



IMAGE

AN ACTION RESEARCH JOURNAL
on
ORGANISATIONAL TRANSFORMATION

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A THE INSTITUTE OF CULTURAL AFFAIRS: INDIA

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The Institute of Cultural Affairs: India is a private, not-for-profit organisation registered under the Societies Act of 1860. Its services are designed to catalyse participation in improving the quality of life by serving the need for self-development in organisations, agencies, communities and corporations. It is affiliated with ICA offices in 28 nations.

The Corporate Services Division is responsible for designing and facilitating programmes that promote the human factor in the private and public sectors. It utilises methods and techniques developed by the ICA:India for engendering creativity and participation around issues that are critical to the success and advancement of the institutions' respective missions.

The Action Research Journal, produced by the Corporate Services Division, is intended to communicate the designs and formats that have proven useful in its service. The Journal will draw on a variety of sources including other ICA world-wide offices to provide a spectrum of practical tools and constructs that facilitate organisational transformation. We welcome comments and articles from our readership.

APRIL 1987

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LEADERSHIP

The Indian Hotels Company is the leading hotel chain in India. It has a culture of developing its leadership from within its ranks with many senior executives rising from low entry positions. With its rapid expansion it is faced with the challenge of accelerating the pace of leadership development among talented mid-management personnel. The ICA was selected to design and facilitate one aspect of this process.



INTRODUCTION

The ICA over the past several years has developed a large number of methods and tools for leadership development. We welcomed the opportunity to design a comprehensive programme that would incorporate all our experience in a concerted effort.

There are three skill arenas needing to be introduced and mastered. First, each individual needs to understand his own unique capacity and style of leadership. Leadership is more a question of decision than position. Second, is the skill of handling people or teamwork. Being a leader today is not being charismatic but having the capacity to mobilise the skills of a group of people in a joint effort. Third, one must lead an organisation. Assuming responsibility for the destiny of a company means mastering the skill of culture development.



"The three weeks have shown me that nothing is impossible if I want it, that I have the potential in me and that a manager and a leader are two different things."

LEADERSHIP DEVELOPMENT LAB		
MODULE 1	MODULE 2	MODULE 3
INDIVIDUAL SKILLS PERSONALITY PROFILE CHARTING METHOD CREATIVITY SKILLS INDIVIDUAL PROBLEM SOLVING BASIC WORKSHOP SUPERVISION SKILLS TIME MANAGEMENT	TEAM SKILLS WORKSHOP PRACTICE LISTENING SKILLS DISCUSSION METHOD SPACE DESIGN FACILITATION SKILLS EFFECTIVE MEETINGS SEMINAR LEADING TEAM EVALUATION	CULTURE SKILLS CULTURE ANALYSIS SITUATIONAL LEADERSHIP MIND MAPPING PRESENTATION SKILLS MASLOW APPLICATION STRATEGY DESIGN MBO/KRA TARGETS

DEVELOPMENT

"This programme made me realise my own self. The potential which has remained untapped was exposed to me. I have new insights to myself and the universe."

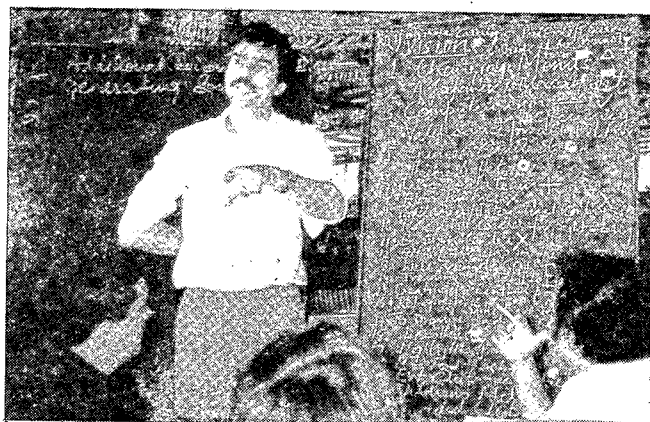
A discussion guide for the first two modules was the book, *CREATING EXCELLENCE* by Hickman and Silva. The section on new age executive skills became the backdrop for in-depth discussions of the practical application of these skills for the individual work situations. (see the Methods Resource section of this Journal). Each module ended with an evaluation, written and oral, and assignments for skill practice during the interim period. Feedback was incorporated into the design of the next module.

FIRST WEEK

The first week started with an individual personality profile analysis. Group discussions in which participants shared their experiences and how they reacted to situations were held. Objectivity on one's own style and gifts occurred.

A major part of the week was used to break loose individual creativity. Using the "new age skills" from *CREATING EXCELLENCE* of Insight, Focus and Vision, the participants had numerous opportunities to tap inherent creative resources. Games, workshops, discussions and exercises were blended into a set of practical tools that could be applied in the work situation.

"The course has enlightened me with many leadership skills, the beautiful art of facilitating a workshop, the strength that lies in team building and the importance of strategic planning."



Although workshop skills were taught each week, this week focused on learning the basics, with a hands-on approach, and getting clarity on personal strengths and weaknesses. One helpful tool was a critique sheet each participant used to rate practice workshop performance of his colleagues which stressed objective analysis of skills and style. Most participants reflected that the workshop skills that they learned were most helpful. Other topics covered were effective supervision and time management.

SECOND WEEK

For the second week, the group was divided into teams and they remained in these small groups for most of the week. Now a much more intimate relationship began to happen. Each team had to decide how to move their members into a working unit. This was not easy for many. Dominant styles had to learn patience, while quiet one had to learn assertiveness. Listening skills were stressed, as well as interviewing, effective meetings and directed conversation skills.

Three parts warrant particular mention. The Sensitivity skills study from *CREATING EXCELLENCE* got them deep inside what it means to be a developer of people. Maslow's work was grounded in their own environment. They grasped the tremendous responsibility of being a leader of people. The mid-week outing and celebration gave each team a chance to be a team in action. In the midst of great fun new insights happened. Careful reflection on the celebration revealed new understandings of what it means to be a team. Finally, the concluding evaluation was a team development inventory in which each participant ranked the team playing of every other member and then shared it. Many deep decisions were occasioned.

THIRD WEEK

The third week built organisational culture skills. The culture of an organisation is constantly reshaped by the new generations of leadership. An analysis of the Taj culture through its value system and operating style revealed the critical role the management plays in the inculcation of these values throughout the organisation.

Situational leadership got them familiar with the role style in an organisation. They learnt that leadership style needs to be adapted to the development level of each subordinate. Strategy and action skills were learnt through devising concrete action plans for their hotel or restaurant units. Presentation skills challenged them to communicate ideas effectively.

A highlight of this week was the outside evening speakers, especially from mentors who shared the great stories of the early hotel expansion of the chain. People grasped the rich heritage and traditions as well as the pioneering leadership that has maintained the standards of excellence and people orientation.

Finally the programme ended with a day-long retreat in which the participants declared to themselves, their colleagues and managers their intent as a leader in the organisation.

"If you look for excellence it is necessary to have a team effort so that everything is looked at in all the aspects and not just one."



"It has given me a lot of self confidence, a sense of perfection and has helped me to become result oriented."

RESULTS

The results of this programme are both long and short range. Only time will indicate who will become the key new generation of leadership for the Taj. But all participants committed themselves to six month objectives which will by necessity call on them to utilise the skills, creativity, sensitivity, facilitation and adaptability. Perhaps the best indication of their leadership effectiveness is how those for whom they work and who work for them are responding. All indications to date are that the vast majority have been recognised by both levels as having demonstrated what the Taj culture admires the most, a people-oriented style.

AN INTERVIEW WITH V.S. MAHESH

V.S. MAHESH is the General Manager of Manpower Planning and Development for the Indian Hotels Company. He is a member of The Tata Administrative Service.

I. What was the Intent of this programme?

It all started with a felt need in the organisation to accelerate the process of development of our young people. Some of our older managers had come up through a trial and error process, for at that time there were no business schools and you had people who joined for technical excellence and had to move up into management positions. What could we do to see that leadership development was not by accident but by applying a methodology? Anybody who has the potential should be able to reach it. That is our objective. So what could we do to young people who seem to exhibit that potential now, so that from the organisation's side we meet them half way and give them the inputs and make them consciously realise that they need to do something about it, develop their leadership skills, hone their leadership styles? The second part of it was focus. It does a lot of good to an organisation when there is a focus and a direction given in any activity including training and development. So I wanted a central focus around which people would direct themselves. I put sensitivity to people as the priority. And this is something that you can't teach through a left brain process. You have to use a right brain process to get people to accept it.

II. How did you go about selecting who ought to be in such a programme?

Well, I had two options, either I could go through an exhaustive appraisal system of all people or go with our style of management. Our company has grown from a one hotel company to a 40 hotel company in 15 years. And it's no accident that the growth started 3 years after Ajit Kerkar became Managing Director in 1968. And what he has relied upon is a natural genius in dealing with people. He has a personal knowledge of and rapport with people and spends a lot of time in personnel decision making. He has a very clear picture in his mind on the career histories of possibly 500-600 people. His style has been picked up by a lot of people who were trained by him. So it was very easy when I talked to the General Managers and Vice Presidents who would be the most outstanding young people. I met with the Managing Director to give these names. He went through them and he added two we had missed.

III. Why did you choose the ICA?

For a number of reasons. One, I did want a cross cultural input. There are a lot of managing consultants within the country. The bulk of their learning is from what Tatas have done in the past and that I already know. I wanted people with background in groups and different contexts and culture but who have picked up sufficient experience with regard to transfer of that in the Indian context. While at the same time I wanted to be sure that the transfer of the context was going to be done at an equal to equal level and not top down or bottom up. And it is not normal for people with training in UK or USA to get sufficiently interested in the potential or strength of the Indian context, who want to learn from that context. I did spend time with you and your colleagues and I was quite clear that not only as an institution but also as individuals you would be my best bet. The third reason was I was looking for a group of people who would be open for experimentation, who understand the difference between the strategy and planning, who would be open for changing the plans, rescheduling and be flexible enough and fortunately would get as excited as I was about getting things done.

IV. What was unique about this programme?

Most programmes, even residential, do not lead to the same kind of togetherness, commitment, and a kind of synergistic force that gets produced when people of good quality are engaged in good quality interaction, and the context or the environment is also attended to properly. A lot of things happen which is quite honestly far beyond the best trainers' plans. The young people got highly motivated, they got a direction to what they need to do for self development. And I think the unique feature was that at the end of each week's programme they came up with a very specific individual action plan, irrespective of what the rest of the world would do for them. More often than not people attend programmes and come back and say my boss didn't help me and so and so didn't give me support. But by our very definition a leader has to be pro-active, and pro-active people don't give reactive excuses. So at the end of the week they went ahead like pro-active people and planned what they were going to do. I think this happened for each programme and it improved both the skills they picked up and the confidence they had on transferring that into working conditions.

V. Have you been able to tell what Impact this has made so far?

As a trainer I would be very reluctant to claim that there is a causal relationship that can be drawn between the training programme and the impact. Whether this worked as a good catalyst is all that one can honestly state. I do believe that this has had a tremendous impact as a catalyst to generate a number of things. By their own admissions several people in the organisation have said that the atmosphere now seems to be conducive for getting many things done that they couldn't do before. There was a real good example of this in a letter a Regional Sales Manager wrote to the Vice President of Sales and Marketing. He'd been trying to get people together for product redesign for a faster reaction to customer feedback and to develop an interface between sales and marketing and operations. After this programme he felt that the atmosphere was very conducive to getting a lot of his ideas accepted and implemented. He found the operations people who had been through this programme very much more open and in a few months time there has been a tremendous chain reaction in many of our hotels. Well, again if I claim that better performance in any one hotel is due to the training programme I would not be correct. I do believe a lot of factors have gone in to that. I think, however, we've done our bit.

MISSION AND

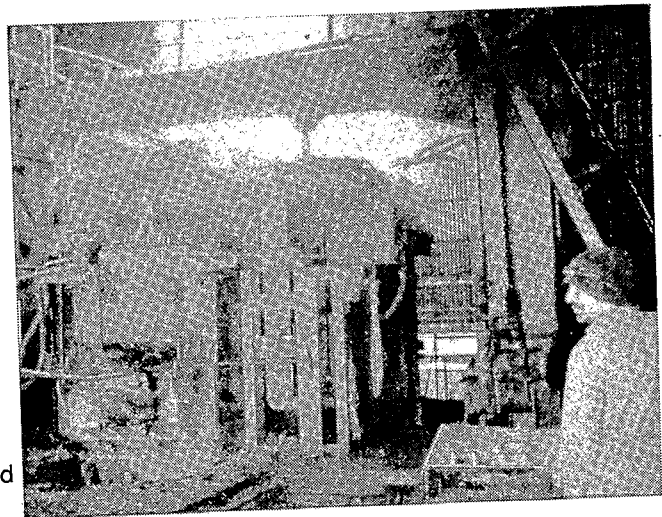
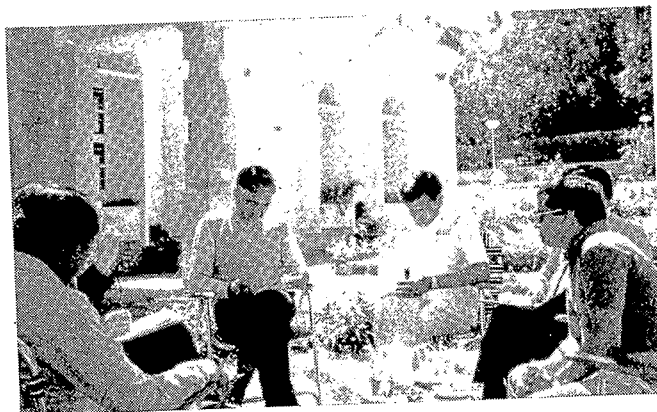
Bhoruka Group of Companies includes **Bhoruka Steel Limited**, Bangalore, a mini-steel plant utilising steel melting scrap through a 25-tonne electric arc furnace and continuous casting route; **Karnataka Aluminum Ltd.**, an aluminum refining and extrusion plant and **Karnataka Oxygen Ltd.**, the largest industrial gas organisation in South India.

S.N. Agarwal, Group Chairman and Managing Director of **Bhoruka Steel Ltd**, is responsible for bringing the concepts of professional management to the Group and a dynamic commitment to results-oriented management.

Why a Philosophy and Mission Programme?

The Group Chairman's opening context: "It is inspiring to study organisations which boast 'Management Excellence' and which pride themselves on accelerated growth like 'Johnson & Johnson'. The total organisation-efforts are synergised in the direction of achieving their 'Credo'. Every executive has inculcated the philosophy of the Credo as part of their personal value system. These values are expressed through their corporate responsibility towards the customer, the supplier, the distributor, the employee, the stockholder and to the world community. "I have requested the ICA personnel to organise this programme with a bold desire to achieve excellence while discharging our corporate responsibility. We too have all the resources - a founder with a long range vision, a responsive management, the latest technology and the best competence in our personnel.

"Let us introspect and search our hearts. Let us express clearly what we would like to pride ourselves upon - fairness? concern? profits? management style? technology? social responsibility? We will spend the next two days in thinking aloud what we want to be remembered by. We must be prepared to spend the rest of our lifetime in achieving this Credo."



Who attends this programme?

In January, 1987 fifteen top management people from three companies in the Group, including the Chairman, gathered in a retreat setting near Bangalore. At the end of two days of talking and writing they produced a common statement of mission and purpose for the **Bhoruka Group of Companies**. Along with the Mission Statement were the elements of the Operating Philosophy, concise statements of the common values that would guide the Group.

Participant Comments:

"We've framed the guidelines of our operations and decided them by mutual discussion."

"We now have an integrated picture of our operating philosophy."

"Instead of imposing ideas on us, you (ICA) took ideas from all of us and helped us put them in a concise form."

"The most important thing that happened, happened to us as a group. We know the total job was done by all of us. This was not an individual achievement."

PHILOSOPHY

STATEMENT OF PURPOSE

Our purpose is to create a healthy environment for coming generations, promote growth and development of our Group through innovation, diversification, product development and quality to satisfy our customers while maintaining the supremacy of every individual of the **Bhoruka** family.

MISSION STATEMENT

We will:

- * be the Industry leader In Transport Services and Industrial Products
- * assist In formulation of Industrial policies by active Interaction with Government
- * focus on employee development as key to organisational growth
- * generate sufficient return on Investment and attractive returns to the share holder

(Working draft)

The Sessions

The first day's focus is **MISSION**. The participants engage in a conversation on their anticipations for the work of the next two days. The first workshop is on **HISTORICAL PERSPECTIVES** - taking a 50 year sweep of time from the inception of the company to build a picture, looking at events which have shaped the company, the industry and the nation and world. The intent of the workshop is to give participants a grasp of the larger context and environment in which the company exists, and therefore the greatest perspective in which company goals and purposes will be directed.

In the afternoon a short presentation is made on "Organizational Alignment and Attunement". The concepts of direction/purpose and harmony/mutual responsibility in organizations are explored. There is a workshop on **MISSION** to define the company's responsibilities in all its relationships - customers, employees, stockholders, community, etc. In the **PLENARY** session, statements of mission are selected through consensus of participants.

The second day's focus is **PHILOSOPHY**. A short presentation is made on "Elements of Corporate Culture" and a segment of the video, In Search of Excellence, is shown. In the video, the Disney Company is highlighted as an excellent example of a company which communicates its values most in the operation of the organization. Participants meet in small groups to pull this work together. In the **PLENARY** session which follows, the key values are selected by consensus.

The afternoon session is spent in writing teams, one team working on "Mission Statement and Purpose" and one working on "The Operating Philosophy". The **PLENARY** session facilitates the final selection of the statement of consensus. All the work of the two days is held in a document produced for each participant by the close of the sessions.



MISSION AND PHILOSOPHY RETREAT	
DAY ONE	DAY TWO
HISTORICAL PERSPECTIVE WKSHOP	ELEMENTS OF CORP. CULTURE
ALIGNMENT AND ATTUNEMENT	VALUES WKSHOP
MISSION WKSHOP	OPERATING VALUES PLENARY
MISSION PRIORITIES	CORPORATE WRITING

PARTICIPATORY

LEADERSHIP TRAINING FEATURING PARTICIPATORY METHODS



GODFREY PHILLIPS
INDIA LIMITED

**1987
THE YEAR
OF
MARKETING
TRAINING**

ICA: INDIA was asked to undertake a series of programmes designed to develop innovation and participation throughout the GPI distribution system. LENS with top management, manufacturing plants and wholesale distributors set the context and established the requirement for a bottom-up approach to marketing. Leadership training is now underway for GPI personnel, wholesale distributors and salesmen.

..setting in motion a process designed to build competence at every level of the marketing system, paving the way to decentralise decision-making to fit the fast-changing character of the field company's market environment.

" WE MUST FIND WAYS TO UPGRADE THE SKILLS OF THE SALESMEN"
" WHOLESALE DISTRIBUTORS NEED TO BECOME MARKETERS"

ICA ROLE

- * Strategic Planning Facilitation
- * Team Development
- * Leadership Skills Training
- * Information Channel-building



AREA SALES MANAGER AND SALES SUPERVISOR TRAINING (FIRST MODULE)

FIRST DAY	SECOND DAY
Programme context Insight study (from Creating Excellence) Workshop method demonstration Workshop method theory	Leadership conversation Listening exercise Sensitivity study (from Creating Excellence) Salesman profiles
Workshop method practice Facilitator critique Self evaluation screen- KRA's Effective supervision film & discussion	Salesman role playing Video on worker motivation Two-month salesman training plan creation Plenary & implications reflection

MANAGEMENT

MARKETING CONFERENCE PARTICIPATION

The Chief Manager of Agro Marketing gave the ICA the following criteria for results:



**INDOFIL CHEMICALS
COMPANY**

1986 AGRO-MARKETING CONFERENCE

- * Full participation of 50 sales field staff, head office staff and include a distributor's interchange session
- * Review the year's performance
- * Develop action plan for next year and strategies for the next five years
- * Intensify the group's team spirit
- * Build corporate resolve to implement the action plans
- * Elicit input and commitment from distributors
- * Increase ownership by field marketing staff of company values and mission statement
- * Provide feedback for the Production and Administrative divisions of the company

AGRO MARKETING CONFERENCE FORMAT		
DAY I	DAY II	DAY III
CURRENT REALITY Conference Context Performance Documentation Implications Workshop	UNDERLYING CONTRADICTIONS New Age Mgmt Skills Presentation Contradictions Identification Distributors Context	REGIONAL STRATEGIES Distributor talk-back Values & Mission Workshop Rgnl Team Action Plans
FIVE YEAR VISION Presentations & Awards Corporate Vision Creation In Search of Excellence Video	DISTRIBUTORS CONFERENCE Market Information Sharing Rgnl Team Challenges & Strategies Rgnl Team Conference Reports	FIVE YEAR PROJECTIONS Rgnl Team Action Scenarios Regnl Strategy Reports Conference Reflection

DESCRIPTIVE COMMENTS

- Chief Exec: * This is the first marketing conference in which we completed the whole agenda.
- Marketing * The conference induced all parties to be totally involved.
- Manager: * This conference has resulted in a better understanding of our customer needs.
- * As a result the marketing team is able to achieve a 15 % or more cumulative growth rate.
 - * The strength of the programme came from building the format together with the ICA for the results we wanted and participating as co-facilitators in our own conference.
- Chairman: * More than just quantitative results, we are concerned with the quality we produce and the quality of service we provide.
- Distributors: * We have been pleased to be asked for our opinions by a listening audience.

TOTAL COMPANY PARTICIPATORY OPERATIONS

MODIPON LIMITED

KK Modi: "As managers you need to know, where you want to take the company is also where workers want to go...people are hindered when they only have a partial picture."

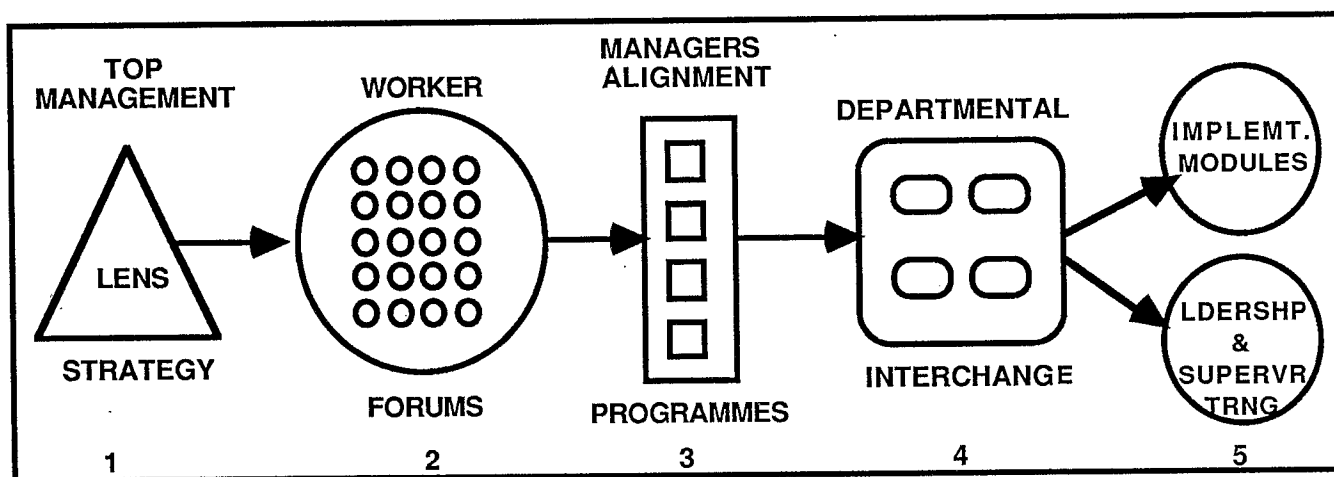
The question for Modipon is how to bring a quite successful traditional family company, now operating in a highly competitive environment to heretofore unimagined levels of productivity and innovation.

DESIGN

1. TOP MANAGEMENT STRATEGY LENS
 - established company directions
 2. WORKER OPERATIONAL FORUMS
 - built grass roots company consensus
 3. MANAGERS ALIGNMENT PROGRAMMES
 - demonstrated participatory methods
 4. DEPARTMENTAL INTERCHANGE
 - clarified inter-dept issues
 5. IMPLEMENTATION MODULES
 - to focus cooperative efforts
- LEADERSHIP & SUPERVISOR TRAINING
- to establish participatory systems

KEYS TO SUCCESS

- * ONE SINGLE BASIC PARTICIPATORY PROCESS
- * MANAGERS AND WORKERS ENVISION ONE TASK
- * CLEAR TOP MANAGEMENT COMPANY VISION
- * OPENING INFORMATION CHANNELS
- * CONTINUAL PROGRAMME REDESIGN



RESULTS

- * **EXECUTIVES:** Discovered the similarity of vision between managers and workers.
"These methods are not just for the workplace, but also for the community and the family."
- * **WORKERS:** See their future clearly tied to the success of the company.
"No one before has asked me what I think about the future directions of the company!"
- * **VICE CHAIRMAN & PRESIDENT:**
"Fewer strikes and slowdowns"



— modipon limited —

DESIGNED FACILITATION

Many companies today are looking for outside facilitation expertise to elicit creativity and clarify perceptions on specific issues and situations. The programmes designed by the faculty of ICA's Corporate Services Division are tailor-made in collaboration with client companies. Listed below are additional examples of a widely divergent programme profile:

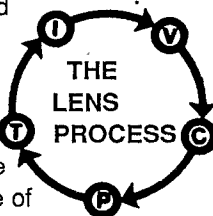
<u>Client Company</u>	<u>Issue</u>	<u>Programme</u>
BHOR INDUSTRIES LTD.	- how can we determine and communicate future values following new owners purchase of the company?	MISSION AND PHILOSOPHY RETREAT
CANARA BANK	-how can we incorporate the environmental analysis and strategic action plan from the 9 Circles and Head Office into the Long Range Plan?	THINK TANK CUM LENS (Leadership Effectiveness and New Strategies)
TISCO	-how can three separate marketing divisions combine to work as one?	MARKETING INTEGRATION SEMINAR
INDIAN ORGANIC CHEMICALS LTD.	-how can our management team organise to make a substantial leap in product development and production toward future goals?	LENS WITH FOLLOW-UP IMPLEMENTATION MODULES
CORPORATION BANK	-how can branch managers develop a participatory team approach to attaining regional targets?	IMPLEMENTATION AND TRAINING MODULES
INDOFIL CHEMICAL COMPANY	-how do we use workers involvement as an integral process of company planning?	WORKER INPUT FORUMS AND TASK FORCE ASSEMBLY

THE LENS APPROACH

LENS, Leadership Effectiveness and New Strategies, is a planning and decision making process contained in six four-hour sessions, conducted over three days. Those responsible for arranging the LENS identify the topic and focus question to be addressed.

LENS assumes that the expertise, experience and motivation are largely to be found in the organisation itself. The process is designed to maximise the use of the human resources of the participant group and to strengthen the human factor in the workplace.

LENS methods focus on short and long-term strategic plans. Each of the sessions includes a conversation and presentation on effective leadership, brainstorming workshops in small teams and a plenary session to incorporate the team's work into the total group's consensus.



LENS takes participants through a five step process that builds consensus and uses everyone's wisdom and ideas in the creation of the final products. Using methods and techniques that tap both the intuitive and rational capacities of the participants, the process blends insight and analysis into the final product. The steps are: 1. Vision - a description of the desired future in practical and specific terms. 2. Contradictions - an analysis of the current underlying issues that, if not removed, will block the realisation of the vision for the corporation. 3. Proposals - the strategies and approaches for the elimination of the identified constraints. 4. Tactics - a system consisting of specific actions that catalyse the organisation to move in the new directions. 5. Implementation - a detailed plan of action for specific tactics that includes ninety-day targeted key results. Each programme has a series of follow-up consultations to assure effective implementation and coordination.

METHODS AND

FACILITATOR STYLE

In each issue of this Journal, we will share our learnings in one dimension of our Organisational Transformation work. In this first issue, the category is "Facilitator Style" which we consider to be synonymous with the management style of the New Age Manager.

THE FACILITATOR loves the organisation for which he/she is facilitating. This means he cares for the future of the organisation, has decided it is worth transforming and that it has possibilities for service to the larger community. Even if he has reservations, he leaves them outside the meeting room as well as his own neuroses about what he likes and dislikes. He resists contempt and cynicism in himself and pushes beyond them in his interchange with participants. He keeps his personal opinions in the background and exerts every means to gain the objective insights of participants.

THE FACILITATOR is a guide, not a participant. He asks open-ended questions designed to elicit the utmost in creativity and insight. He assumes every contribution has an insight behind it, further, that it is his task and that of the group's to gain that insight for the corporate good. He does not give answers, but asks question after question to draw out wisdom, clarify it, build on it with other insights and help the group forge out a concrete consensus to which the whole group can commit itself. He sometimes asks intentionally naive questions, intending to get at the roots of apparent disagreement, thereby revealing a difference in understanding or values and providing a basis for resolution. He assumes that every participant has an important perspective to contribute and draws out naturally quiet people even if that requires asking naturally dominant people to listen more often than is their habit. He promotes clarity by enabling participants to contribute their wisdom in short, succinct phrases which convey concise images.

THE FACILITATOR prepares extensively. He then sets a clear context for the task at hand, requesting data from participants on their anticipations regarding desired results from the group's interaction. He has clearly in mind the objective of the interaction, the time allotted to consideration and the needed impact on participants. In many interactions, one experiential objective is for the group to conclude that it already has the power and authority to implement its decisions. He familiarises himself with the organisation's history, current external operating environment and internal working atmosphere.

THE FACILITATOR is concerned both with process and results. He keeps the interaction moving toward a decision. When there is no consensus in a critical arena, he facilitates a decision about the process necessary to produce consensus. Consensus among the group becomes the guiding factor, not presumed right or wrong. He assumes the reality will reveal itself in due time as the group continues its work. He believes that not every issue has to be sorted out at the instant of its being raised.

THE FACILITATOR is a reflective human being. He regularly makes time for the group to reflect on the significance of their work. He demonstrates and elicits humour which releases tension and provides discontinuous relief from intensive work. He facilitates intuitive leaps which utilise right brain capacities and which spark corporate creativity, a highly motivating force which produces commitment. He requires clear conclusions regarding decisions made and ensures objective documentation of the group's work for every participant, thereby paving the way for implementation.

The above is a resume of facilitation style the ICA has evolved over the years of work with organisations all over the world whose size ranges from 10 employees to 50,000, from shop floor workers to top executives of major business houses. It has been and remains our great pleasure to train thousands of managers to be facilitators.

RESOURCES

A brief on the book, **CREATING EXCELLENCE:
MANAGING CORPORATE CULTURE,
STRATEGY & CHANGE IN THE NEW AGE**

-Craig R. Hickman and Michael A. Silva

This book is a fine primer for the manager who is open to a people-oriented management style and an excellent next step for those who appreciated *IN SEARCH OF EXCELLENCE*. It focuses on the how-to of the New Age Manager. The authors suggest that the managerial skills taught by most business schools no longer suffice in today's world. To achieve excellence, they prescribe developing strategic thinking and culture building skills. There is a chapter on each of six New Age Management skills with sections on how to recognise the skill and how to develop it. There is also a series of self-tests. One question in the culture-building test is, "Do you consider the impact on the organisation's common purpose when you evaluate strategic and operational opportunities?"

1. **INSIGHT**, sub-titled "Asking the right questions", is a foundational skill which gets to the root of the problem, draws out different perspectives and points of view, stimulates creativity, and leads to intuitive solutions. One of the development exercises is periodic "wild thinking" which produces a sense of freedom and innovative flow. Regular meditation is suggested as a means of accessing the wisdom of your unconscious via the channel of the right brain. One self-test question is, "Do you encourage open discussion and disagreement among your people?"

2. **SENSITIVITY** is the other foundational skill, subtitled, "Doing unto others (as you would have them do unto you if you had their same needs and expectations)". The authors remarks on managing informal networks, the realities and illusions of human intimacy, blocks to sensitivity, motivators and dissatisfiers and especially the application of Maslow's hierarchy of needs to the sensitive executive are very useful. We have used this chapter extensively as a resource to enable managers to evaluate their own sensitivity.

One test question is, "Do you expect your people to respond the same way you would in a given situation?"

3. **VISION** is an integrating skill, forging insight and sensitivity into an image of the future to which people can commit themselves. Subtitled, "Creating the future", the authors suggest the best way to predict the future is to invent it. They contrast non-visionary executives and visionary executives and suggest the latter spend a great deal of their time mentally residing in the future and talking constantly to their people about that future. One test question is, "Do you make contact at all levels within your organisation?"

4. **VERSATILITY** is the first adaptive skill. Subtitled "Anticipating change", they describe how versatility converts threats into opportunities and integrates adaptability into the organisation. Six steps for previewing change include: 1) Set boundaries for the change you want, 2) Identify every manifestation of change within the boundaries you have defined, 3) Group and label the changes you have observed, looking for relationships between them, 4) Determine the underlying cause of the change in each group, 5) Mark each of the causes of change on the appropriate "life cycle of change curve," and 6) Study the causes of change as indicators of further change. One of the test questions asks whether you are flexible, experimental and tolerant when people don't do things the way you would do them.

5. **FOCUS** is the second adaptive skill. While versatile executives anticipate change, focused executives implement it. Focus spurs versatility and versatility discovers new targets for focus. Attributes of focus are described. The role of interest as the primary force behind focus leads to the useful concept of managing your interests. One helpful process has to do with eliminating unfocused activities. One of the test questions asks, "Do you get your employees extremely interested in a project before you attempt to implement it?"

6. **PATIENCE** or "Living in the long term" is the skill which integrates all the others. The authors quote a 1938 source still pertinent for executive decision making, 1) Make decisions which are pertinent now, 2) Never make decisions prematurely, 3) Make decisions that can be carried out, and 4) Never make decisions that others should make. They further suggest nine ways for increasing your patience, one interesting one of which is to replay your vision over and over. The last test question is "Once your vision is in place, do you act calm and relaxed instead of worrying about the consequences?" In a Leadership Laboratory we conducted studies on each of the New Age skills with illustrations coming from the participants. The book provided an objective, up-to-date balanced approach for them. Another helpful exercise is to assign the New Age Skills to groups 1) Describe the Skill, 2) Illustrate how the skill has been successfully implemented in the company, 3) Illustrate instances when the skill had not been well demonstrated, and 4) Suggest in the future where this skill will be most required. Reports to a total group plenary put everyone inside all six skills providing a creative backdrop for useful interchange. We find ourselves extremely grateful to Mr. Hickman and Mr. Silva for a most readable, practical and helpful guide for the manager who is looking for usable ways to improve his or her strategic thinking and culture building skills. The book is available in India in paperback at a reasonable cost.

REAL MANAGEMENT

*Excerpts from an address by Agha Hasa Abedi,
President, Bank of Credit and Commerce
International.*

There are many management systems. What they all have in common is a claim to be underpinned by some master philosophical assumption about the world, about economics, about human nature or about production systems. But if we take a global view of management science what we see is a rather untidy bundle of more-or-less articulated techniques, customs, tendencies, beliefs and habits. Some are self defeating, some cancel each other out. Some are mere superstitions. Some, in human terms, can do great damage. A few are sensible, and a few are even humane in intent.

My own vision of management is that it is an organised, systematic, imaginative and above all unwearying practical well wishing. It can only work within the precincts of love and humility. As water is to fish so should humility be to us the medium in which we live and move and have our being.

Should we confine the scope of management merely to our hopelessly limited knowledge derived from the tangible, visible and known? Or should we find a way to tap and mobilise the unlimited flow of wisdom from all that is tangible, visible and known as well as from everything that is intangible, invisible and unknown.

Real Management Concept

Under the concept of **Real Management** the manager has to manage the psychic energy streams of each member organisation and manage the interfusion of these streams. This calls for the evolution of joint personality of the management, multi-leadership and the Head Office assuming the support function, not the control function. It demolishes the pyramid and replaces it by a balanced relationship between individual members of the management and between the units of operation in the organisation. Decentralisation and autonomy are relative to and conditional upon the extent and degree of communication, interfusion and achievement of joint personality which takes care of controls, responsibility and accountability that otherwise are required in a conventional management.

The concept of **Real Management** asserts that the operation of an organisation at the level of units and parts has to be balanced with its operation in

totality. No organisation can function simply in isolation. There is no room for the creation of fiefdoms unless they are interlinked and interrelated with each other and with totality.

Real Management's greatest need is for the interplay of humility, love and loyalty between the members of the organisation. In this concept, interfusion replaces the over-emphasised need for communication. It requires a caring human relationship behind the working relationship. In the concept of **Real Management**, the matrix of an organisation is expressed by the terms culture, ethos and psyche of the organisation. The essential requirement of **Real Management** is that it not remain merely a concept.

Planning and Strategy

Planning is a dynamic process and not a static perception. Planning is not possible unless perceptions and strategies are energised by the planners through their feelings. Planning is a phenomenon and not a bundle of facts and ideas assembled in an order by the mind. Corporate planning is not the function of the Chief Executive alone or of a few persons assigned to this function. Planning in its dynamic state flows through the interfusion of the energy psyche of the entire management. Planning is the reflection of the release, flow and interfusion of the streams of energy and feelings of the entire management when it has become synthesised with the corporate objectives and purpose. Planning and strategy come from and through the flow of the collective energy of the management in flashes, which continue to spark in the process of management. These flashes contain the past, present and future with all their tangible, visible and known components, comprehended simultaneously with their intangible, invisible and unknown components. Planning and strategy is life flowing in tune with totality.

Culture and Ethos

Every Institution has its own culture which emerges through evolution by the interfusion of the quality and vitality of the entire staff of a corporation together with the influences that are brought to bear upon it by the marketplace and by the objectives and purpose of the corporation. Ethos is equivalent to the corporate humility of that which is nothing but the realisation of the state of non-existence and which is so vast and powerful that it is only equalled by the infinity and eternity which contain all that is and that happens. Culture and ethos are, for an organisation, the sum total of all the elements and influences both moral and material

in which the organisation and the members of the organisation live and exist. Evolution of a culture of excellence and ethos of the highest moral quality is the chief responsibility of management.

Energy Psyche-The Spirit of a Corporate Body

Every corporate body has its energy psyche as created and evolved by a dynamic pool of energy of all the members of the corporation. As it is only seldom that individual human beings are aware of their self-nature and psyche, the energy psyche of a corporate body is neither usually known to its members and its management, nor do they feel the need to know it. I wonder if it is not their primary function and responsibility to deal with and manage the corporate energy psyche and the energy psyche of the individual members of the organization, to achieve the corporate objectives and purpose; then, what else could be their responsibility and function? Here begins the search to discover and to know your own self-nature of the staff you are managing and your customers. This is the beginning of the process of learning **Real Management**.

Vision is the ability to comprehend and capture all that is and that happens in its dynamic state. Vision is experiencing life and existence in the flux of its totality. Vision is the synthesis of the individual psyche with the psyche of the totality of existence and the purpose of life. Vision is not a vision unless it has a built-in ability to express and translate itself. Every member of management should have a vision of the identity, the dynamics and the dimensions of the corporation and the corporate environment and purpose. Every organisation should have the benefit of the joint vision of management.

Building Up Management Capability

The function and responsibility of management is to give its highest priority to the building up of management to achieve the known possibilities. We build up management to become equal to the possibilities which are discovered by the management capability itself in the limitless existence of such possibilities. A manager is not a manager unless he allows himself to be managed by the persons whom he is managing. Let me explain how **Real Management** is practised.

The conventional definition of management is 'getting work done through people'. We believe this definition is inverted. **Real Management** is 'developing people through work'. It is a matter of what comes first - work or people. If we invest our energies in people, then the work will follow. For years our emphasis has been wrong. We put work ahead of people. But as soon as we put people ahead of work the people develop as the work gets done. Studies have long shown that people-centred managers out perform production-centred managers. It is time we changed the definition and the practice.

Conventional management expects a manager to produce more goods and services. **Real Management** expects a manager to produce better managers - better than himself. And in such a fashion that they, in turn, will themselves and so on forever. This evolutionary process enhances the quality of management with each new generation.

Conventional management stresses control over others in a pyramid of power. Real management stresses self-control and interfusion as equals. In effect each person is continuously managing and being managed. The real manager takes pleasure in both processes.

Conventional management addresses the businessman. **Real Management** addresses the whole person with the assumption that if the quality of the total person can be raised better managers will follow. Putting people first is an admission that the 'bottom line' is not the ultimate concern. Conventional management has become obsessed with numbers. It would appear that if we cannot count it, it does not count.

But numbers do not tell the whole story. The management process must be seen as a whole. We have fragmented it in order to comprehend its parts and in the process, we have lost the whole. Management is too holistic an art to give up its secrets to conscious analysis by itself. Man is more than an economic being. He is also a psychological, a social and a spiritual being. If we see him as a collection of parts and fail to see the whole, we lose the rich potential of his fuller being.

Real Management recognises the need to deal with the whole man by uniting the material with the moral. When management encourages its people to search for the deeper truths in themselves and to relate them to the larger moral order of the universe, it serves a very special purpose. Most people spend their lives relating to trivial things because they don't have the opportunity to relate to larger, nobler causes. But relate they must. The vast majority of people who work for business and industry do not get very excited about the 'bottomline'. But, if we can provide a better means for them to relate to themselves, to others and to the natural laws that govern their lives, they will extend their reach far beyond what they ever thought possible. They will feel a sense of mission, and they will no longer be 'making a living'- they will be making a life.

Spiritual Profit

I hope I have not given the impression that making a profit is not important. Profit has been called the reward for taking business risks. It is a test of business performance. But it is more than this. It is not enough just to make a financial profit. We must also make a spiritual profit. If we can say we have given more of ourselves than we have taken from others, we have made a spiritual profit. If not, then we have a deficit, and no company can grow by operating spiritually 'in the red'. Much has been written in recent years about the work values and corporate culture. The culture determines how things get done in a business. Managing this culture is the principal task of the chief executive officer. The culture, in turn, then manages the people. We call this culture the ethos, the energy psyche, or the spirit. It is the vitality of an organization. Its collective energies determine the quality and the quantity of our company's performance. As custodians or keepers of the spirit, we are the ones who nurture its growth through leadership and vision. Without this vision, the energies will wane and collapse in misdirected efforts and random activities. But with this vision, management has the energy to transform a company. Collectively, it has the power to transform a nation. Vision is formed by the total immersion of the totality of the organization which springs from an identification of the corporate culture with the cosmic totality. The corporate culture, ethos, purpose, and spirit from a vision of future reality.

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