

# What should be the New Management Mantras for EIL?

Taken from: Books of Robin Sharma and Arindham Chaudhary

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- Rule 1: Lead, Follow or Get Out of the way!
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Understanding Rule 1

## **Lead, Follow or Get Out of the way!**

This is NOT a THREAT. Purpose is to unite, quick thinking decision making in employee participation and selection, aligning and stream-lining work, its speed and human resources and let them Choose-Your-Own Role type system in the organization.

What is the key to excellence? They say, "Passion".

Because Excellence = (Attitude + Skill + Knowledge) X Passion

Don Bradman had batting average of 99.9. What do u like about Saching Tendulkar? Mother Teresa, Amitabh Bachhan and Shahr

ukh Khan? They played their game with passion. Is Shahrukh a better actor than others? Why is he best? Is it more commitment? Or more efficient, smart and dedicated staff? **Passion!**

**Passionate People make more mistakes?** Even Napoleon lost one thirds of the wars he fought! But what he had was passion, a burning desire to achieve what he wanted to achieve.

**World stands aside to let pass a man who knows where he is going.**

**Which is a better option? Finding a Hiring a Highly paid and motivated and skilled leader or giving a on job leadership training to best available resources?**

**Why Passion?** Passion often makes great sacrifices look easy. Passionate people automatically tend to be innovative. People with passion look forward towards accomplishments and are oriented towards future.

What are the financial incentives in a PSU? Why will employees work for this mission? I suggest, we must introduce social and ethical incentive system which means introducing a common good, socialistic mission which will be the uniting factor, motivating aspect and also driving force to accomplish this mission.

Government and Companies must drive a sense of commitment to country and patriotism as a key social responsibility. Nestle India is borrowing marketing strategy from Nestle USA or Nestle Australia. We all Indians understand that these corporates are selling in India and taking our money away from our land into their countries.

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Understanding Rule 2

## **I work for the India, Do you?**

### **Patriotism Motivates!**

Key question is how and why will employees identify themselves with the EIL's mission. What will motivate them to be winning partners, be the driving force towards this goal? Is the element of common good help in achieving this mission?

**Why patriotism?** Patriotism is strong part of our cultural value system. Patriotism is great and easy method of orientation towards common good. It is also easy to inculcate than value education via teaching, lectures or by religion.

**What Indian-ness are we talking about?** India-ness is based on pillars of 3 values: Truth (Satya), Love (Prem) and Compassion (Karuna). Family Values and sense of belongingness have highest priority in social and work life. Hence our work and management style should be in accordance with Indian values, culture and life style. India is similar to Japan in bonding but the moment we give life time security people become complacent. We are also much different from unemotional hire-fire non belonging American culture.

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Understanding Rule 3

## **Leadership Gurus: Gandhi and Buddha**

Show me a company, or organization, a society, a religion, a philosophy that is doing well and I will show you a good leader. What succeeded everywhere failed in India and what failed everywhere succeeded in India. Non violent revolution, the biggest lesson for people who want to lead and manage India.

**WHOM SHOULD WE IDOLISE AS LEADERS? WHO SHOULD BE OUR ROLE MODELS?**

Simple Answer: Lord Buddha and Mahatma Gandhi are two most respected Indian Icons which are most popular and respected Indian icons, outside India. So, even external people would be able to connect with our vision, work style and thinking levels.

Gandhi understood Indian psyche. Every Indian marched with him to the doorsteps of Independence. Even today a film based on him ideology is a national hit.

Buddha means knowledge and intelligence. Gandhi-ism can shell out new peaceful and non-violent/non-aggressive management approaches, concepts and mantras, which are in combination

with Indian values and belief system for driving this country towards common mission. Gandhi-ism is not religion, Buddhism, Krishna are NOT religion but way of life!

Some say, Success of India/EIL should not be dependent foreign management books! Lord Krishna, Mahatma Gandhi, Lord Buddha – all of them gave globally relevant leadership and management mantras. India Management is basically leadership based. Idea is to make Work Worship and Work Culture Noble, Indian and Worth Living!

Should be one hour committed on Gandhi and Buddha's teaching every month for employees to have a common value system, work culture. This will bring everyone on same thinking and thought level with more scholarly and mentally evolved work system.

Leaders create more leaders like themselves! All future work of EIL should spring out from new goal, if image of the future held by your company is grossly inaccurate, its work system, or EIL will betray its future!

This letter is also intended to develop a Work Culture based on values and ethics, on how employees should think, how employees should be motivated, how internal and external brand EIL is to be developed, How we can fast generate more leaders within the company, and also introduce evangelization and compassion in business.

**Why do we need common good?** Why do we all volunteer go to temples and places of worship? Because to be good, and serve the common good is ingredient, as part of our constitution as Indian.

Why do we need title for Leadership? We should build our Superstars and Champions right from the young age!

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Understanding Rule 4

## **Work Culture Rules**

Commitment is a two way process. Both company and workers need to contribute. Develop a work culture based on ethics. First time it is difficult, Second time it becomes easier, and third time it becomes a way of life.

Work culture is essentially to re-program Brain and thinking process in direction which is more productive and is for betterment of most of the people.

Example In Sahara India, they greet each other by saying "Jai Sahara", or "Sahara Pranam". Nobody is titled as MD of the company, but is regarded as manager worker. And all workers have stake in the company. Sahara also sponsors Indian sports team and does lots of charity work.

Krishna based Management is applicable to Bhakti and Karma Yogi type people.

Guru Nanak Dev, is bhakti Yoga, following words of Guru. Buddha took on hindu-ism led hindu's united them to find against ills in hindu society.

Rama, Krishna, are not just Religious Leaders but tattva's or fluid elements of mindset, or psyche to achieve desired objective with leadership of these worship worthy characters.

Religion and spiritualism is part of ingredient or is in constitution of each one of us. Period.

Without proper inculcation of these two into our work style. No management or leadership system can work in India.

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Understanding Rule 5

## **Theoretise and Sytemetise!**

1. I recommend to "Theoretise and systematize" in strongest possible words. Written words rules, everything else does not exists. What I mean by theoretise is to put all work related knowledge into reference books and analyze data for comparisons. Documented success story of one manager, one worker lays foundation for success story of another. Knowledge should not be limited but freely available for reference to everyone concerned.
  2. Further, what can not be measured can not be improved. We have already improved areas which are written, what we need to focus on is abstractions, that is knowledge areas which are not written. Further, we must also all review, supervise, monitor effectiveness of all these documents towards the management goal of world leadership.
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Understanding Rule 6

## **Managing India, Desi Style!**

Indian mindset analyzes and applyies Chanakya niti of "Saam (association, involvement in decision making), Daam (attraction, incentive or seduction), Dand (forced direction or fear or punishment) and Bhed(delegation or give them full responsibility with trust)" to key players.

Cases of these will depend upon maturity level of each team worker.

**Bhed or leadership by Direction:** Means giving detailed instructions, telling them clearly what needs to be done in writing. Define work structure and methodology. They only need to implement what needs to be done. Decisions are taken by leaders, their job is only to implement. Careful supervision is required, There is more of authoritativeness and less of emotions. It is task oriented and controlling and fear is of becoming dominating and revenge.

**Daam or Seduction by Incentive:** means restraint demonstration of authoritative attitude but still one wan communication. Decisions are made by leader, but are implemented by positive stroking. There is more use of soft skills or people management skills while tackling. This is a trustworthy and persuasive method. Fear is of manipulative ness and hypocrisy.

**Saam or Working by Association:** Means group participation, two way communication, team decision making, encouraging, welcoming new ideas. Fear is of superficial involvement.

**Bhed or Delegating work fully:** This means confidence in subordinates, once u have made sure that right person is appointed for the job. Light but regular supervision is required. Decision making ability is extended to subordinate. It is intuitive, confident and trusting style but are ineffective on being unattached and lack of trust.

Who is a better manager? A person who gets satisfactory result by fear or manipulation one who can best coordinate and brains and talents of his associates to achieve an objective?

Three type of Indian workers: Bhakti Yogi's, Karma Yogi's and Gyan Yogi's.

**BHAKTI Types:**

1. Immature, low in ability and responsibility. They must have blind faithfulness in leader, must be unquestioning and take regular guidance. They should have an urge to learn and enter next level of worker category and should not question the management.
2. Army follows bhakti system, where soldier blindly follows commands from senior, without questioning. Leaders reward and facilitate followers from one level to the other. Top management strategize while lower levels implement, effectively whole heartedly.

**KARMA Types:**

1. Mature, able and responsible. They take work as worship, they act responsibly, take guidance from leaders, and guide subordinates to achieve better results. Could be groomed into future leaders.
2. Negative: After few years, these people leave the organization, especially If they do not see their ideas getting implemented. If efforts are going futile, they will walk away!

**GYANI Types:**

1. Visionary, change agents who are very mature and high in ability. They should work independently in order to achieve best results. They should be given respect by management and taken as partners in progress.
2. In management words, follower-ship of a leader is of three types, faithful/blind, work-oriented and visionary. And teaching principles of follower ship to your subordinates is the key to success.

**Why not Videsi Style?**

**Different Management Styles and Mgmt Practices**

Source: "Count your chickens before they hatch", by Arindham Choudhary of IIPM

**AMERICAN WAY OF MANAGEMENT**

Americans grow up in a culture with broken and divorced families. They need very less emotional security. Their culture is based on value of Freedom. Their religion is service oriented. They are willing to work and law abiding by default. So are Britons. However, they believe “We are tough guys, and as long as we are good, company will keep us else we will be let go.” This statement is outburst against manifestation of outburst of their insecurities in life. Their management style is contractual. As limited and as shortest, without any and maximum freedom oriented. Salaries are paid per hour and are paid every 15 days. They have an individualistic society, where companies bet on people. Individuals have great dislikes and likes. Open door policy. Easy Hire and Fire. A person can be hired or fired because of bad shape of his nose and probably reason for divorces are also similar.

Irrespective of the inherent insecurity in their system, it DOES NOT takes away from America that today more than 50% of companies are Americans. Americans bet on people, individual strengths. Their society is heroic based. They want trained talented people and leave entirely up to them to do the job. They do not believe in giving training, so people get trained, earn knowledge and degree by themselves and qualify themselves for bigger & better roles.

**Reminder:** Americans use great patriotism, Everywhere in North America you will see their flags flying high.

## MANAGEMENT IN CHINA

Communist country. Forced Management style. Highly productive, non-questioning, follower kind of people. Lack free thinking. However, Made in China today is widely popular and bigger success story that Made in Japan was. Chinese have high loyalty towards their country and work system, which is working fine for them.

## JAPANESE WAY OF MANAGEMENT

Bonded Style. Management takes care of Buddhism Life style, value based emotional attachment. Patriotism is key part of corporate orientation. Work philosophy and Management practices are ‘Samyakta’ or Balanced based.

India and Japanese started industrialization at same time. Japan growth included nationalistic interest and social cultural components to create a new unique Japanese management style. In Japan even today, elderly are well looked after and are respected deeply. Why not in India? India is losing out on its cultural and social values, due to cultural imperialism?

Success stories of China and Japan are not highlighted in American Capitalistic oriented media. Why? Because they think theirs is the only way of life.