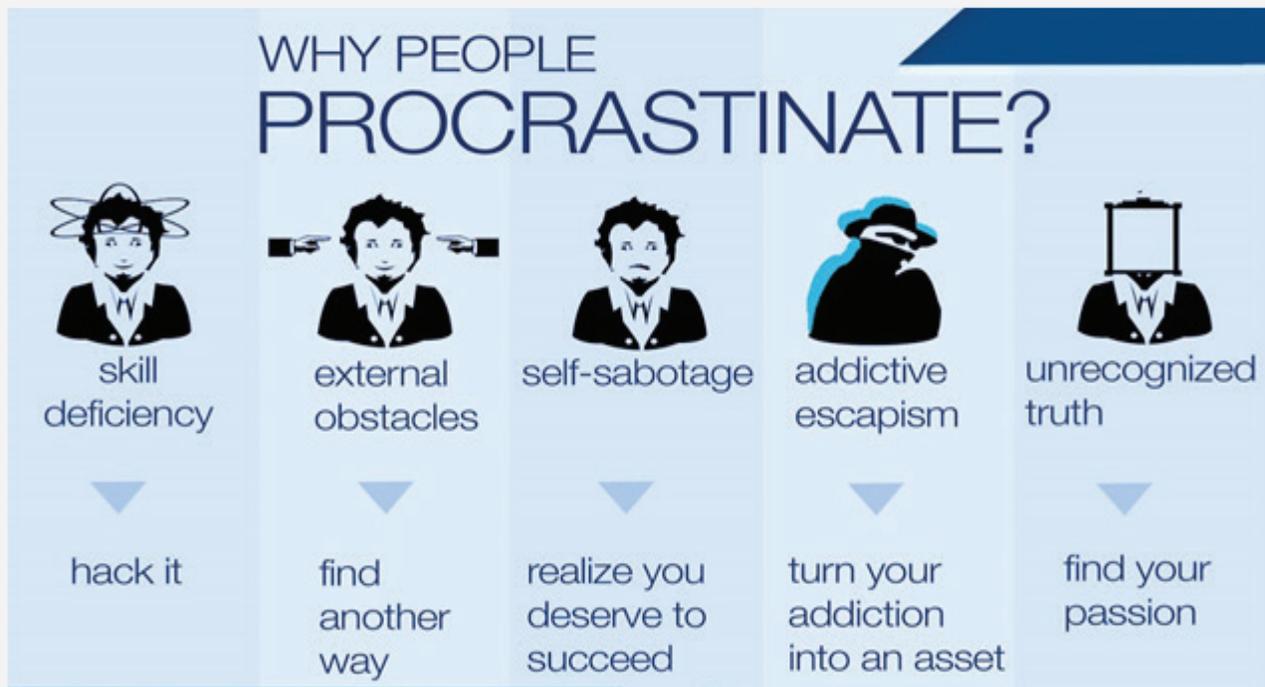
In 1995, Kellogg’s had a 53% share of the Rs 150 million breakfast cereal market, which had been growing at 4-5% per annum till then. By 2000, the market size was Rs 600 million, and Kellogg’s share had increased to 65%. Analysts claimed that Kellogg’s entry was responsible for this growth. The company’s improved

prospects were clearly attributed to the shift in positioning, increased consumer promotions and an enhanced media budget. The effort to develop products specifically for the Indian market helped Kellogg’s make significant inroads into the Indian market.

However, Kellogg’s continued to have the image of a premium brand and its consumption was limited to a few well-off sections of the Indian market. The company had to face the fact that it would be really very difficult to change the eating habits of Indians. In 2000, Kellogg’s launched many new brands including Crispix Banana, Crispix Chocos, Froot Loops, Cocoa Frosties, Honey Crunch, All Bran and All Raisin. Kellogg’s also launched ‘Krispies Treat,’ an instant snack targeted at children. Priced on the lower side at Rs 3 and Rs 5, the product was positioned to compete against the products in the ‘impulse snacks’ category. According to some analysts, the introduction of new cereals and the launch of biscuits and snacks could be attributed to the fact that the company had been forced to look at alternate product categories to make up for the below-expectation performance of the breakfast cereal brands.

Kellogg’s sources however revealed that the company was in India with long-term plans and was not focusing on profits in the initial stages. In Mexico the company had to wait for two decades, and in France nine years, before it could significantly influence local palates. With just one rival in the organized sector (Mohan Meakins) and its changed tactics in place, what remained to be seen was how long it would take Kellogg’s to crack the Indian market.

*Courtesy: [www.icmrindia.org](http://www.icmrindia.org)*



New Year is just a few days away! We see many people making New Year Resolutions: at home and at work. The resolutions are made with a passion and good intent, but very few people are able to keep up their word and those who start with a bang quickly gives in to external pressures and distractions. The secret of this inability to sustain their self-made proclamations is just one word .....Procrastination!!! In the words of Don Marquis "Procrastination is the art of keeping up with yesterday".

Procrastination is a bad habit. All of us would have at some point in our lives become a prey to this habit. most common resolutions are about giving up bad habits, fitness regime, getting up early and

# Procrastination

*Mrs. Sandhya Rao, is an independent Senior Innovation Consultant, holding a Master's in Psychology from Punjab University, Graduation from Government College for Women, Chandigarh with Economics, Psychology and English (Honours), Schooling from Carmel Convent, Chandigarh*



Mrs. Sandhya Rao

**PROCRASTINATION IS  
LIKE A CREDIT CARD:  
IT'S A LOT OF FUN  
UNTIL YOU GET THE  
BILL.**

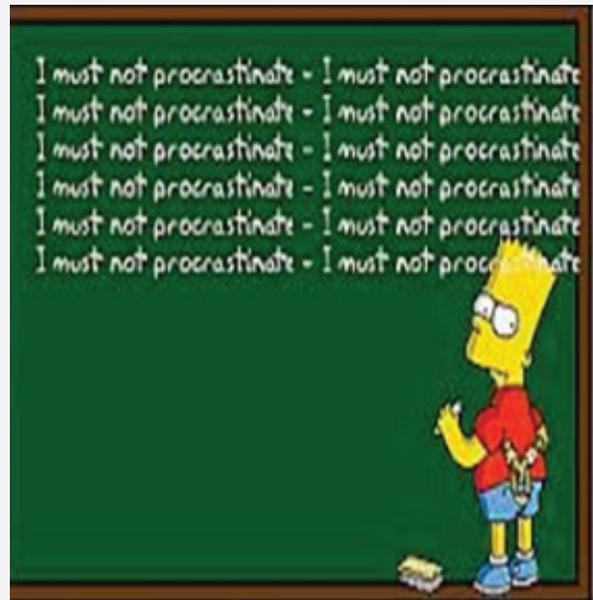
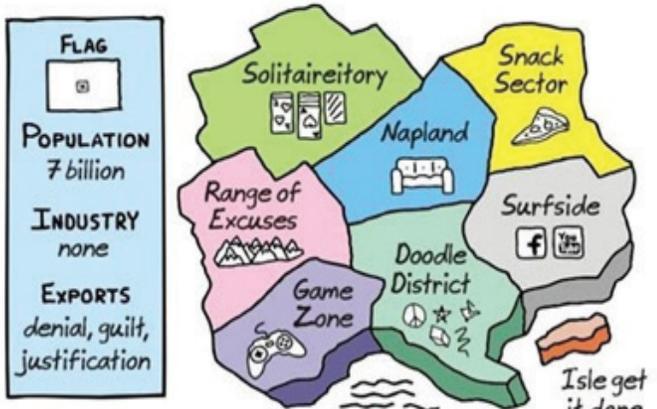
Addictive behavior is kind of the inverse of procrastination: procrastination is about not being able to do what you want to do, addiction about not being able to not do what you don't want to do (drink, use drugs, etc.)

keeping to schedules, time management and cutting down on food intake. It would be surprising if we found someone who has kept up their resolutions till the end of the year. Procrastinating or postponing should be the first on the wish list. "I will not procrastinate any of the New Year Resolutions"!!!!

tomorrow do it today ,what you have to do today do it now and if you do not do it now, when will you do it? It is a saying that helps us to introspect and make a few of us a little ashamed of ourselves. The above image is very simple to understand. It tells the reasons for procrastinating and the solutions.

I also believe that some sort of fear of the unknown or of failure makes people to procrastinate important issues. Laziness and risk aversion can also be counted as other reasons. There is a Hindi quote which when translated means ....what you have to do

Let us not welcome the New Year with so much seriousness .If we can imagine the world of procrastinators and show the mirror



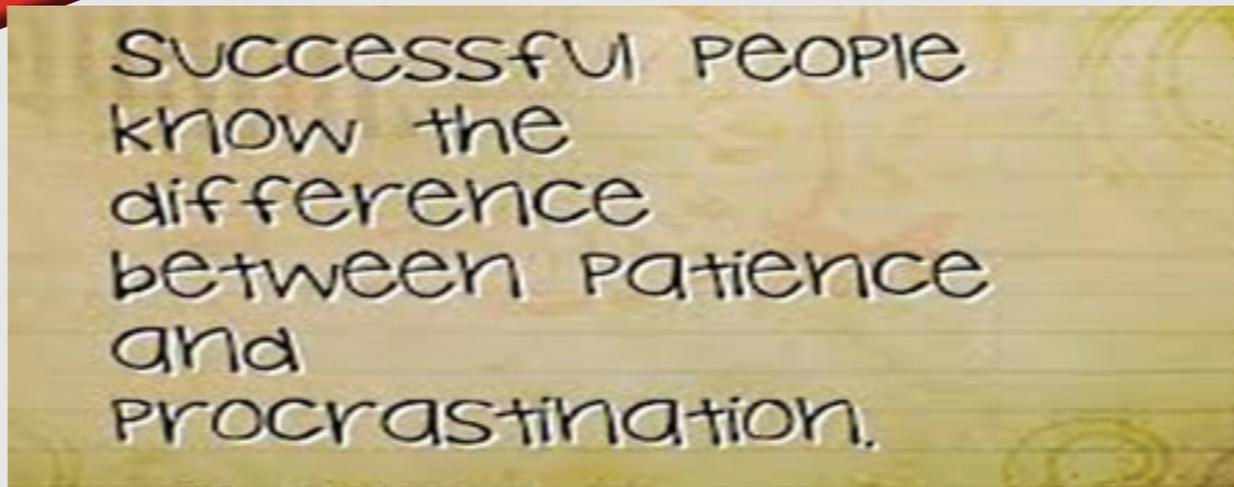


image of that, it would probably be like this ....Procrasti-Nation!

So as sane thinking adults let us make our choice. Do we wish to live in this Procrasti-Nation or we want to make something of our life by making the best of the opportunities at hand. If we procrastinate we are burying our opportunities. Martin Luther King once said that we do not have to see the whole staircase; just take the first step. We have to make a start and then give ourselves affirmations at every step to follow our resolutions. Let me give a simple real life example. When I was working in the Hospitality sector, I found a lady asking for the attendant to fill her flask

with water in her room. He had no reason to postpone such a simple task! He told the lady he will come back in 5 mins and do the needful. He got busy elsewhere and forgot to get the water. He met the lady after 2 hours and with a sheepish face said he would get it along with lunch. The lady was furious now and made a complaint which almost cost the attendant his job. Postponing a simple task resulted in loss of an opportunity to build good customer relation. Bigger the lapse of time, bigger the importance of task, bigger are the bad consequences! Not procrastinating may or not bring appreciation but it definitely pushes you a step further to success and not push you back to disaster.

## Letter to the Editor

*Dear Editor,*

*Hearty congratulations for bringing out another interesting, informative and instructive issue of the IMPACT- December, issue. The articles, Manage conflict with Creativity by Mr SF Khan and Don't Quit by Ms Sandhya Rao, are highly thought-provoking. The other features like the Health Management by Mr Desikan, the Different Hats by Mr Zende and the usual Valluvam in Management by you embellish the magazine.*

*R Venugopal.*



A supervisor, foreman, foreperson, team leader, overseer, cell coach, facilitator, or area coordinator is a manager in business. The US Bureau of Census has four hundred titles under the supervisor classification.

An employee is a supervisor if he has the power and authority to do the following actions

1. Give instructions and/or orders to subordinates.
2. Be held responsible for the work and actions of other employees.

A supervisor is first and foremost an overseer whose main responsibility is to ensure that a

# Managers/ Supervisor - Roles and Responsibilities

**Jayprakash B Zende**, Consultant, employee involvement schemes and a freelance trainer



**Jayprakash B. Zende**

group of subordinates get out the assigned amount of production, when they are supposed to do it and within acceptable levels of quality, costs and safety.

A Supervisor is responsible for the productivity and actions of a small group of employees. The Supervisor has several managers like roles, responsibilities, and powers. Two of the key differences between a Supervisor and a Manager are (1) the Supervisor does not typically have “hire and fire” authority, and (2) the Supervisor does not have budget authority.

Supervision means being able to look ahead and plan, look around to organise and co-ordinate the efforts of people, look back regularly to monitor that we are doing what we planned to do and if not, to look into things and put them right by taking control and problem solving. Supervisor has basic responsibility to manage activities, people, resources and information. Let us understand these things in details

### **Manage Activities**

- Planning and organizing work
- Monitoring performance and looking for ways to improve
- Maintain Health and safe environment
- Prioritising work
- Day to day work planning/allocation
- Setting standards/meeting KPI's (Key Performance Indicators - related to the business targets).

### **Manage People**

- Recognise why supervisors are needed
- To identify the roles and responsibilities of supervisors
- State what they do and identify their role in meeting business priorities
- Establish what relationships supervisors need to develop in order to meet business priorities

- Recognize their training and development needs and take responsibility for self managed development
- Gain an awareness of their management style, with its strengths and weaknesses
- Manage their time to meet objectives
- Gain the trust and support of colleagues/team
- Gain the trust and support of their manager
- Minimize and handle conflict
- Develop assertive behavior rather than being passive or aggressive
- How to deal with issues, instead of emotions in an assertive confrontation
- The various approaches to deal with conflict and why our actions affect others behavior (Transactional Analysis).
- Identify and meet training and development needs of staff to ensure they produce good results
- Plan the work of the team and individuals, ensuring right person for the right job
- Assess the work of team and individuals
- Give feedback and encouragement to teams and individuals
- Help to deal with staff whose performance is unsatisfactory
- Developing self and others to meet objectives
- Achieving results through people.

### **Manage Resources**

- Identify resources needed and any potential shortfall
- Monitor and control resources
- Identify problems quickly
- Identify and recommend solutions to problem



- Implement solutions
- Meeting and exceeding customer expectations
  - Providing quality service
  - Meeting KPI's
  - Ensuring smooth workflow

#### **Manage Information**

- Appreciate the barriers to effective communication
- Identify information needs of listeners
- Adapt communication styles appropriate to the listeners/situation including selecting an appropriate time and place
- Listen actively, ask questions, clarify points and check mutual understanding
- Give and receive feedback
- Ensure confidentiality
- Use effective communication skills for meetings or presentations
- Carry out team briefings

- Be able to give orders and instructions if appropriate
- Gather and record information
- Carry out performance management
- Assist with recruitment and selection
- Train and develop staff

#### **What are your roles and responsibilities?**

- **Decision making.**

A manager makes organizational decisions and handles a variety of problems that arise on a daily basis. You have to identify the problems, create choices and alternative courses of actions.

The daily routine of making decisions include determining how to approach an employee who is not performing or lacking progress and how to bring about change to the organization and its team.

It involves thinking and planning out strategies on how to improve quality and also being cost conscious and effective.

- **Goal setting, planning and organizing.**

In order for you to achieve long term goals and commit to strategies for substantial earnings, you have to communicate the vision of the company to your subordinates. You break down and clarify the goals that each team or individual have to perform and assign work schedules and strategies.

Having goals and planning out the directions allow for effective time management and saves cost and resources.

- **Guiding and giving directions.**

Your role as the head of an organization is to guide and give direction so that the team can perform effectively. You offer on the job coaching, training and support. In order for individuals to meet the needs and objectives, they may need extra input, information or skills.

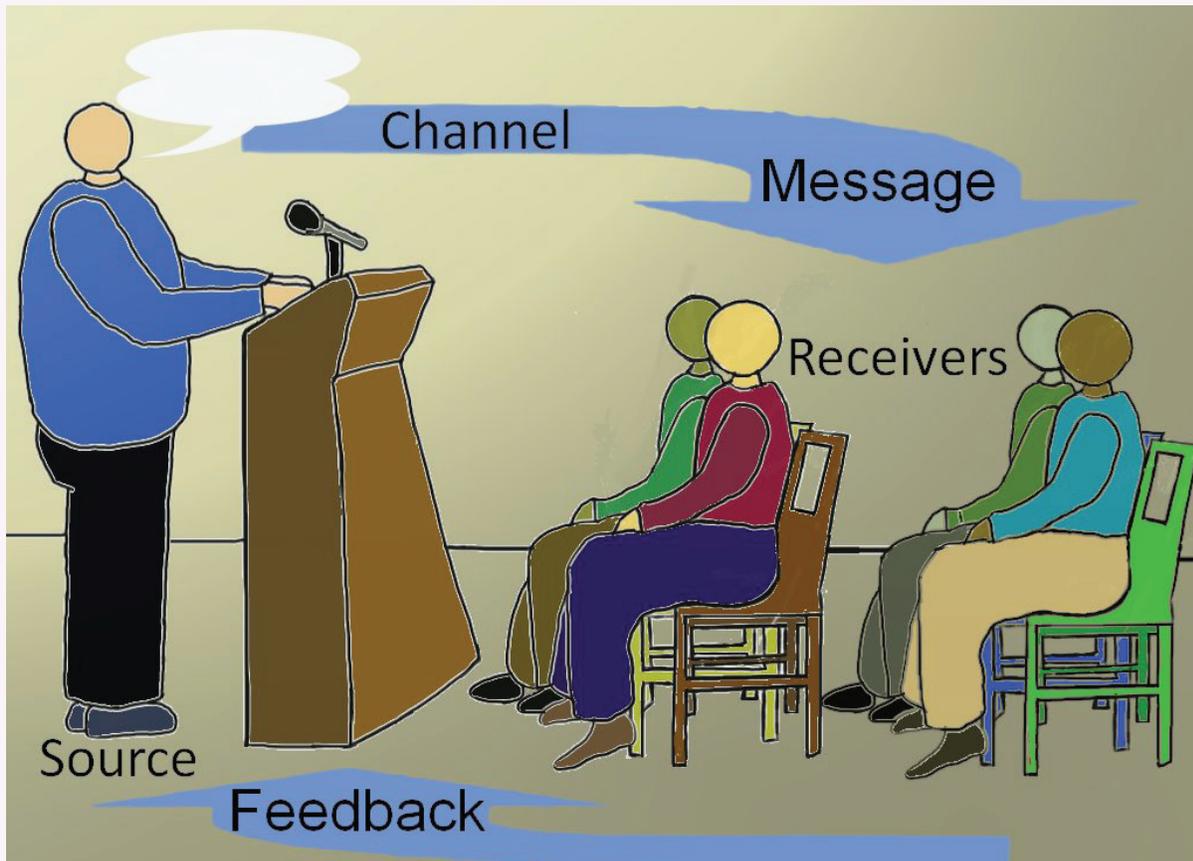
- **Empowering others.**

The performance of your team depends on your abilities to empower them. How well a person performs depends on his motivation. Your task is to encourage and coach others to improve themselves and the quality of their work. You need to instill in them the desire to excel and accept responsibility and self-management.

Though it is bit difficult to manage empowerment but if you achieve it yields very high dividends.

- **Communication and people skills.**

As the boss, your ability to develop trust and confidence, resolve problems and issues will result in a productive, goal oriented work group. You should encourage your team to ask for help, get involved and participate.





Practice empathy and respect their personal values, opinions and ideas. Listen and respond and offer praises and encouragements when they make progress.

By doing that you will enhance their self-esteem and they will offer you the cooperation.

A manager is the middle person in between the top management level and the team that reports to him. He has to ensure that communication is smooth and conveyed clearly to avoid misinterpretations and dissatisfaction.

- **Evaluating and analyzing.**

You need to have the capacity to evaluate and examine a process or procedure and decide on the best choice to produce an outcome. You look at the importance, quality and values and then taking the best approach.

You are also expected to track the progress of each individual's activities and effectiveness, review them and offer feedback and counseling.

- **Provide satisfaction among the staff and the customers.**

Your subordinates are happy when they know that their supervisors provide them with the necessary tools and resource. They feel secure if the management puts priority on health, safety and cleanliness issues. You satisfy customers by giving good quality of service or product and take care of their needs.

- **Being an exemplary role model.**

Managers who set high standards or goals and achieve them are great leaders by examples. The ability to tolerate stress and remain poised under job pressures and still maintain a high activity and energy level are contagious.

You should set the example by being accountable for your own activities and performance. Work harder on your personal growth and you will become a respected and efficient leader.



Vocabulary plays a vital role in comprehending as it helps in determining the proficiency level of the readers. Knowledge of a wide range of words and their usage assists a person to become more confident as one can have a command over one's language. Our very survival in today's socio-economic atmosphere is immensely affected by our language skills and word knowledge. Many professionals are stuck in a corner in their careers due to their lack of words to express their ideas originally and convincingly. More importantly, competitive exams like IELTS, TOEFL etc., require us to have a good vocabulary. So having an access to a large word bank is like a good investment for our academic future. One can find it as fun to learn compound words and practice English vocabulary with fun compound word games. Compound words exist in many languages and offer great insight into the inner workings of each language, including the basic building blocks such as prefixes, suffixes and word roots.

## BUILD-UP YOUR VOCABULARY

*Dr. (Ms). R. Krishnaveni Assistant professor / Dept. of English, LRG. Govt. Arts College for Women, Tiruppur. She has nine years of teaching experience. She is in the advisory and editorial board member of Anu Books, Meerut, Notions a Journal of English Literature. She has successfully received an internationally recognized certificate from the University of Cambridge ESOL*



**Dr. R. Krishnaveni**



In English, there are three forms of compound words:

- Closed form (notebook)
- Hyphenated form (mother-in-law)
- Open form (real estate)
- 

Some examples of compound words:

Compound Word Games  
Adjective + Noun

Examples: Nobleman, shorthand, blackboard, halfpenny, iron-rod, blue-eye, green-leaves.

Verb + Noun

Examples: Spendthrift, makeshift, breakfast, pickpocket, daredevil, popcorn, hangman.

Verb + Adverb

Examples: Drawbacks, lock-up, go-between, die-hard, send-off, drop-out.

Adverb + Verb:

Examples: Outset, upkeep, outcry, income, outcome, output, backdrop.

Adjective + Verb:

Examples: Safe-guard, whitewash, fulfil.  
Adverb+Verb

Examples: Overthrow, overtake, foretell, undertake, undergo, overhear, overdo, outbid, outdo.

Noun+Noun

Examples: Chessboard, moonlight, armchair, postman, railway, airman, manservant.

In the long run a person without creative aspect to his/her personality would become a failure. To lead a better life in this world, it is essential for us to explore our creativity. This exploration, for many, might turn out to be a surprising self-discovery. This magazine is the portal for all our readers to exhibit their creative abilities. In our effort to create, we might surprise our self and others. It gives opportunity for every one of us to tap their untapped potential and thus result in self-discovery. I wish all the readers success on their road to self-discovery.

Wish you all a blissful life.  
HAPPY NEW YEAR!





Leadership has come to play an important role in today's world. Leadership is the art of managing a team, managing relationships, managing different kinds of people. ... The list is endless. Leadership touches many spheres of activity in society. It is wide in its sweep and broad in its reach and depth. Different situations demand different kinds of leadership and how deftly a person deals with a particular situation determines how good a leader that person is. A leader's role becomes challenging in challenging situations in life and if a person passes this test we can conclude that he or she is a true leader.

Who is a great leader? Who is a true leader? What are ideal leadership qualities? Several such questions are connected with leadership. In the following paragraphs, I will make an attempt to answer these questions.

First I will dwell on the role of leadership in a company. Companies throw up several challenging situations and a good leader's skills will be

# The importance of leadership

*M.V. Kaushik is senior quality Analyst in a multinational firm,  
and a former journalist*



**M.V. Kaushik**



severely tested in such situations. If a great and embarrassing mistake has been made, how does a leader deal with it? When should a leader take a strict decision that will result in severe punishment to an erring employee? If a particular employee has committed a grave error that has caused severe loss and embarrassment to the company, and if it is found that this employee is singularly responsible for damaging and tarnishing the reputation and image of the company, then a punishing, ‘head will roll’, ‘I am sacking you’ approach can be justified. This extreme step can be taken if one violates the code of ethics and conduct laid down by the company and if one breaches the permissible levels of discipline laid down in the company’s charter. If a person leaks the company’s secrets to another rival firm, resulting in loss of face and business, then he or she can be given the marching orders. If a leader takes this approach in this kind of situation, then his or her role will indeed be laudable. This will also act as a deterrent in the future and prevent further wrongdoings. In contrast,

a soft approach would send a wrong signal to undesirable employees. But a question now arises. Should a leader always adopt a punishing approach whenever something wrong happens in a company? The answer is no.

If something wrong happens, a proper investigation must be done before pinpointing blame on a particular person. If it is the handiwork of a few people, then a leader can take a collective decision to mete out punishment. A true leader is one who consults his or her colleagues before deciding on the nature of action that is envisaged in such a situation. A leader should not take a unilateral decision under these circumstances.

Another issue crops up. Some companies follow a wrong policy of punishing everyone in a department or a team if somebody commits a mistake. A leader of a department should ensure that this injustice does not become a part and parcel of a company’s policy. Such a policy stems from prejudices nurtured by a leader against a particular department or a team. How can the others be held responsible

for the misdemeanour of somebody in the team? A true leader should steer clear of prejudice and bias against the members of a specific group. Every individual in an organisation should be treated on merit. Every individual is unique and each is endowed with special qualities and abilities. A good leader must take these things into account and deal humanely with the different kinds of people in a company setup. For example, if one or two members of a team are not up to the mark in their work and if this factor negatively impacts the team as a whole, then the leader must question only such members. A leader must not condemn the team as a whole and develop unnecessary bias against all the members. If this happens, then the leader will only end up being a trouble-maker rather than a trouble-shooter. Instead of the leader shooting down the trouble, the trouble will shoot down the leader! And again, how does a leader deal with those who are not up to the mark. An authoritarian attitude will not help. This helps only in certain situations, in situations where there is intense rivalry and internal bickering. Perhaps former Tamil Nadu Chief Minister the late Jayalalithaa's handling of her partymen can be justified to some extent because the party members would always veer around her for anything and everything and look up to her for advice. If they indulge in squabbles, a stern warning from the 'supreme' leader would bring things under control. On the other hand, a soft handling would have led to the party members quarrelling eternally over even trivial issues. In a monolithic party

like the AIADMK, this kind of leadership may work. But here too, the leader should have the image of a no-nonsense person and the charisma that would work magic with the partymen. Jayalalithaa could fit this role perfectly. However, this approach will not work in non-monolithic and democratic companies and setups. In such organisations, the leader of a team must have the patience to study the reasons for the poor performance of a few members and tackle them appropriately. A bottoms-up approach instead of a top-down approach will help in such situations. A good leader should identify the weaknesses of the poor performers and suggest steps for improvement. If necessary, adequate training should be given to such people in areas where they are weak. The leader should also investigate properly if one or two members repeat the same mistake many times. The leader should address the root cause of a problem and not rest content with taking cosmetic measures.

A true leader is also one who creates leaders. A leader should always work in the direction of creating a second-rung leadership. This form of leadership is especially important in a political party. It is also important in any kind of organisation. Only if leaders are created, a company can grow in the true sense of the word and reach great heights. If good team leaders are non-existent, then all powers would be concentrated on one individual, and this is not a healthy scenario. If all powers are vested in an individual, then dictatorial tendencies would rule the roost



and collective decision-making would take a backseat.

A good leader is one who shares ideas and opinions with his subordinates. A leader should not be egoistic and self-centred. He or she should be easily accessible to his team members. They should feel free to consult their leader at any time for any problem. But if a leader is arrogant and develops an air of superiority over others, then both the leader and the team would get destroyed slowly but surely. The leader should not erect artificial barriers between himself or herself and the team members. The leader and the led should work closely in a spirit of togetherness so that everyone benefits. However, if the distance between the leader and the team is huge and a yawning gap persists, then people would be working with cross-purposes and against one another and not with one another. Such a distance between the leader and the led would only create feelings of inferiority in the minds of the latter. Any artificial distance must be bridged and all should feel that they are part and parcel of one family. Only then a leader would be able to create good leaders. The leader should ensure that information and knowledge sharing happens spontaneously between him or her and the team members. The leader should not keep all knowledge locked in the deep recesses of one's self.

The leader should also be open to new ideas and must be both an active and patient listener. He or she must respect the opinions of every team member and treat everyone with equal respect. Only then would the members feel at home and feel like contributing in a great way to the success of the team.

A good leader is also one who is willing to spend more time with the team members. He or she should not always expect subordinates to take the initiative in solving a problem. Although it is natural for any leader to nurture such expectations from

the members, sometimes it would help a lot if the leader himself takes the initiative in approaching the team members to resolve an intractable problem. If this happens, the team will grow rapidly and achieve stupendous success. Such a gesture on the part of the leader would work wonders in the team and also boost the morale and confidence levels of the members.

A leader comes across different types of people and that is why the task of a leader becomes onerous. The leader cannot lead all people all of the time by patting them on their backs. Some individuals are overachievers who are looking for stars on their foreheads and thrive on constant positive feedback. For these people a leader leads mostly by showering praises. There are other types of people who tend to be motivated more by the fear of being in 'trouble' and not wanting to look bad. What must a leader do to deal with such people? The answer is such people should be dealt with a kind of 'kind firmness'.

Dear leader, what should you do if a good performer makes the same kind of mistake again and again? First, ask the mistake-maker to propose a solution. It is best if a person hammers out a solution to his or her own mistakes. It is interesting how many people will actually figure out their own plan to prevent the problem from happening again. Because they created the plan themselves, they are more likely to stick to it. Second,



help people feel the impact. I think a person almost needs to spend time in a position that gets impacted by the mismatch or the error – to actually feel the consequences – for it to become real. If the address is wrong, are you getting the call from the angry customer who did not receive his order? If the line of code does not include a closing tag, are you the one who experiences the embarrassment of seeing a public-facing HTML fail on the company website? These consequences feel so different than a severe scolding or an acerbic write-up.

Some people do not really internalize the consequences of an error because the fallout is never really theirs to deal with. To them, errors result in a reprimand or a bad grade, and that is why errors are bad. If there is a way to give them responsibility for fixing the errors and dealing with the fallout, they will develop a better eye for catching them.

Third, invest some coaching time. This time should be really hands-on with the person, really delving into how they are operating, what systems they are using, how they are staying organized, etc. – the kind of intensive, remedial help they should not need, but being very hands-on in that regard for a week or two to see if it gets them back on track. Sometimes it does! And then you can back off and return to normal and see what happens. It is not sustainable for you to continue being that hands-on, so the key is seeing what happens when you stop. But for some people, that will be what they needed.

Fourth, prepare checklists and start simplifying. Have a second person for each item, that is, not do the work, but ensure it is done. Have both people sign off at the end. Say you have ten people doing orders. Make two of them 'inspectors' who double-check the work before it goes out. The amount of time and money you will save making sure everything is done correctly before it goes out will more than pay for the fact that you only have eight people directly working instead of ten. The other benefit of checklists is uncovering the

parts of the job that are taking up so much of your time and effort. Checklists will also help identify which tasks are important and which are not. What if you are producing reports that no one reads! Eliminate them.

Now I shift the scene from a company to that of the home. Now the leader in a company becomes the father of his children.

Here child psychology is important. The father would fail miserably if he replicates his role of a leader in his company. The father would cut a sorry figure if he thinks he can boss around with his children just as in office. Children are not the same as team members. An entirely different perspective is needed to deal with children, for they are extremely sensitive. Also, modern children are far removed from yesteryear children. Children in the previous generation feared teachers at school and parents at home. This fear led to implicit obedience in some matters. But today, it is the other way round. Parents and teachers fear the children more. So, what leadership role must a father play to deal with his children? The father must be firm and at the same time polite to drive home the message. Words like, "If you want to be able to buy nice things in life you need to work hard" would convey the right message. Getting suddenly angry with children does not help with today's children. The father should praise their efforts as much as their results while still emphasizing the importance of actual results. But when a child is being naughty, an "I will buy you ice cream if you are good" approach does not work and is not warranted. Here the father should not reveal his mind to his child by saying openly that he would get an ice cream. Then, the child would expect an ice cream every time he gets naughty! Instead, the ice cream should come as a surprise at the end, if this is the father's intention after all. Without yelling and certainly never with violence, the father should make the child



understand the dangerous consequences of being naughty. The father should wield the stick as an extreme step only if the child cannot be brought around at all. Only then the father becomes a good leader.

Now I will shift back to the company scenario. A soft but firm approach also works more effectively than yelling to one's subordinates. It is crushing to somebody when they hear messages like, "I would have expected you to have planned better for this meeting. I put a lot of trust and faith in you, but now I feel let down because you did not take this seriously enough." And a leader would be rubbing salt into the wounds when he or she follows it up with the words, "Listen, I do not want to see this happen again. Let us work on a plan to make sure it does not. But if I see this again you will face the consequences."

Below, I present some rules that would be of help to somebody aspiring to be a good leader:

1. Highlight the error. Best to do this after the situation has happened, not when emotions are flared on both sides or you would not have a rational discussion or reflection. Tell the person that you would like him or her to reflect on what happened so that you can debrief on the topic in 48 hours. Obviously if the situation is urgent you need to put the situation right before reflecting on what happened.

2. Discuss what you would have expected. I never understood why when managers did reviews they would say what you did wrong without a clear explanation of what they think you should have done. If you do not have an



answer for what the right process or right behaviour would be, then you are not going to be very effective in helping the person to be better next time.

3. Help them plan the new rules or process to ensure the mistake is not repeated. Be a problem-solver. Work on the new process with them. Talk about exactly what needs to happen next time. They need a map for success, not just a "this better never happen again."

4. Do not suddenly go back to "buddy you are a nice guy" at home. To be an effective dad, children need to feel a little distance from you when they commit something wrong. This is really hard as a parent because you want to just go up and hug your kids and because your patience will easily run out. After all they are your children and are not like your team members at office. But hold on. Children need a cooling off period from being in your good graces. They need to know it is not OK what happened and should not be taken lightly. But this does not mean that the trust between you and them should erode. Your firmness should not lead to a sense in them that they are now not to be trusted. In fact, I think the best approach is if they feel they need to re-earn your trust.

5. Do not yell. Yelling yields resentment in the receiver and often makes the message unpalatable.

6. Praise people publicly, but discipline them privately. If you do need to discipline people do not try to make a public spectacle of them to set an example. People would not learn. People accept their mistakes only when they are not embarrassed by them. People stay at companies with leaders who rule like Mussolini because they want to be a part of something that is super successful. But it does tend to breed organizations of people who walk around like beaten dogs with their heads down waiting to be kicked. It produces only sycophants.



# DEMENTIA RISK

Patients suffering from atrial fibrillation, or irregular heart-beat, treated long term with the blood thickening drug, Warfarin may be at greater risk for dementia or ALZHEIMER'S disease.

Atrial fibrillation can cause blood clots and increase the risk of stroke five-fold. Since blood clots can seriously affect brain function, atrial fibrillation, by itself is known to eliminate the risk of DEMENTIA.

Warfarin works by preventing blood clots. But over time it can also increase the likelihood of brain bleeds which, in turn, negatively impacts brain function.

Patients with no history of dementia who were being treated with Warfarin for atrial fibrillation as well as for other conditions

such as valvular heart diseases and thromboembolism can suffer.

During seven years of follow up, dementia was found to be more prevalent in the atrial fibrillation group than in patients without atrial fibrillation.

The risk of dementia was also greater in patients in both group when Warfarin dosage was not managed accurately.

The risk of dementia was also great in patients younger than 80 years.

The study results are the first to show that there are significant cognitive risk factor for patients treated with Warfarin over a long period of time regardless of the indication for anticoagulation.



**Lion M. DESIKAN** is a former District Chairman and Life Member, Lions Club International, District 324A. He is a social activist and literary lover.

**Lion M. Desikan**



*Kanchi Acharya, Peetathipathi of Kanchi Mutt-from his age of 27 in 1921-1994.*

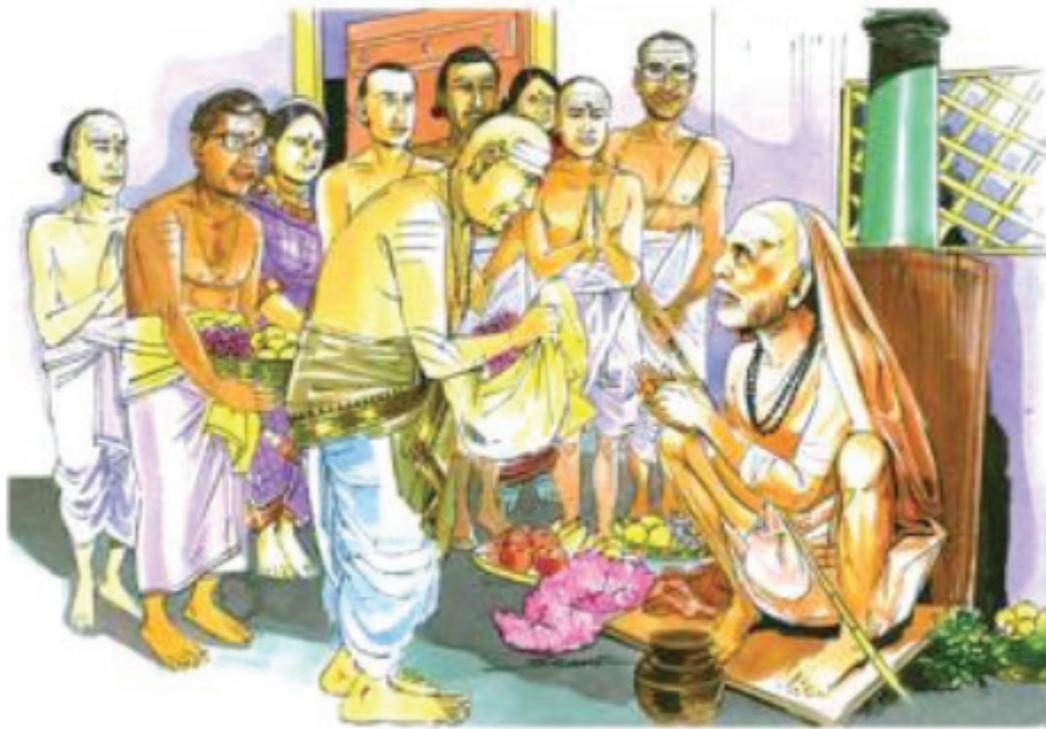
## SPIRITUAL MANAGEMENT

**M**anagement of four fold personality of the human beings viz., physical, mental, intellectual and spiritual is absolutely essential for one's self development and to influence others. Influencing the superiors, peers and subordinates depends on the personality of the Manager. From that angle, Spiritual Management is very important. This message is very well brought out by Paramacharya, who managed the Kanchi Mutt and the following millions of the tenet.

His long tenure as Peetadhipathi is considered by many to have been the Golden Era of the Kanchi Kamakoti Peetham. He attained Mukti (died) on January 8, 1994

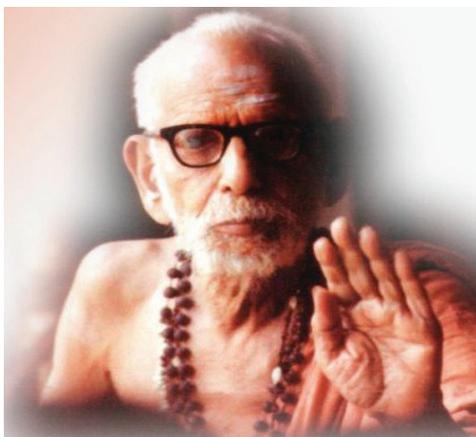
and was succeeded by Poojaya Sri Jayendra Saraswati Swamigal.

Periyava stressed the importance of a Guru in one's life. He repeatedly preached about the importance of following the Dharmic path. His various discourses are available in a volume of books called 'Deivathin Kural' (Voice of the Divine) which have been compiled by R. Ganapathi, a devotee of Periyava. These books are available both in Tamil and English. A condensed form of these books is also available in English. These are available in any branch of the Kanchi math. He was a pure Gnani – (Sanskrit – he knew every thing happening in the world). He had proved this several times. So many devotees



mentioning this in their experience accounts for this. His advice to Paul Brunton is a classic example. He treated all religions equally and with respect. He guided the devotees by spiritual means.

Though Periyavaa did not get directly into politics, he was interested in the happenings. At Nellichery in Palakkad (Present Day Kerala), Rajaji and Mahatma Gandhi met the Acharya in a cow shed. It was a practice in the mutt



to wear silk clothes. But Acharya was the first one to do away with them and shifted to Khadi robes at Rameshwaram. He requested his devotees to do away with foreign/ non natural clothes some time earlier at Trichy. The day India became free, he gave the Maithreem Bhajata song, which was later to be sung at the UN by M S Subbulakshmi. He gave a speech on the significance of the flag and the Dharma chakra in it on that day.

Periyava's charm invited the rich and the poor, the old and the young alike to be his devotees. Some of his famous devotees include, Their Highness the King and Queen of Nepal, the Queen Mother of Greece, the Dalai Lama, M. S. Subbulakshmi, Subramanian Swamy , Indira Gandhi, R. Venkatraman and Atal Bihari Vajpayee among others. To the Acharya, the VIPs and the common man were one and the same. There were thousands of personal experiences to lakhs of his devotees, who still revere him, and pray to him as a messenger of the Supreme or an ultimate Guru."

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