

A People Live Initiative Human Bell

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EDITORIAL



Dear Readers,
This is my third issue and to say that your response has been humbling would be quite a cliché. I have lot of feedbacks about making this a weekly news letter but besides money (if we choose to ignore it), it requires lot of efforts to compile articles and features which can sustain the interest of the readers.

But we are seriously thinking of making this into Monthly Newsletter but at the same time we have to be consistent about the quality of the contents.

In this issue you'll find interesting articles on Leadership and Human stories which you can relate to.

Your suggestions are always welcome.

Keep on writing
Jayant Mishra

CEO

People Live
E:jayant@peoplelive.co.in
Blog:peoplelive.wordpress.com
Mob : +91-9826062923
Phone : 0731-2562923

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Leadership Traits - Courage and humility

Extract of JRD's speech on Russi Mody



I think that fifty years in Tata Steel, which Russi Mody is today leading, is a remarkable enough achievement for me to treat with respect and on this occasion, which commemorates half a century of service and leadership, to acknowledge and admiration and affection I have for this extraordinary man.

What is Russi's real claim to fame? I have no doubt that it is his spectacular capacity for leadership. And what do we call 'leadership'? The capacity to inspire respect, admiration, affection, friendship and, above all, trust the belief that this is the man one can trust. And Russi is undoubtedly that man, in addition to being a fine human being, for he has demonstrated also the human qualities of being a good fellow human. Russi has all the strengths as well as the foibles of a leader. As a leader of men, he has endeared himself to all and certainly to me by the fact that he has remained not only human, but modestly human.

He also has courage physical courage as well as mental courage.

The beginning of his association, and the part that he played in Tata Steel in the field of labour, was on an occasion when he faced an angry mob. And there is nothing more frightening to those who have not faced one. And at that time Russi really began his career as an industrial leader. He not only faced these angry men, but he also sat with them, talked to them, asked them to meet him. And there started a career of a man who has always found a way to talk with people including those who at that particular moment may be quite hostile to him.

I don't think you can become a leader in any sense, a leader at least of people, unless there is an inherent love and a willing love towards the people with whom you deal. Russi has shown an extraordinary capacity for courage combined with a love for people.

His compassion would be another thing than one could mention as to what made him a leader. Once he assumed a position of some authority in the Company in fact he had become by then the Managing Director he could find the strength of purpose day after day to undertake to meet anybody who wanted to see him. Every one of them, of course, came to him with some kind of a request or appeal whether it be pay, whether it be leave, whether it be a better house or what not there was always either a grievance, a request, an appeal. And Russi took each in earnest. Whether he said yes or no, he told the employee, the worker, why.

To me this is a form of leadership, of personal leadership and of human relations which I have not heard of anywhere in the world. When I mention this situation in Tisco and Russi's role in it to other industrialist abroad they look at and say 'impossible! They cannot believe that a large, modern company with a large work-force can really be free from strikes and interruptions of work owing to labour disputes, for fifty years.

An additional quality of Russi's, which is not particularly prevalent among Indians, is his sense of humour in the best scene of the expression, namely, not only the capacity to laugh at others, but also to laugh at, or against, oneself. Russi had that quality supremely, which needs courage and humility. Yet, all these qualities do not explain his tremendous capacity for work and enjoyment of life. How otherwise to explain a man who at the age of 70 and over, plays the piano, flies and aeroplane, is a skier, drives fast cars and manages to live and enjoy a full life, including the inevitable risks.

All I can say to Russi is 'Shabash!' I wish him a healthy survival.

**Patience and Silence are two powerful Energies!!
Patience makes you Mentally Strong,
Silence Makes you Emotionally Strong.**

Surround yourself with the best people you can find, delegate authority and don't interfere as long as policy you have decided upon is being carried out. ~ Ronald Reagan

Kya Tere Baap ka Road Hai? Russi Mody Story (Ex MD Tata Steel)

It is said that once Russi Mody was on an official trip to (the then) Bombay. Even though It was a Sunday morning, Russi had to visit Bombay House, the Corporate Head Quarters of the Tata Group. Russi was driving a Mercedes himself as it was a Sunday and There was very little Traffic and also it was the chauffeur's day off. Russi was wearing simple shorts and a T shirt. Knowing that he would take just a few minutes to finish his work in Bombay House and that it was a non-working day in the business district with very low traffic, he decided to take liberties to park his Merc in an other-wise no parking zone. A conscientious traffic cop noticed all this and he immediately rushed to Russi who had started sauntering towards the Bombay House entrance. In a gruff voice the Pandu Havaldar asked Russi. "Kyun bhidu, baap kaa sadak samajh kay rakha hai kya?" Russi very non-chalantly replied: "Haan kuchh aisa hi hai. Aapko English padhna aata hai kya?" Then he gently held the Pandu's arm and walked him to the kerbside and pointed to the metal signage of the road. He asked the cop "Kya Likha Hai?" The cop said "Sir Homi Mody Street". A mischievously smiling Russi discloses "Woh Mera Baap Tha". Russi was allowed to leave his car parked in the "No Parking" Zone that Sunday morning.



The Case of the Missing Goat

Do you sometimes feel unhappy with what you have and long for something that you don't? Do you wish you had a degree, A skill or A trait which, you believe, could make a dramatic difference to your career and life?

Maybe you should hear the story of the three goats. It all started in a small town near Toronto in Canada. Two school-going friends had a crazy idea. They rounded up three goats from the neighbourhood and painted the number 1, 2 and 4 on their sides. That night they let the goats loose inside their school building.

The next morning, when the authorities entered the school, they could smell something was wrong. They soon saw goat droppings on the stairs and near the entrance and realized that some goats had entered the building. A search was immediately launched and



very soon, the three goats were found. But the authorities were worried, where was goat No. 3? They spent the rest of the day looking for goat No.3. there was a panic and frustration. School declared a holiday for the students.

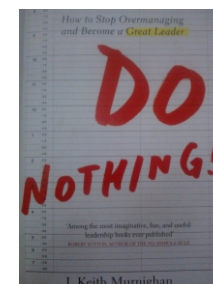
The teachers, helpers and the canteen boy were all busy looking for goat No. 3, which, of course, was never found. Simply because it did not exist.

We are all like those folks in the school we may have our own goats, but are obsessively looking for the elusive, missing, non-existent goat No. 3. So instead of making the most of what we have and focussing on our strengths like all successful people do, we worry about the missing piece - our shortcomings.

BOOK REVIEW

DO NOTHING! by J. Keith Murnighan

The Litmus Test



Here's the Litmus test for whether you have achieved the leadership goal.

Imagine you were on vacation

for three weeks without checking your email or your cell phone.

Leaders who can actually do this and return to work and that things are running smoothly have passed the Leadership test.

In ('Ignore Performance Goals!', other words their teams 'De-emphasize Profits!')

Do will be truly effective teams. nothing proves that behaving naturally

So go on vacation. Leave your work c a n w o r k phone at home. If your team needs to

call you, this is a perfect opportunity for you more. In this compelling and

a test: don't reply and see what they can imaginative book, award-winning

do. They might surprise you, and they business professor Keith Murnighan

might surprise themselves. Does this shows how really successful leaders

strike fear into your heart? Or does it create a culture of independence and seem impossible? Set your sight on DO trust. Identify the team members who

NOTHING, and you may find yourself you can rely on- then step aside and let being able to take a truly wonderful and them do their jobs. completely relaxing vacation.

For most managers this is just a dream. But Do Nothing! reveals that such a 'hands off' approach is both achievable and highly effective.

With a raft of provocative suggestions

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If a dog bites you, do you bite it back?



The answer is of course 'NO'. It is all about our own attitude and how we deal with situations. In corporate life or for that matter in our own lives, we are provoked to a degree where the outrage can take different forms. There are people who keep a diary or an account like in business of people who have to be dealt with to settle the scores. But my question is whether it is worth it? Just think about it for a while. Suppose a colleague or your immediate boss has been manipulative or plain nasty in group situations and you feel that you are being always targeted by him and he is always there to nail you. And you now had enough of it and decide to teach him a lesson and settle scores for good. How do you go about it as vendettas in professional hemisphere are different than settling personal scores? In personal life you can be physical and may be hire goons to give a beating which he would remember throughout his life but in Corporate environment don't even think about it unless you plan to quit the job for good.

Now how do you deal with such situations? I know of a colleague who was at a senior level and somehow did not like an individual who was next in line but competent and a threat to him to take his role. He started bad mouthing him and deprecating him in private and in

professional gatherings where he was not around. When such an onslaught is being done consistently you as an outsider and not directly connected gets a feeling that there is obviously a clash of egos and a fight between two colleagues over "who is closer to the management and who takes the credit". This continued for four months and the tirade became aggressive and personal. In this process, his own performance and acceptability suffered. And if your core strengths depletes and become a negative person. Is it worth it?

Moreover, when you criticize someone all the time, it also affects you as a person. With all humility I would suggest all of you whether in senior or junior position is to desist from making any 'critical' sound and in worst of situation try and talk to the person concerned. I mean take it 'head on' as more often than not there could be miscommunication or misunderstanding but this initiative will keep things in check.

To quote Dale Carnegie, "Any fool can criticize, condemn and complain but it takes character and self control to be understanding & forgiving" Unquote. Also when colleagues and senior people talk about you, it means you are creating a flutter

And doing something. Have you heard a person talk about someone who keeps a low Profile and just does what is told or routine work. He is just there but you respond to situations.

I would like to end with this quote from Churchill, "You have enemies? Good. That means you have stood for something, sometime in your life".

Therefore, take things in a stride. Ignore and grudge nothing. If you know your job and if you are delivering, you will get what you want. Do not ever fall into the trap of settling the scores. "Don't bite back the Dog". ~Jayent Mishra

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Stop the Blame Game



The power to change our lives and chart our futures lies within each of us. Resist the temptation to blame others for your plight. **When you blame other people, you take away your inherent power to change, thereby weakening yourself.** But by taking responsibility, you empower yourself to change your fortunes. And that single act taking responsibility for yourself is really what separates winners from also-rans.

Have you ever seen sailboats wander into the sea? They all take off from the same place, around the same time, and yet they reach different shores. Why is that? The winds are the same. The water currents too are the same for all the boats. Yet, they reach different destinations, because where the boat will reach is determined not by the direction of the wind, but by the set of sails it possesses.

Our lives are no different. So stop blaming the winds of your company policy or the currents of the economy. Stop worrying that you grew up in a non-English-speaking home. Take charge of your life. Change your mindset and get your thinking right. Set your sails properly. For things to get better, you need to get better. Need new skills? **Invest in training yourself, don't wait for your employer to do it.**

Machiavelli and Leadership



Machiavelli's theme was power: how to attain it and how to hold it. By power he meant the subjection of people to the will of the ruler. Machiavelli subscribed to the ancient Roman saying: **'Let them hate as long as they fear.'** It is far better to be feared than loved,' he wrote. The bond of love in one which men, wretched creatures that they are, break when it is to their advantage to do so; but fear is strengthened by a dread of punishment which is always effective.'

Men ought to be well treated or utterly crushed,' he wrote, 'since they can avenge small injuries but not great ones.' That was the flavour of Machiavelli.

Machiavelli also threatened to rip apart one seam of the Western tradition concerning leadership. Necessity, not morality, should be his sole guide. 'A prince who wants to hold his own,' he wrote, 'must know how to do wrong when necessary.' Machiavelli taught about the qualities or virtues associated with leadership. But humility was one virtue that a leader need not even simulate, because it had no place in statecraft.

Integrity, in the sense of plain speaking and above-the-board dealing was the ideal set before English leaders by their school teachers and the writers of the day.

Leaders who resort to cunning or crafty methods of manipulating people to their will may gain short-term advantages, but in the long run they forfeit trust. 'Subtlety may deceive you,' wrote Cromwell in a letter to Robert Bernard in January 1642, 'integrity never will.' For integrity implies adherence to moral standards especially truth and goodness that lie outside oneself.

What is the reason for your success? "Good decisions."
What enables you to make good decisions? "Life's experience."
How do you gain life's experience? "Bad decisions."



"Yes, I think I have good people skills. What kind of idiot question is that?"

Misplaced Sense of Humour



Remembering the witty things that other people have said is an occupational hazard to the occasional speaker. You often forget the punchline: illustrated in a story (slightly apocryphal) concerning India's first prime minister: **Pandit Nehru, who was a well read & cultured statesman. At a dinner one night hosted by him for his cabinet colleagues, he picked up the wishbone on his plate and asked his ministers to tell him which great historical character it reminded them of. None of them responded "You tell us Panditji, you tell us", they said. Breaking the wishbone in two, Panditji said: "Bone Apart!"** One of the ministers present who hailed from the Punjab was delighted with this historical allusion and was determined to repeat it with some of his own cronies. But then at a dinner specially arranged by the ministers to exhibit his borrowed knowledge of history, he floundered with the punchline. Sure enough, as especially ordered, the piece of chicken containing the wishbone was on the minister's plate. Sure enough, he picked it up and asked his guests as to which great character of history it reminded them of. And sure enough his colleagues round the table all said: 'You tell us, Sardar Sahib, you tell us' But the minister breaking the wishbone in two said: 'Napoleon'. No one applauded no one laughed. And the minister bitterly complained: 'When Panditji tells a story everyone enjoys it, when I tell a story no one applauds!'

The One Winning Habit of Several Great Leaders!

Guess what Jack Welch, Gordon Brown and Adi Godrej have in common?

They are all early risers. In fact, if you read about the lives of successful people, you will most likely find a common thread: they all wake up early. It's a habit that's worked wonderfully well for them. And it could work like magic for you too. If there was one single habit that could make a huge impact on your life, it would have to be this. Wake up early!

You have probably heard that every morning in Africa, a gazelle wakes up knowing it must run faster than the fastest lion, or else it will be killed. And every morning, a lion wakes up knowing it must run faster than the slowest gazelle, or else it will starve to death. The moral of the story is simple. It doesn't matter whether you are a lion or a gazelle. When the sun comes up, you'd better be up and running!

If you are serious about achieving something meaningful in your life, take the first step. Starting tomorrow, wake up one hour earlier than usual; it will give you extra productive hours in a year. That's like getting nine extra weeks at work. You could read a book, work on your fitness, or spend time with yourself or with a loved one. What difference would that make to your career, your health, your life?



6 Brand Accelerators

Amuleek Singh Bijral, MBA from Harvard University and former employee of EMC Corporation, opened "Chai Point" in Bangalore in 2010, where he was serving humble tea in glasses. Since then, he has opened 22 "Chai points" in Bangalore and 3 outlets in Delhi. Similarly, "Tapri" in Raipur provides tea in a casual atmosphere. Young entrepreneurs are finding innovative ways to brand a commodity like humble "Chai". How can you brand a commodity, which is at the bottom of the branding ladder?



6 ways to Brand a commodity

1. Differentiate your offering-consumer must perceive it differently like Taj Mahal Tea, Ashirwad Chakki fresh atta or Himalaya mineral water.

2. Packaging is the key- visual appeal is critical. Consumers will prefer a branded commodity, only if there is visual appeal in packaging. Products like Captain Cooksalt, Parachute hair oil; Red label tea have redefined visual appeal.

3. Pricing is strategic: consumers will be willing to pay a price premium of 15-25 % for a branded commodity, if you are able to create differentiation and thus value. You can still increase the price, if more value additions are given. Tea bags charge a different premium than the regular branded tea.

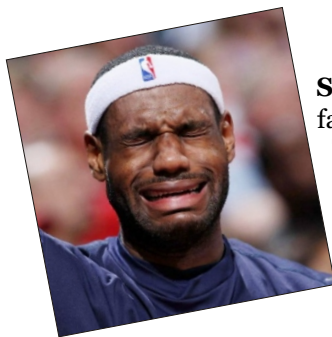
4. Promotions will make a difference: Relevant promotions will drive the sales. Who can forget the Free Bucket promotion done by Surf detergent? Promotions increase trials, trials increase usage-usage creates brands.

5. Provide the Experience: you can charge more than, 10x for a commodity product if you deliver a great experience. Barista, café coffee day deliver a different experience through coffee.

6. Brand transformation: when the brand is willing to go the extra mile, magic starts happening. Starbucks is an example, where the brand identifies different groups of customers, customizes the offer and delivers the product in a magical surrounding. This is the highest form of branding.

Hemant Mishra - Founder CEO, Neeti Brand Solutions, Mumbai

Emotions Ok Emotional Drama not Ok



Situation 1: The child has failed in one of the subjects. The father slaps the child a few times. The mother hits herself on her forehead several times and cries.

After all the emotional drama, what? Now you will have to take greater care while

coaching your child in that subject he might perhaps require special tuition. **What has to be done has to be done.**



Situation 2: You left the milk a little longer than required on the gas stove. The boiled milk is beginning to overflow from all sides of the vessel. Scream, wait, shout, get tensed, and let your BP shoot up... after all the emotional drama, now what? You will switch the stove off, remove the vessel and clean the kitchen counter. **Eventually, what has to be done will be done.**

From the stock market crash to a key's employee's resignation to the death of a loved one... after the emotional drama, eventually what has to be done will be done. Here we are not discussing about not being emotional, but about avoiding dramatic emotional reactions. Understandably, you will skip a heartbeat when you lose your vehicle, you will sink into helplessness when the child fails, legitimate tears will roll down at the loss of a beloved. Emotions yes. Emotional drama no!

Emotional Maturity is not about avoiding emotions but it is about avoiding the emotional drama. Anyway, what has to be done has to be done. Then, why the drama?

Firing Employees? Try firing your Customers!

Even if an organization is progressing exceptionally well, not all their staff will be competent and committed people, there will be some average ones and of course, a few troublemakers too... They come as an integrated package. Ironically, the energy, time and efforts that gets sapped in managing the few troublemakers is no less compared to leading the competent and committed majority. Why give the few so much of you? Why not fire them and invest the resource saved on the productive ones.

One rotten tomato will soon spoil all the other tomatoes. Haven't you noticed a non-performer soon forms a team of other non-performers around him? **If you can't mend them, end them.**

Instead have a different approach, "Why not sack a few of your existing clients?" Isn't true that the energy, time and efforts that gets sapped in managing the few troublemaking clients is no less compared to servicing many of your genuine, loyal, major accounts. There are some who will remain dissatisfied, no matter what you do. No matter how you serve them, they will keep criticizing your product and service. There are also those who believe in making you go down on your knees for every payment. Finally when the payment is made, you make no profit out of such deals... the interest you paid for the delay would have already eaten into your margins. Why not fire some of those clients from your client list and invest the resources saved on some of your major accounts.

Pause and Decide - Anger Management

Driven by impulsive responses, we often take decisions in haste. Someone says something to us – and we immediately react with words and actions that come back to haunt us later. If only we'd make it a habit to heed the late umpire's advice.

The next time you're angry or hurt, or need to make a decision, take a deep breath – before saying a word or moving a finger. The next time something goes wrong and you feel like reacting – just hold it. After the moment has passed, you will find the turmoil settling down. The mind gets clearer. And the decision that follows is usually a lot better

Response v/s Reaction

When you are recovering from an illness, doctors say, "You are responding to the medicines." If your health deteriorates, doctors say, "The medicine is reacting on you." Response is positive, reaction is negative. Let us never react to any situation in life,

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143, Shrinagar Extension, AB Road,
Indore (MP)- 452001
E: jayent@peoplelive.co.in
W: www.peoplelive.co.in
M: 09826261166, 09630940036

www.peoplelive.co.in

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