

EDITORIAL



Dear friends,

Greetings from people live ! I am approaching you with the first issue of our news letter HUMAN BELL which beside giving you a fresh perspective would enrich you in a subtle way.

The content of this issue and issues to follow would talk about the practical aspects of HR including core issues impacting business. Besides HR we intend to take up integral management topics .In this issue we are carrying an article on branding which will keep you interested. I assure you that the tone and texture of the content would invite reaction from you as a reader.

We are open to your suggestions and also your feedback and if you want to share your experience, please put forth your views. Every subsequent issue will have some add-on features based on real time experience where employers can share their best practices.

Human resource or capital is an emerging function and is still evolving but we have miles to go. Time has come when we seriously start giving importance to the employees and their well being. An engaged employee is 3 times more productive than an employee who just performs his duties. The clock has started ticking already!

If you like the issue please do write back or call.

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Book Review	02
Doberman Theory	02
Best of R. K. Laxman	02
Maneckshaw Leadership	03
Article on Branding	04

A People Live Initiative  
**Human Bell**

Musharraf on Leadership  
**His Memoirs "Line of Fire"**



"A leader must understand his environment and all its intricacy. He must always have a finger on the pulse of the times.

Selecting a person for a critical position is the most important duty of a leader. He has to be extremely circumspect and incisive. Loyalty, honesty and uprightness are the prerequisites in colleagues, but they are not all that is required. A person must have professional capabilities and the will to deliver in accordance with the leader's thoughts and ideas. Loyalty can be direct or indirect. Personal loyalty to you by your subordinate I call direct loyalty. But more than that if a person is motivated by the same cause & believes and in the same aims & objectives as you, he is bound to the leader more strongly.

"Having grasped the environment and selected his team, leader must evaluate the tasks ahead, prioritize them and then evolve strategies for addressing them. This process

has to be done on a manner that is embraced by the whole team. A thorough debate of all pros and cons, in which everyone is encouraged to speak out, especially about the cons, is essential. The Leader's task then is to make the final decision. This he must do efficiently – the earlier the better. A Leader must never, as Richard Nixon says in his book Leaders, "suffer paralysis through analysis". I agree. Napoleon said two-thirds of the decision making is based on study, a n a l y s i s , calculations, facts and figures but the other third is always a leap in the dark, based on ones gut. Anyone who increases that one-third is too impulsive. Anyone who increases the two-

thirds lacks decisiveness and is no leader. I agree with that too. Of course it goes without saying that the leader must make the right decisions most of the time.

*The Leader's task then is to make the final decision. This he must do efficiently – the earlier the better.*

After the leader has strategized and made decisions, there remain two more aspects of leadership. First, final and the

whole team must accept them – including anyone who may have voiced different ideas. There is no room for dissent after the final decision. Anyone not on board must quit the team."

LEARN FROM MISTAKES



Thomas Edison tried two thousand different materials in search of a filament for the light bulb. When none worked satisfactorily, his assistant complained, "All our work is in vain. We have learned nothing."

Edison replied very confidently, "Oh, we have come a long way and we have learned a lot. We know that there are two thousand elements which we cannot use to make a good light bulb."



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# Every Dog is not a DOBERMAN!

From the employer point of view, every employee, existing or potential should be an ace all in all aspects and a clone of Lord Hanuman. Besides being well groomed with a good background, s/he should be loyal, committed and should give in his/her 100% at all times. In fact I've run out of adjectives and idioms to further describe the wish list of the management / employers. In other words you need a Doberman who is fiercely loyal and puts himself first in all threatening situations.



But in real life is it that Simple..! The answer is a categorical 'NO' as every employee is different with a different skill set and attitudes. These so called soft skills go through a paradigm shift in terms of approach, passion and ambition.

Now going back to my 'Doberman' theory: as you have an option of dogs with different attitudes and inherent attributes to pick one or more as per depending upon what you want from your dog. For example: If you want a cuddly variety, a doormat looking for attention, you have a different species and if you want a sniffer dog or a hunting dog or a security dog or just a warning dog, you have options. Sometimes you just want a dog as a status symbol in India. You can have your pick from a St. Bernard or a Mastiff but a St. Bernard in Switzerland and now in Germany is used to sniff and find people buried in snow. Therefore the objective can be different for keeping a dog or hiring an employee.

Having said that when we pick an employee we should set our objectives clear in terms i.e. what we want from him/her. And also we must utilise the core strength of the existing employees. You cannot have everything in one individual as you cannot have a pack all Dobermans and all pugs for that matter. As in a game of chess where every chess piece has its own characteristic strong or weak but we cannot have all the Queens and all the Knights. Every piece has its own part to play otherwise the game would lose the excitement. Therefore in a corporate world we have different employees with different attitudes and skill sets. The onus is on us as employers to

take the maximum out of them. To take this further, for example in a project situation, you need a person for back office, another person with strong PR to address all external and environment management issues, another person who keeps check on finances and someone who is task oriented and an implementer. Now everyone in the team may not be good communicator or a people person or good with figures or technically competent or someone who knows the legal and procedural side. I remember of a client who had a Recovery Manager with

a great personality and an imposing presence but truly a dimwit. And believe me he was great in his job as he rarely opened his mouth (It really did not matter even if he did) but his presence in the customer office had a jarring impact. Moreover he could sit expressionless for hours together without a murmur or any sign of discomfiture, but at the end of the day his recovery target was achieved. And though it might be a revelation but to this date Employers in African continent insist on employees with better physique and a tall frame irrespective of the function more so when you are required to lead a team.

In a nutshell, despite our high expectations as employers, I think we should introduce rationality in our decisions and allocate jobs which suit a particular employee or a profile. In fact we need different skill sets and attitudes for leadership positions and maybe entirely a different skill sets for executive jobs. The success rests on our decisions to put the right person on the job. For example; when we constitute a Project Team, we need Team Players who can work in a group which requires, patience, perseverance, resilience and above all listening and respecting contrary opinions.

So, every dog cannot be a Doberman and every Doberman cannot be a 'Lap Dog'.

PS: My apologies for the comparisons but it is more so for driving the point home. It implies no disrespect for human species which I am proud to be part of. But all said and done "more I see the man more I love my dog"

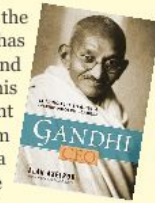
- Jayent Mishra, CEO, People Live, Ex. CHRO DB Corp Ltd.

## BOOK REVIEW

# GANDHI CEO

14 Principles To Guide and Inspire Modern Leaders  
- By Alan Axelrod

In the aura that has grown up and around the life of Mohandas Gandhi, a central fact has been overlooked: this supremely good and intensely spiritual man did not attain his insights or achieve his vast accomplishment from summit of a lonely mountain top. From the very beginnings of his career as a visionary reformer, Gandhi was right there in the thick of the real world – the down-and-dirty world of politics and business, of deal-making and power-playing.



In his trademark conversational yet insightful style, Axelrod breaks down Gandhi's leadership strategies into 14 key facets and one hundred lessons each illustrated with quoted from Gandhi and with representative situations from his life. Presented so that their timeless wisdom shines forth, Gandhi's words and deeds illuminate the business challenges of today – and tomorrow.

### A quote from the book:

*"Pessimism is disturbing, but it is also strangely comforting because it so lowers our expectations that we are put in position to avoid the painful shock of disappointments, should we experience failure. But permission also discourages innovation, imagination, vision and even prudent risk-taking; in other words, it militates against everything that goes into any successful enterprise."*

### Funny side up!

- If a boss doesn't take back what he told me yesterday I will leave the company
- Why? What did your boss tell you?  
"Leave the company!"

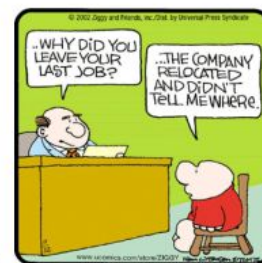
Sales man: a salesman finds that a land he sold has become flooded after excessive rains. He asks his boss "should the company refund the client? His boss shouts "Refund? Are you crazy? You go there and sell him boats as soon as possible"

- What have you learned from mistakes on the job?  
- That it is usually other peoples fault

### R K Laxman's best



I just asked the candidate to draw a chair and sit down!



## GROUP DYNAMICS

In a group situation, there is no division of labour; each individual performs the same task. This is true for animals also. Do you Know that "Parliament" is the name given to a group of OWLS. Here are some others in the list:

- A group of baboons is called a troop.
- A group of eagles is called a convocation.
- A group of cats is called a clutter.
- A group of gorillas is called a band.
- A group of parrots is called a company.



# SAM MANECKSHAW ON LEADERSHIP - DISCIPLINE AS A KEY TRAIT

Field Marshall Sam Maneckshaw while addressing Staff College Wellington, talks about one of the important traits of Leadership viz. 'Discipline'. Here is the extract:

Some years ago, my wife and I were invited to convocation at a university. I was asked to be there at four o'clock. I got into the staff car with my wife, having chased her from about eleven o'clock in the morning. Don't forget, darling, you have got to be on time. Get properly dressed; you have to leave at such and such time'. Eventually, I got her into the car. I told the driver, "Thoda aayisthe, thoda jaldi", but we got to the university and the convocation address place at four o'clock. We were received by the Vice Chancellor and his Lady. We were taken into the convocation hall, and the Vice Chancellor asked me to get on the platform, asking my wife to do so, too. She gracefully declined, and said she much rather sit down below as she seldom had an opportunity of looking up to her husband. Anyway, on the platform, the Vice Chancellor sang my praises. As usual there were 2000 boys and girls who had come for the convocation. There were deans of university, and professors and lecturers. Then he asked me to go to the lectern and address the

gathering. I rose to do so and he said (sotto voce), Field Marshal, a fortnight ago we invited a VIP from Delhi for the same function. He was allowed to stand on the same lectern for exactly twenty seconds. I wish you luck. "I said to myself, had the Vice Chancellor

mentioned this in his letter of invitation, I wonder, if I should have accepted.

Anyway, I reached the lectern, and I addressed the gathering for my allotted time of forty minutes. I was heard in pin drop silence, and at the end of my talk, was given terrific ovation. The Vice Chancellor and his lady, the Dean, the professors and lecturers, the boys and girls, and even my own wife, standing up and giving me an ovation. After the convocation was over, we walked into the gardens to have refreshments. And I, having an eye for pretty girls, walked up to a pert little thing wearing a pair of tight fitting jeans and a body hugging blouse, and I started a conversation with her. I said, "My dear, why were you so kind to me, I not being an orator nor having the looks of Amitabh Bachhan, when only the other



day you treated a VIP from Delhi so shamefully". This pert little thing had no inhibitions. She turned round and said, and I quote, "Oh, that a dreadful man! We asked him to come at four o'clock. He came much later and that too accompanied

with a boy and a girl, probably his grand children. He was received by the Vice Chancellor and his lady and taken to the platform. He was garlanded by the Student Union President, and he demanded garlands for those brats too. So, the Union President diverged with the garland that was meant for the Vice Chancellor and gave it to the brats. Then the Vice Chancellor started singing the worthy's praises. Whilst he was doing so, this man hitched up his dhoti, exposing his dirty thighs, and scratched away. Then the Vice Chancellor said, "This man has done so much for the country, he has even been to jail". And I nearly shouted out, 'He should be there now'. Anyway, when the Vice Chancellor asked him to come to the lectern and address the convocation, he got up, walked to the lectern and addressed us

thus, 'Boys and girls, I am a very busy man. I have not had time to prepare my speech but, I will now read out the speech my secretary has written'. We did not let him stand there. Without exception, the whole lot of us stood and booed him off the stage."

Now, you see, Ladies and Gentleman, what I mean by discipline. Had this man as his position warranted come on time at four o'clock, fully prepared and properly turned out, can you imagine the good it would have done to these 2000 young girls and boys? Instead of that, his act of indiscipline engendered further indiscipline. I thanked my lucky stars, having been in the Army for so many years, that I arrived there on time, that I had come properly dressed, that I didn't wear a dhoti to show my lovely legs, that I didn't exacerbate an itch or eczema, to hurt the susceptibilities of my audience, by indulging in the scratching of the unmentionables.

Now, Ladies and Gentleman, you understand what I mean by discipline. If you want to be respected as a Leader, be 'Disciplined' and have the decency to your fellow human beings!

## BOOK REVIEW HORSE SENSE

HOW TO PULL AHEAD ON  
THE BUSINESS TRACK  
By AL RIES & JACK TROUT

Corporations have a lot of cats and dogs working for them.

The dogs are eager, enthusiastic, good-natured team players.

The cats are quite, competent, thoughtful, even-tempered individuals.

So who gets promoted? The dogs, of course.

It's a scientific fact that cats are a lot smarter than dogs.

So if you want to get to the top, be smart like a cat and act like a dog.

What goes for office politics also goes for every other area of success on life. You can't neat the competition by doing your own thing, your own way. You have to look outside yourself to spot what will give you the essential winning edge.

In other words, as you stand at the foot of the ladder of success looking up, use – HORSE SENSE.

## TOP FIVE BAD HR PRACTICES:

### 1. Lack of Clarity on Deliverables:

- (1) Absence of a well-defined job-description leads to lack of accountability.
- (2) Neither the employee nor his/ her immediate superior (boss) are able to define the job-deliverables.
- (3) Result is the loss of focus & interest.



### 2. Absence of Goal-based performance:

- Employee is unaware of the goals to be achieved during the year.
- There are no Yearly or quarterly targets and no process to track their completion.
- The unaccomplished tasks go unnoticed. Difficult to build a performance culture in such organizations.

### 3. Non-performers lobby:

- Each non-performer remains glued to his/ her chair. The worst happens when a non-performing manager has to appraise subordinates who are professionally competent, high-energy youngsters.
- The end result is the building of a non-performers lobby which impedes the progress of the organization. It is a vicious cycle which can be stopped only by filtering out the non-performers.

### 4. Hesitation to obtain Feedback:

- Employees have individual opinions about the quality of leadership in the company.
- They understand what hinders their performance & satisfaction. Unless the management is prepared to receive and analyze their objective feedback, no worth while initiatives can be launched to apply timely corrections.
- The end-result could be lower productivity and increasing disharmony.

### 5. Technology Phobia:

- Many old timers, even in some big organizations, refuse to acknowledge that introduction of technology can empower other staff and specifically HR to provide timely, accurate & quality information for employee oriented decisions. Accept technology or Quit.



# BOILING AN EGG ON ELECTRIC GUITAR

10 hot tips on Branding for small business

By Hemant M Mishrra

1. Branding is not a buzz word. It is a way of life. Your corner barber shop needs it- Airtel also needs it. Either you believe in it, or you believe in planned death.

2. It is a myth that only big companies can indulge in brand building exercise. Big companies have become big because they did a lot of brand building when they were small.

3. Every small action which sends a positive signal to outside universe is branding. Every negative signal you send out has to be compensated by at least ten positive signals. This math is simple.

4. Your telephone operator gets 200 calls every day- 90 % of the people who call will never visit your office. If

she has a pleasant personality and great conversation skills- you get 200 opportunities to market your company to potential customers. But unfortunately, this point is altogether missed by most small businesses. I have seen disasters happening when incorrect information is passed on in an almost rude manner. Ditto for front desk receptionist

These two critical positions should be managed by CEO himself- from interviewing, selection and training. Trust me; your future depends on it.

5. Your waiting area defines you. Nobody cares if your back office looks like a pig-sty; your reception area is your key branding opportunity. Even if you are a small business, you still can afford a decent sitting place with polite people. I have visited an Rs 100 cr company, who has made the reception near the lift along the staircase passage. Visitors are expected to sit in hot conditions, whereas all employees are sitting in cozy air-conditioned rooms. Who will do

business with them, unless you need to clear your overdue hospital bills?

6. Don't confuse advertising with branding. You advertise to create awareness which is also essential. Relevant and personal advertising will sell your product. Cute advertising will get you some awards in Goa and no sale.

7. Twenty percent of your customers will give you eighty percent of sale. This old rule still works. If you are the CEO, don't delegate this part, handle this yourself and treat these customers like your sons-in-law.

8. Don't make stupid promises to your customers. Make promises which you can keep. Credibility is a key element in brand building.

9. Branding is about your stationary, your visiting cards, your internal memos, your logo, letters going out of your office with no spelling errors and a lot of smiling faces.

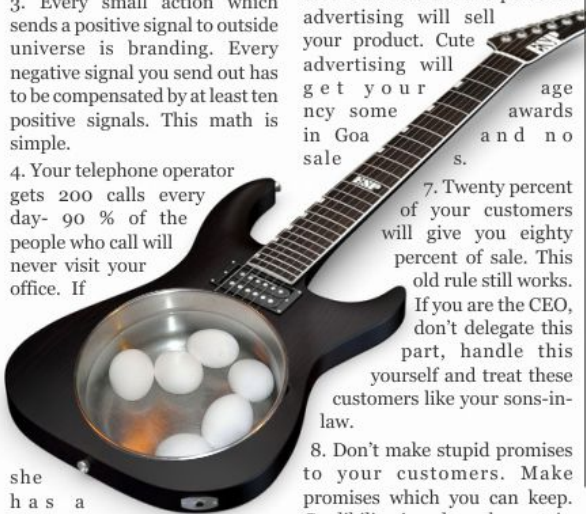
10. Make a remarkable product. Branding is about making a great product and charging the right price. When you don't brand, you are forced to sell at a low price. Think apple I-pod, Dell notebooks, Avon cosmetics, Dabur Vatika and one million more successful products.

About the author:

Hemant M Mishrra is the founder director of a brand consultancy firm "Neeti Brand Solutions" in Mumbai. \*PGDM from XLRI and EDP from Columbia University USA.

He has more than 30 years of experience in turn-around strategies and launching new products.

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# PAID IN FULL WITH ONE GLASS OF MILK

There was a poor boy named Howard Kelly who was going through some real bad times. He wanted to study but had no monetary support so to make the ends meet he started to sell goods from door to door. This way he could pay his school fee. But selling is a hard job. One fine day, he found he had just one thin dime left and he was hungry as well.

He wondered for a while and then decided to ask for the meal at the next house. When he knocked at the door, a pretty lady came out and Kelly felt nervous. Instead of asking for the food he just asked for a drink of water.

Lady could feel pangs of hunger on boy's face so she brought him a large glass of milk. Boy was astonished and yet he could not resist his hunger. He drank the milk slowly and asked lady, 'how much do I owe you?' Lady replied, 'You don't owe me anything. I have been taught never to accept pay for an act of kindness'. Boy was extremely touched and thanked her from the bottom of his heart.

Many years passed after that small incident. The young lady

became critically ill and local doctors were clueless about her illness. She was sent to the big city where specialists were called upon to diagnose and treat her problem. The mystery surrounding the illness forced doctors to call Dr. Howard Kelly. When Mr. Kelly first heard about the town she came from, he instantly remember the entire incident and rushed his way to check the patient.

Howard Kelly immediately recognised her and started doing everything in her capacity to save young woman's life, the lady started getting better. When it came to the matter of bill payment, Dr. Kelly requested hospital authorities to pass the final bill to him and he scribbled something on the edge of the paper and passed the bill to patient's room. She was scared to have a look at the bill knowing it would take her rest of the life to pay for the expensive treatment. But when she finally opened the bill, she saw something written on the side of the bill,

'Paid in full with one glass of milk' Signed, Dr. Howard Kelly

Morale : What you reap is what you sow



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And above all;



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