

## What incentives do we have to work for EIL's global mission?

Whats and Whys of the global mission is done. Lets introspect, way of doing things. To achieve this Heroic ambition, additional thrust is required on Individual as well as Department level! For this additional push, additional force - What are the incentives? Why would people work an extra mile to make this dream come true? People will ask, - What is in this dream for me?

My vote for the best five horses for EIL's chariot for first phase should be: 1. Creativity, 2. Intelligence, 3.Out-Of-The-Box Thinking, 4. Innovation and 5. Desi Jugaad technology!

Details of each may be discussed in my next letters but today, I am trying to inspire, encourage and establish unthinkable in people's mind. First should be to see some beneficial – material or tangible effort or action towards this mission.

**Incentives have become a part of life:** Incentives urge people to do more of a good thing than bad thing. Incentives are invented by Parents, Politicians, Government, Businesses etc. Lets see three examples: If a child eats green vegetables, he gets a new toy from parents (Positive Incentive). A factory is exhaling too much harmful gases, it is fined by Government (Negative Incentive). Citizens not paying income tax, TDS introduced (Different method of operation)

**If financial incentives and fear tactics REALLY worked** then the crime would have stopped in the world or at least many of the developed nations, with most educated and well off citizens. Right? Bal Gangadhar Tilak Said, Self Rule is my birth right. Tagore dreamt of an India where head is held high and mind is without fear. Why are we then trying to rule our company by using staples of fear and punishment?

**First → One Clarification: What is leadership? Here are my two cents:**

1. Leadership is not about Politics or ruling but are for Governance, Progress, Preservation and Growth. Good orator skills, delivering monologs, forcefully pointing others mistake and insisting and underlining their presence to win over an audience and get claps is NOT leadership! Leadership is NOT about domination but about serving, about support, enable and care. Bible based servitude-leadership concepts are getting popular.
2. Leadership is NOT about divide and rule but UNITE and LEAD! Whom would you consider as good leaders – People like Hitler, Laden, Bush or Gandhi, Mother Teresa, Budha? It is true that even Krishna was not liked by everyone? If you want to know about Krishna, would you ask Meera, Radha, Arjuna, Bheem, Bhishma Pitamah or Kansa, Jarasandh, Ashwathama, Duryodhana?

I do not like debates, hence lets skip to next important point of “Incentives!”.  
Please Turn Over the page, Thank you.

**In the book, “Freakanomics**, an International Best Seller by Steven Levitt and Stephen Dubner have suggested two different types of incentives – Social and Moral.

- **Moral Incentive** means people don’t want to do something that is considered wrong.
- **Social Incentive** means by which people don’t want to be seen by others as doing something wrong.

### **Incentives do not always work!**

1. **Attendance System:** Employees coming late to EIL, have to stay late to compensate for late minutes. Initially people felt bad but with time, this method did not prove to be a strong deterrent. Their incoming time didn’t change and in fact their guilt that they are coming late was also bought off and now they have to stay a little extra makes it more easy.
2. **Case of Over Time System:** If blood donors are given Rs 1000. What if we increase this amount to 5,000 surely the number of donors would increase dramatically. They may steal or use force to make people donate blood for money. They may give dog’s blood, threats, kidnappings or use knife point?
3. **Direct Financial Incentive:** If employees do well, managers/team leaders must be praised and given financial incentive/bonus of Rs X000, because the manager has produced bigger and better result. But what if the people are cheating? It is not that system of incentive has failed. Alternate solution could be to standardize the financial incentive.

### Two examples of my Innovations for school

Two of my most popular and widely appreciated innovations for Vidya Sanskar – International School for Holistic Learning were: (A) "Knowledge Currency" and (B) "Value Trees" in early 2008.

## **1. Knowledge Currency**

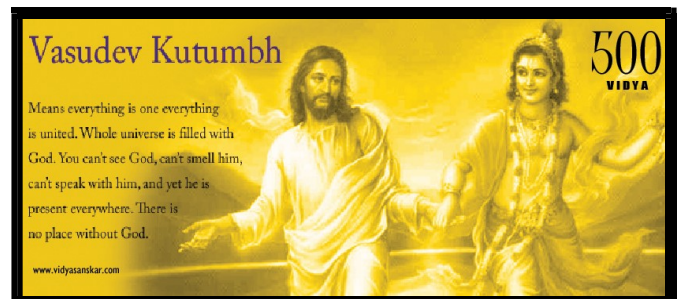
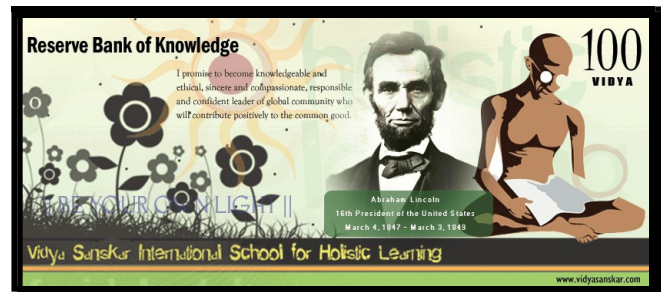
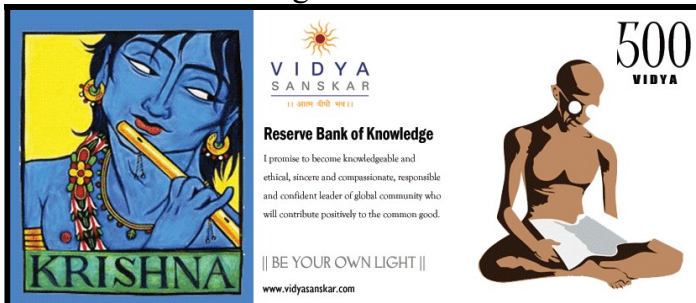
- **Vidya Currency:** earned by students based on their performance in academics, co-curricular, discipline, class-room behavior, social responsibility, neatness, helpfulness and other life skills.
- **What is the Purpose?** Idea is to move from Dhan-vaan to Vidya-vaan! Groom leadership, vidya as main focus and evaluation parameter. Distribution and Implementation Mechanism was in concurrence with the organization mission and psychology. These could be redeemed as day-offs, chocolates, collectibles, cups, pens, mugs etc.
- Detailed Design basis, Considerations and Sample Currency Notes are available upon request.

- This is an example of Social and Ethical Incentive for Better Performance, Leadership Grooming and cultivating goodness. This is not rule by fear or stick.

## 2. Value Trees

- **Out of the Box Thinking:** There were Six trees in the front lawn of the school. I assigned a big Sign Board in front of each of the tree as "Knowledge", "Ethics", "Sincerity", "Compassion", "Responsibility", and "Confidence".
- **Educated way of Interaction & Learning:** For younger pupil, it was game. Unable to complete homework, water the knowledge tree for 3 days. Two kids had fight, sit and have your lunch together with yr fighting partner under the sincerity tree. Circling the tree was also fun activity. Inclusion of trees (or association with Nature) was supported by presence of ducks, goose, and peacocks in the front lawn.
- **Initiatives by Children:** Whenever Children would visit the lawn, all bags were voluntarily kept surrounding the knowledge tree and teachers and kids would sit under trees and devise their own unique games, discussions and chats on the value assigned to the tree.
- This is an example of Work Culture, which is self propelling toward nobility, overall betterment of the organization, lesser conflicts, higher productivity and smooth working. This is not rule by fear or stick.

In the name of making this world - Noble!



3 March Onwards, Move Forward; Do not stop until the goal is reached!  
- Swami Vivekananda