Mercuri Mail Collector's Edition 2022



Read • Rejoice • Reflect • Rejuvenate



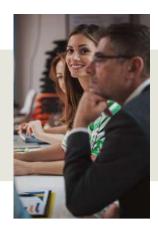
The India Journal of Mercuri International March 2022

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Creativity, Innovation

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33 Years Ago Maiden Issue of Mercuri Mail



February 11, 1989

33 Years Ago ... Maiden Issue of Mercuri Mail ... 2 Simple Cyclostyled Sheets that Launched 107 More Issues and close to 500 Pages of content

MERCURI MAIL

NDIA JOURNAL OF MERCURI INTERNATIONAL

FEBURARY 1989

Welcome to Mercuri Mail.

It is a pleasure to interact with the Customers, face to face or indirectly. This is our first issue. We are a Company in the Mercuri International Group, the world's largest Organisation specialising in Sales Training and Sales Management Development. Head-quartered in Stockholm, and spread throughout Europe, UK, USA, India and the Far East, we employ over 500 full time trainers across 32 offices in 19 countries.

Our objectives are :

- To pass on information which could be of value to you.
- To provide a forum for you to express your thoughts
- To tell you something about us.

This is more than a newsletter. It is a platform on which Mercuri and the valued customers interact

We would like you to pass this on to your colleagues in your organisation,

Should you need a few more copies, please write to us. Write to us on anything you feel about. Nothing is more fruitful than "naive listening" to the customers.

Mercuri Mail is another opportunity to say "Thank You customer."

We would like to grow together.

Speed - the essence of managing.

Time is money is as old as Adam and Eve. The fact is, time is an awful lot of money - far more than what most companies realise.

The markets are very competitive. The Customers are more demanding. If it took two years to adapt a technology 10 years back, it is probably taking 2 months to do so now. In addition, information technology is growing at a tremendous pace. This leaves only the toughest and the fastest to survive and grow in the market place.

Speed is catching on fast.

It is not adequate for companies to come out with excellent products and offer excellent service. It is also important that it is done faster. Whether it is new product development or response to the customer, it has got to be done faster than ever before. Speed kells competition. A recent survey of 50 major U.S. Companies found that "time - based strategy," as the new approach is called, is their top pricrity. Ouicker product development, shortened manufacturing

cycles and faster distribution of products bring sometimes amazingly powerful competition benefits. This also leads to lower cost and therefore better profitability for the companies.

The classic example is General Electric, manufacturer of circuit breaker boxes for commercial buildings. The Company was determined to cut down the time between a customer's order and delivery, from 3 weeks to 3 days. The determination came because of slow market growth and a powerful competition. It was a start-from-scratch operation and every operation was re-examined in terms of the need to do and the efficiency of doing it. Some of the key factors were designing interchangable parts, computerisation of specifications, and reducing the organisational layers between the worker and the plant manager from 3 tot (therefore leading to faster decision making).

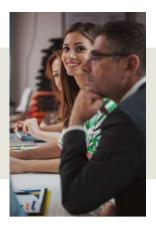
The results:20% Increased productivity,30% drop in manufacturing costs, reduction of order backlog from 2 months to 2 days, and a high market share. The other examples are.

Company	Product	Develop	Development time		
		Old	New		
Honda	Cars	5 years	3 years		
At&T		2 years	1 year		
Navistar		5 years	2.5 years		
Hewlett	Computer	and white the	- Contractor		
Parikard			22 months		
SUPERFA	ST PRODUCE	RS			
Company	Product		to-finished xds time New		
GE	Circuit breaker boxes	s 3 wee	ks 3 days		
Motorola	Pagers	3 wee	ks 2 hours		
Hewlett-	Electronic tes		ks 5 days		
Packard	equipment	4 Wee	No o days		

It is essential that the company's culture is built on speed of operation and speed of response. Speed does not lead to fatigue; on the contrary, it leads to a challenging work atmosphere. People react to it by achieving excellence. It takes a bit of time and effort to look at it but like somebody said, "Today is the tomorow you worried about yesterday" - and it has arrived so soon!

(Adapted from Fortune International - February 13 1989)

Contd...



February 11, 1989

IS YOUR FIRM TURNED TOWARDS THE CUSTOMER

- Have you a service strategy clearly defined in terms of benefits for the customers?
- A well defined promise?
- Have you a service strategy clearly communicated
 - Outside (the intangible made tangible)?
 Inside?
- Are your systems and procedures turned towards the customer? Are they user friendly systems?
- A Have you measurable quality standards for all the service dimensions?
- Are they communicated to all the members of your company?
- Are your recrulting, training and promotion oriented towards service to the customer?
- Did you reward somebody for something really special that he did for a customer in the past 12 months?
- Did you deal with letters of complaint or praise
 - * rapidly?
 * to the customer's satisfaction?
- Do you regularly measure your customers' satisfaction with a representative sample?
- Are employees involved in the setting-up of service quality standards directly in contact with customers?
- Do these employees participate in chasing errors through quality circles or quality progress teams?

HOW MANY "YES" RESPONSES DO YOU HAVE

SOME OF OUR TRAINING PROGRAMMES.

- 2-day "Selling Skills" and 4-day "Leadership" programmes leads to long term business with TELCO
- A Four "Customer Orientation" Workshops and Interaction with Sundram Fasteners.
- A 3-day Selling Skills leading to complete Front Line Sales Organisation training for Durametallic Group.
- Front Line Selling and Leadership Programmes for Deejay Group.
- Front Line Selling Programmes for Asea Brown Boveri Bangalore / Calcutta.
- Selling Skills Programmes for EID Parry Ceramics Division.
- Initiation of "Customer Orientation Workshops" for Durametallic Group.

OUR VALUED CUSTOMERS

INCOMPANY

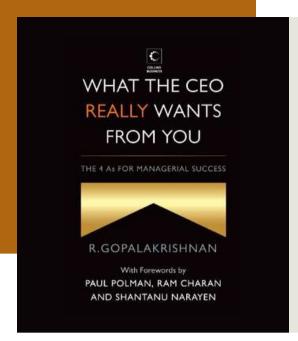
- * ASEA BROWN BOVERI * AMALGAMATIONS (MANPOWER DEVELOPMENT CENTRE) * BROOKE BOND
- * BUSH BOAKE ALLEN * CARBORUNDUM UNIVERSAL * DEEJAY GROUP * DURAMETALLIC GROUP
- * ENFIELD ELECTRONICS * EID PARRY * INDCHEM ELECTRONICS * INGERSOLL-RAND
- * KIRLOSKAR ELECTRIC * MURUGAPPA ELECTRONICS * RANE MADRAS * RANE BRAKE LININGS
- * SUNDRAM FASTENERS * TELCO * WIMCO

EXTERNAL

- * ALACRITY FOUNDATIONS * A.V. THOMAS & CO. * BIFORA * DEZURIK * ENGINEERING SYSTEMS
- · ENFIELD · ENGLISH ELECTRIC · ELGI EQUIPMENTS · ELGI TYRE & TREAD · GRINDWELL NORTON
- * HMT * IPCL * L.G. BALAKRISHNAN & BROS. * MADURA COATS * MAEGAWARE COMPUTERS
- . W.M. RUBBER . MONOTYPE . MRF . POLYOLEFINS INDUSTRIES . RAMCO INDUSTRIES . SIP RESINS

* STERLING HOLIDAY RESORTS * T.I. DIAMOND CHAIN * WIDIA * WIPRO INFORMATION TECHNOLOGY

MERCURI GOLDMANN (INDIA) PVT. LTD No. 10, 2nd Cross, Vasanthnagar Bangalore-560 052 INDIA, Tel : 0812-71534. L E A D E R S H I P



What the CEO Really Wants from you.

R Gopalakrishnan



December 12, 2015

In this crisp must read book, Gopalakrishnan presents the four A's to succeed as a manager. Drawing from his rich experience of almost five decades in the corporate world serving conglomerates Unilever and the Tata Group, RG in his simple story telling style makes this book an engrossing learningful experience.

The 'Four As' describe the competency set and behaviors required of a successful manager. They are Accomplishment, Affability, Advocacy and Authenticity.

Accomplishment: The moment one transitions from being an executive to being a manager, it is very easy to make the mistake of believing that he need not 'do' things anymore, and that he now has only to 'think'.

Consequently, many potential managers take their eyes off 'execution'. Getting things done through other people and other departments needs influencing skills which managers must strive to be very good at.

Affability: Managers are paid to deliver results. This requires them to convince, cajole, coerce and even crucify people in their pursuit of results. An affable manager knows to disagree without being disagreeable; to separate rival's views from his likes or dislikes for rival, and to listen with a focused and open mind. This is a skill that is perfected through painstaking practice.

Advocacy: To quote from the book 'In the early stages of one's career, you are the recipient of instructions and the effects of power. You accept them by adapting. You realize that the boss expects you to exercise your leadership on the people who report to you and make sure that things get done.

In the middle management phase, you find the need to influence people without their directly reporting to you. In the senior and leadership roles, you may exercise no control over people you need to influence. This is the manner in which your skills of advocacy develop'.

Authenticity: The perception of who you are and what you stand for determines the followership you will have. Followership here, is the voluntary desire or inclination among followers to follow a person, emotionally and physically.

After expanding on the four As, the book goes on to show how these skills come together, in building the crucial capability to find the correct pathway amidst apparently opposite requirements such as - Get the job done on time and do not upset people, Speak the truth if you disagree and do not offend the boss, keep your eyes and ears open in the company and do not gossip, set ambitious goals and deliver on your targets, be experimental and be consistent. To find and walk the middle path between such extremes is essential for happiness and success. Gopalakrishnan illustrates his views with very practical day-to-day examples which inspire reflection and a sense of urgency to change. His compassion and sincerity of intention to groom successful managers, shines right through every page of the book. Once you start reading, you are sure not to put it down. Get started now!



What makes an Effective Executive?

March 9, 2014

An effective executive focuses on contribution. He looks up from his work and outward towards his goals. He asks: "What can I contribute that will significantly impact the performance and the results of the institution I serve?" His stress is on responsibility.

The focus on contribution is the key to effectiveness in a man's own work: its content, its levels, its standards and its impacts: in his relations with others – his superiors, his associates, his subordinates: in his use of the tools of the executive such as meetings or reports.

Majority of executives tend to focus downwards. They Are occupied with efforts rather than results. They worry about what the organization and their superiors "owe" them and should do for them and they are conscious above all, of the authority, they "should have". As a result, they render themselves ineffectual.

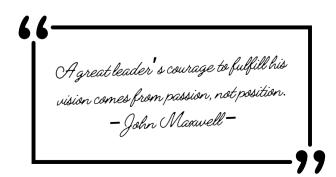
The Head of one of the large management consulting firms, always starts an assignment with a new client, by spending a few days, visiting senior executives of the client organization one by one. After he has chatted with them about the assignment and the client organization, its history and its people, he asks (though rarely of course, in these words): And what do you do that justifies your being on the payroll?" Majority of them, he reports answer: "I run the accounting department," or "I am in charge of the sales force." Indeed, not uncommonly the answer is, I have 850 people working under me.

Only a few say, "It's my job to give our managers the information they need, to make their decisions," or "I am responsible for finding out what product the Customers will want tomorrow," or "I have to think through and prepare the decisions the president will have to face tomorrow."

The man who focuses on efforts and who stresses his downward authority, is a subordinate, no matter how exalted his title and rank. But the man who focuses on contribution and who takes responsibility for results, no matter how junior, is in the most literal sense of the phrase, "Top management." He holds himself accountable for the performance of the whole.

The focus on contribution turns the executive's attention away from his own specialty, his own narrow skills, his own department and towards the performance of the whole. It turns his attention to the outside, the only place where there are results. He is likely to have to think through what relationship his skills, his specialty, his function, or his department have with the entire. organization and its purpose. He therefore will also come to think in terms of the customer, the client or the patient, who is the ultimate reason for whatever the organization produces, whether it be economic goods, governmental policies, or health services. As a result, what he does and how he does it, will be materially different.

"Extract -The Effective Executive by Peter F Drucker"

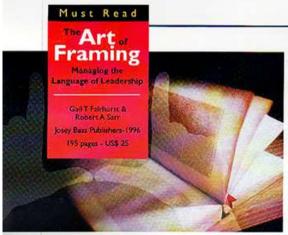


The Art of Framing

September 18, 2002

The Art of Framing treats leaders as managers of the meanings of their worlds. Here is a book that is all about the skill of framing a quality communication which can persuade others to accept one meaning over another. It is a skill with profound consequences for behaviour that influences how everyone responds to the world in which we live.





putalis of mixed meanings and priming for spontancity are particularly useful for the teader.

Establishing credibility through what we frame, how we frame and how others frame you is the pièce de résistance. We will polish our communication skills by being made aware of the consequences of our present style and create alternatives to improve. Peppered with several cases in a business context, the book is appealing for its practicality and simplicity. It demonstrates daily leadership in action. Enjoy the Book!



Leadership is a language game. Leaders are movers and shakers of their organisations and their most important tools are symbolic and linguistic. They do not control events but do influence how events are seen and understood. The Art of Framing treats leaders as managers of the meanings of their worlds.

This book is all about the skill of framing a quality of communication that causes others to accept one meaning over another. It is a skill with profound consequences for behaviour that influences how everyone responds to the world in which we live. Just like the photographer creates powerful images by framing each image with his lens, effective leaders seize every conversation as an opportunity to make others see what they see.

This book is a most for all who lead or aspire to lead. The objectives are three fold - understanding how to shape our own realities, secondly be thoughtful about messages reflected in actions and words and how to be more effective in spontaneous communication.

The premise of "framing" is that good framing starts from within. There are mental models we could master to be effective in framing. The authors take us through practical guidelines that enhance our sensitivity to context and ability to spot good framing opportunities.

Using the tools of language - metaphors, jargons, catchphrases, spins, stories towards honing our framing skills are deftly described. How to avoid

Ravi's CornerMOTHER The feeble movements Of the twilight years The years of Goodness In a million wrinkles The touch of joy With a shower of Love The fading eyes The Silent Breath The Stillness, The Chill The Emptiness, The Reality Asmy Tears wash your face A smile lights up from your Heart The Moment Stands Still For Ever!

There is something that is much more scarce, something rarer than ability.

It is the ability to recognize ability

- Robert Half



Lateral Leadership

March 10.2001

Negotiation master, Roger Fisher has done "an encore" Lateral leadership is a simple, practical definitive guide to getting results when you have to work with others. Fisher and Sharp have described step by step methodology to build up the portfolio of leadership skills you require if you want to get the best of others.at any level.

The entire book is built around three simple ways you could get others working towards better methods.

To ASK a question that gets other thinking about collaborative problem and looking for a solution

To OFFER your thoughts and invite others to use them, build on them or correct them

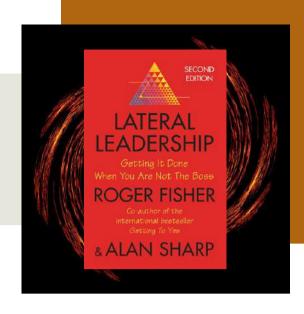
To DO something that will serve as a model for better behaviour Whatever limit there may be on our official authority, we need to see ourselves as political leaders. Time and again we will find that we can change things for the better by using the skills of lateral leadership.

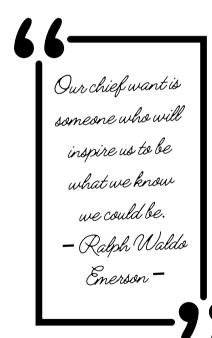
The problem and solution for good collaboration are illustrated very succinctly through stories and contemporary illustrations that will be familiar to most of us. For example:

There is an old railroad story of an expert being called because a brand-new diesel locomotive would not start no matter what the engineer did. The expert arrived, studied the situation and then gave a light tap to the locomotive with a hammer. It started right up. When the railroad asked the expert for a break-up of the \$1000-bill, the reply was

- Hitting the locomotive with a hammer \$10
- Knowing where to hit it \$990

The task of stimulating good cooperation is similar. The precise step you take at the end is minor part of the cure.







Integrity

March 11. 1999

A quick look around us reveals – Enhanced lifestyles, a stronger craving for new things, signs of prosperity, a sense of urgency in everything and so on. It is enveloping perhaps every individual and it is not surprising that everyone wants to be successful in double quick time.

Perhaps a deeper look in the world around us reveals something different. Are we losing out on the core value Integrity in the drive towards achievement? Is integrity given a go by? Is lack of integrity more a topic for an intellectual discussion in drawing rooms? Can the cause purpose and value be practised? Does having a sense of integrity. wrongly show a lack of ambition?

The questions are many more, but the underlying concern is the same.

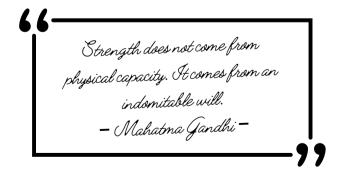
But what is Integrity? Is it simply honesty-both commercial honesty and intellectual honesty? Integrity perhaps even defies description. I read somewhere a very fine way of looking at integrity ... "a fine unison of thought, word and deed."

Integrity is not easy. The unison of thoughts, word and deed calls for a higher sense of purpose, confidence in own self without being arrogant, a willingness to sacrifice immediate or intermediate benefits while in pursuit of a goal, a sense of oneness to stronger and meaningful values.......

Today we talk of lack of integrity at the political level: perhaps we need to re-examine the question of integrity at every individual level.

I cannot change the world, but am I being true to myself, am I being true to the cause and purpose, do I have an approval of total integrity looking into my own eyers in front of the mirror.

Until next,



What Makes a Great Leader?



June 15.1997

It is time to pause and reflect again on what makes a Leader. The profile of the leader looks as Selflessness, Genuineness, Vulnerability, Integrity and handling Ambiguity. I am keen to know how many of you reflected on the above and what was the effect. As somebody says it very beautifully "real learning takes place only after we know it all".

While I was dwelling on the above aspects of leadership, other interesting characteristics of a leader struck me.

How strong is a person in his conviction?

How committed is he to his purpose and cause?

How often does he say "I don't know and I want to know"?

How to others see him expressing his thought and conviction clearly?

Does he/she defend their team members against all odds?

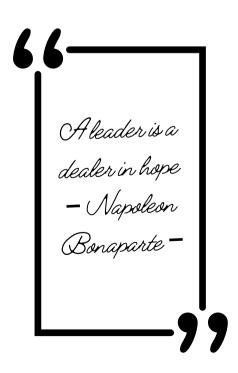
How many people see him as a unique rare individual? Perhaps many more questions.

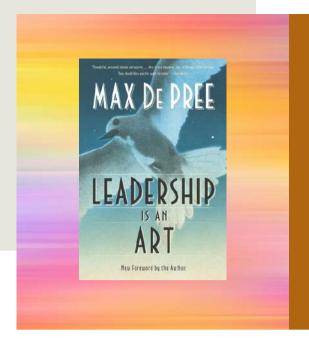
I Would sum it up and say - "does he have the courage"?

A leader has to have a sense of inner courage to aim with a clear purpose, to work with clear values and to build for posterity and in the process to take the dust, the pain, the anguish and still smile all the way!

Are we ready and willing to exert ourselves to be courageous!

Until next time





__ Leadership is an art

December 6.1995

If you think leadership has very little to do with poetry and philosophy, think again, De Pree's thought message are gentle raindrops cascading softly into depths of the soul-sheer poetry, each drop breathing truth and beauty.

"Leadership is an art" is all about the 'why' rather than the 'how' of corporate life. It is easy to understand why max De Pree is chairman and CEO of Herman Miller Inc. chosen as one of the 100 best companies to work for in the United States. His writing reflects the conviction of a man who does what he believes in.

To De Pree, leadership is an art designed to link the variety of gifts people have to the work and service of the organisation." Leaders don't inflict pain, they bear pain".

Leadership is serving as oppose to owning. It means, accepting that relationships count more than structure.

"Work is one of our greatest privileges. Work can even be poetic," This is a gift every leader owes his team. Every employee has the right to be needed to be involved.to understand, to be accountable, to make a commitment to be able to say 'yes' to the following question: is this a place where they will let me do my best?

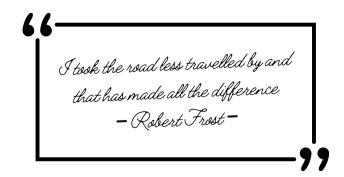
The author sees a corporation as a group of people working closely together within a conventional relationship – something akin to a Renoir pre skilled at quantification but painting. Leadership must be "a gift to the spirit". Sophisticated and trained managers are skilled at quantification but "wonders" the author – How often do they concentrate on the spirit or the debt they owe the future?

An effect corporation enables people to have 'space' and give meaning to their diverse gifts. De Pree chooses to look at quality in terms of integrity. "A fine sense of one's obligations". Finally, a leader needs to be sensitive to all signs of entropy. De Pree's interpretation of different signs of entropy are extremely thought provoking.

There are beautiful moments throughout the book, but the most touching – why must a leader weep?

The style is simple and elegant, the tone conversational. There is no trace of 'holier than thou'. One must own this book in the true sense of the word. This book will set you on a spiritual journey where the maps are love, trust, respect, grace and warmth. And yes, this journey has no destination, it is forever.

"LEADERSHIP IS AN ART" BY MAX DE PREE | (ARROW BUSINESS BOOKS). 148 PAGES





Leadership through enduring values

December 3.1995

What makes a Leader? The concept of leadership has been in existence from perhaps time immemorial, whether it is political, social or business.

LET US REFLECTS ON WHAT A LEADER DOES He plans, analyses, steers and manages the operation of his people.

He harnesses the potential of people who work with him and for him to achieve excellence in tasks and values

He contributes to the development of the people who work for him

He shapes and transforms people to live their full lives. And much more perhaps!

Through this column, over a period of time, I wish to pause and reflect and examine what is the true meaning of leadership.

If we start the basic hypothesis that a leader is one who: Has been given the greatest opportunity to be responsible for the destiny of his people.

Has been given the mandate to guide them towards curtain level of excellence.

Has been trusted of his competence courage and compassion and conviction that he is worthy of being a leader.

One thing that emerges very distinctly and clearly is that, a leader decides actions on the basic of the impact of the actions on the basis of his people and not on himself.

A leader defines reality as what is ultimately beneficial for the activity of the corporation,

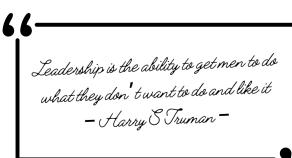
A leader looks at himself as a servant, as a tool, towards contribution to his own people and for which he is ever grateful

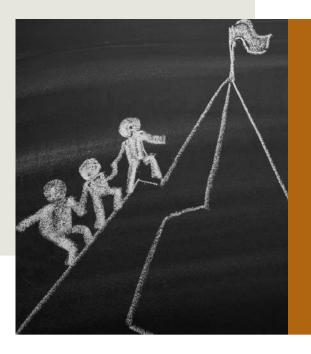
A leader measures his success based on the success of his people.

A leader sets standards without feeling the sense of achievement for himself.

Could we call it "SELFLESSNESS"? Is it a worthy while proposition for a leader to look at this as a fundamental philosophy? Does it mean there is no scope for ruthlessness, for his own ambitions? Perhaps this is a difficult question to answer but it is very likely that a true leader does not even consider this as selflessness but looks at it as his way of life and unless somebody reminds him, he perhaps will never even realise it. He even ignores the question and marches forward in his chosen path!

Until Next time ... (He's and She's – Interchangeably used, no gender bias!)





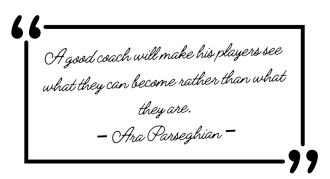
What it takes to reach the top

June 5, 1995

This is a list of 7 key qualities that help an individual to reach the top in an organisation, originally published in 1981. Clearly, what it takes to become an effective leader and rise rapidly, doesn't seem to have changed in more than 40 years...

- 1. Integrity
- 2. Commitment
 - Time
 - o Organisational Goals
 - Quality of work
- 3. Good Mind
- 4. Leadership Abilities
 - o Get along with others
 - Desire for responsibility
 - o Concern for results
- 5. High Energy
- 6. Dedication, Enthusiasm
- 7. Intelligence, Competence

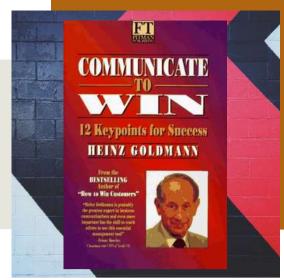
By Andrew Weiner and Barbara Moses (Financial Post magazine Oct 31, 1981)





Communicate To Win – Heinz Goldmann





March 15.2015

Heinz Goldmann was a business leader and a renowned expert in sales, marketing and effective communication. In his illustrious career, he has personally trained over 450,000 top executives spread over 35 countries. He was the founder Mercuri International Group, a global organisation that trains executives in communication and sales all over the world. He is the bestselling author of "How to Win Customers, "Communicate to Win, and numerous articles in the international business press.

In his book 'COMMUNICATE TO WIN', Heinz addresses the art and science of communication, and clearly outlines 12 key points that every executive must follow in order to effectively communicate with and motivate employees, participants and customers alike.

To quote Goldmann from the introductory chapter, 'What is important is not what the speaker wants, but what the participant wants'. He talks about finding the common denominator to engage the target audience and win them over, with outstanding results. The book provides a treasure trove of practical, simple yet powerful tools that one can employ to achieve in one of the most important yet neglected duties of an executive in the corporate world: Communication

Goldmann lays out the route for effective speeches in the following ways:

How to prepare for a speech.

How to open big.

How to keep the audience's attention.

How to control expression.

How to manage stage fright.

How to categorize speeches into different types and deal with each circumstance.

How to close compellingly.

How to handle tricky questions.

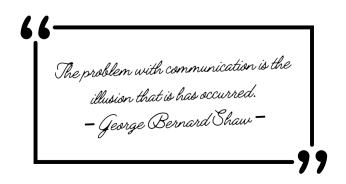
How to motivate and get the desired results.

He also delves into some detail about the common pitfalls to avoid while making presentations.

The book is divided into 12 chapters, each one dealing in detail with one key point. Each chapter begins with 4 real-world questions for the reader to solve, before moving on to the subject matter. The author manages to maintain brevity while still packing it with chunky bits of Information, that would justify a topic as wide's communication.

Goldmann prescribes Patience, Persistence and Hardwork to reach your communication goals and provides the insights and tools you will need to boost yourself through the journey and come out on the other side with outstanding results. A must read for all Salespersons.

Happy Reading!



Listen (Ravi's Corner)



June 21.2010

Listen Listen to me Dad

I have so much to say

Our times are good times too

My careless body language

My taste in music & movies

Are but atiny part of me!

Listen to me Dad

I value money, it's true

I love speed and hanging-out

My garb is ohso cool!

And the belt has to be just-so

My fitness and looks are paramount

I surrender to my friends' approval

Listen to me Dad

Fast is my credo

iPhone my inseparable companion

I will slog for a living In my own way

Let me live my life

on my terms

I won't betray your trust

Your dignity, for me is sacred

Listen to me Dad

I need you, even If I don't say it

I care and deep down you understand that

Right now... I am on a roller coaster

I can't step out

But I know when I do, it will be in your arms

Listen to me Dad, I will do you proud....



Perceptual Barriers

December 4, 2005

Perceptual barriers are associated with our tendency to jump to conclusions, rather than flexibly seeing alternatives. They also prevent us from obtaining a complete and accurate picture of the real problem. Discover how flexibility and creativity help overcome perceptual barriers ...



From a lifetime of learning, we are used to perceiving things in a particular way, often making it difficult for us to see new meanings, relationships and ideas. Psychologists refer to our predisposition to perceive things in certain ways as a perceptual set, a mental set, or as functional fixedness. Perceptual barriers create the reverse of Revible, innovarive thinking. Perceptual sets are tied to our tendency to make quick decisions and to jump to conclusions, rather than flexibly seeing alternatives. Perceptual blocks also prevent us from obtaining a complete and accurate picture of the real problem.

Being flexible is an important part of the effective cognitive process. Flexibility represents a capacity for change – whether a change in the meaning,

interpretation, or use of information; a change in the understanding of the task; a change of strategy for doing the task; or a change in the direction of thinking. Flexibility allows an individual to see all aspects of a problem and not just one of the facets.



Being flexible allows us to see the parameters and boundaries of a problem. Flexible people redefine

> a problem and come out with innovative solutions. One recommendation for being more creative, "Make the familiar strange" encourages the people to see common objects and situations in new ways, to overcome too familiar perceptions, and to look for new and different ideas.



Creativity involves a transformational mental process, the perception of new meanings, combinations and relationships.

Learning barriers to creativity are prior learning and force of habit. Cultural barriers to creativity are related to social influence, expectations and pressures for conformity.

Paul Torrance, one of the fathers of creativity once said that creativity is to want to know; to look twice, to listen to the smells, to build sand castles, to sing in the shower, to have a ball, to dig deep, to make holes to see through them!





If a man is
worth knowing
at all, he is
worth knowing
well.
- CAlexander
Smith -

77

Telephone Personality

June 16.2005

Telesales has been around for a long time and is an economical option. But when can you know you can sell anything on the phone? This article from June 2005 shares the code...





Dr. Gary Goodman believes anything can be sold on the telephone - no matter how great or small. What would you do if you had to sell a piano, a Rolls Royce or a MP Hussain painting all together?! You would probably look at a telemarketing agency with great telephone personalities.

SowhoisaTELEPHONE PERSONALITY?

A telephone personality has several attributes. She chooses words that build a winning sales talk. She smiles. She is gently persuasive and thinks and sounds like a savvy telephone expert. She will be poised, handle irate customers with ease, keep her cool and agreeably handle secretarial screening. She will take care of call reluctance and control conversations with finesse. She will impact you in the first 20 seconds and stir your curiosity to know more. She will seek your time politely and structure her call in a subtle style that is both elegant and unassuming. She will be

precise and purposeful and gain commitment in most calls. She will learn from failures and most certainly, she will leave behind a positive impact even in those instances where the sale does not happen.

Difficult or easy? It's very difficult to be an effective telephone personality. A telesales deprives the sales person of all the advantages of a face to face communication. Building rapport, engaging a conversation, managing limited time, competing with various factors that vie for customer's attention, gaining trust - closing well, requires practice on a regular continuous basis .It also requires a positive attitude, mental and physical fitness, the kind of 'relaxed-awareness' a juggler or a magician exhibits while performing.

> a long time, and it is an economical option. There will be people who would want to actively or passively buy your product or service and will be elad you called. There is also the law of large numbers which says: do enough of something and it will succeed. Because telesales people can talk to many people in a short time, some sales is bound to happen On the other hand, customers are harassed with many calls and there is a growing resistance to telephone sale pitches. To be successful in telesales now requires a sophisticated, structured, customised approach to penetrate customer resistance and gain commitment.

When will you know you can sell anything on the phone? When your speech is precise and polite under all circumstances, when you know exactly what to say and your voice is like velvet, when your presentations are smooth and flawless and when your call-structure is internalised.

So are you a telephone personality?

Telesales has been around for **Telephone Personality**

To be most effective in sales today, it's imperative to drop your sales mentality and start working with your prospects as if they ve already hired - Jill Konrath -



Developement of The Core



June 6, 1998

What does development of the core constitute? Is it knowledge, Skills, Behaviour and Attitudes and how much of it in each?

One more question that needs to be addressed is, does it vary from vocation to vocation or should we look at some common core across the people in the corporate world. While we could look at a range of areas in 'Core' in knowledge, skills, behaviour and Attitude, let me start with one fundamental core skill which is critical for every single person is an organisation – 'Listening'.

God has given us two ears and one mouth, a constant reminder "we should use them in the same proportion". This is something which is obvious as Sun rises in the East. Like all good obvious things, they are development and not very common. Right from the childhood the tendency is more towards talking rather than listening. As we grow the willingness and ability to listen comes down. Why is listening not liked at as a core area of development and practised?

Is it because listening is considered to be inactivatewrongly?

Does listening make a person less smart?

Does listening reduce the so called 'aggression' - "I want my people to be aggressive"?

Is listening considered to be meek?

Is a listener characterised as an introvert?

Many a time the social values and pressures give less and less importance to listening. It takes years of continuous practice to hone our skills of listening and the attitude to listening.

THE BETTER WE LISTEN

HOW LITTLE WE KNOW

I strongly feel that this is one fundamental skill which needs to be developed and constantly reminded at every level in an organisation.

What could we do encourage listening as a core skill: An awareness that listening is a basic obligation to the other person

A realisation that it is a basic obligation to one's own self

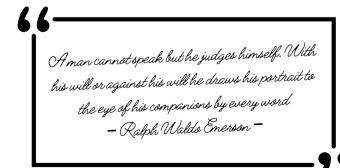
Understanding of listening as a strength and not as a weakness

The knowledge that good listening prevents problems and therefore helps us be more proactive

And many more

A continuous good training on listening is not in class rooms but in demonstration, in practise, in actions and in every aspect of our behaviour.

Until next.



Barriers and Gateways to Communication



December 22, 1995

Communication is the interchange of thoughts opinion or information by speech, writing or signs.

Communication becomes effective communication only when both the parties involved in the act understand and respond to one another totally. The most common barrier to communication is our natural tendency to judge, to approve or disapprove the statement of the other person or persons. Our primary reaction is to evaluate the other party's statement from our point of view. Especially when strong feelings and emotions are involved. We tend to lose our objectivity and get personal, without considering the circumstances under which the statement has been or the other person's point of view, two judgements, two schools of thought and ultimately there is such a large communication gap that nothing is resolved and more confusion is wrought.

The only way one can overcome this barrier to communication, Is by listening. Listening and understanding is the gateway to communication. If one listens and understanding is the gateway to communication. If one listens and understand the other person's thoughts and feelings so well, that one can summarise them from the other person's point of view, it means that communication has cut across all barriers. In other words, put yourself in the other person's place before presenting your point of view to be able to understand his thoughts and his frame of reference.

But to be an objective listener presents its own difficulties. It needs courage. In trying to be impartial and yet understand another person's point of view.one runs the risk of being changed oneself and losing one's attitude and the personality being influenced by the other person's thought processes.

This sort of listening and understanding is very difficult when larger groups are involved like for example – two nations at dispute.

Moreover, it needs a neutral person or an outsider to listen objectively and judge fairly especially in a situation where emotions are at play. It has been found an outsider can make a sounder judgement than a person who is involved or relates to any of the parties.

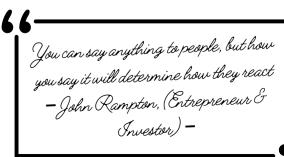
This is not possible between nations or two religious sects. But this can be resorted to in small groups or person to person.

Differences in background, experience, sense of values also pose barriers to communication. To state an example in the case of a boss and an employee. It often happens that the boss tries to explain his plan of action or his logical reasoning assuming that he understands what his employee has to see things from his point of view. By ignoring his employee's feelings and rationalising his own, he blocks communication. He does not credit the employee with the power of reasoning. As a result, the employee hears only his boss's attitude rather than the logical content of his words. He feels piqued, his self-esteem is threatened and he becomes more defensive and as a result his work suffers a setback.

On the other hand, if the boss feels he cannot ignore the feelings of the employees and instead of getting the employee to understand him he decides to listen to what the employee begins to open up and feels accepted as a person credited with some sense. He perceives his boss as a source of help rather than a threat. He becomes less defensive and feels free to express his differences. This facilities communication and his work is more productive because he has got moral support.

Even though the listening approach to any problem is a little difficult to put into practice, it is a challenge which should be explores to its fullest extent in today's world to facilitate mutual communication.

Thus, man's ability to listen intelligently, understandingly and skilfully to another person opens up the floodgates of communication and today's companies, industries and universities should try to strive towards this approach for a better understanding and a brighter future.



The power of seeing ourselves



September 15, 1994

The world today is considered more tightly "networked" than ever before. Cyber and human networks rule the globe. But 'networking' and the power of networks are not such new ideas after all, as this excerpt from a vintage issue of Harvard Business Review published in 1964, proves ...

- The liberty of the individual must thus far be limited:
 he must not make himself a nuisance to other people
- There are no uninteresting things. There are only uninterested people
- Let the world beware of the man who hates himself for he will perpetually revenge himself on his neighbours
- The obstinacy of human beings is exceeded only by the obstinacy of inanimate objects
- The genius of communication is the ability to be both totally kind and totally honest at the same time
- Individualism is rather like innocence: there must be something unconscious about it
- People have one thing in common. They are all different
- It is so pleasant to come across people more stupid than ourselves. We love them at once for being so.
- "Insights real, genuine glimpses of ourselves as we really are.. Are the building blocks of growth"

'The power of see ourselves' by Paul J Brouwer Harvard Business Review (November - December 1964)

It's time to go
where your buyers
live: online. If you
pride yourself on
being where your
buyers are, why
aren't you online
yet?

- Jamie Shanks -

Buzz Phrase Generator and Other Useful Wisdom Nuggets



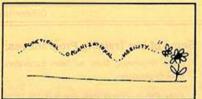
October 14, 1989

A pop quiz. Do you know what Systematized transitional projection means? Neither do we. But if you would like create such high-sounding gobbledygook that means nothing, this Buzz phrase generator reproduced from Harvard Business Review in Oct 1989 issue of Mercuri Mail can offer you hours of fun...

In the following pages of the same issue are 3 other timeless wisdom nuggets:

- 8 Sure Ways to Cultivate your Charisma
- Traits that CEOs tend to possess and will need in any case
- Six Rules of Jack Welch which constitute life learnings of one of the most admired CEOs

BUZZ WORDS



	March 1985	DESCRIPTION OF THE PARTY OF THE
Column 1	Column 2	Column 3
0. Integrated	0. Management	0. Options
1. Total	1. Organizational	1. Flexibility
2. Systematized	2. Monitored	2. Capability
3. Parallel	3. Reciprocal	3. Mobility
4. Functional	4. Digital	4. Programming
5. Responsive	5. Logistical	5. Concept
6. Optimal	6. Transitional	6.Time-phase
7. Synchronized	7. Incremental	7. Projection
8. Compatible	8. Third generation	8. Hardware
9. Balanced	9. Policy	9. Contingency

To form pompous, high-flown phrases which sound impressive and fill out one's reportispeech one can combine a word from columns 1, 2 & 3.

WHAT DO THEY MEAN - ?

(Courtesy - Harvard Business Review.)

EIGHT WAYS TO DEVELOP CHARISMA

Confidence is vital. Tensions arise whenever a person says or does anything which conflicts with his or her true self. By increasing anxiety, these greatly reduce your chances of success. The resulting failure undermines motivation and also harms your confidence.

Check each activity by asking yourself these

questions: Am I really happy doing this? Do I feel good about doing this? Am I doing this because I want to or merely to please somebody else? Only if you are able to answer YES to all of them is that activity charisma-enhancing.

Be open to new ideas and experiences, but never force yourself to say or do anything which goes deeply against your sense of self.

Happy people are far more charismatic than miserable ones. This doesn't mean going around smiling inanely and telling jokes. There can be few less charismatic individuals than the amateur comic. All he usually succeeds in doing is boring everyone to tears.

Assertion. If you've got out of the habit of standing up for yourself, practise on trivial issues first like sending back poorly-cooked food in a restaurant. You'll quickly gain confidence for more important issues.

Recognise your perfect right to be yourself and then have the courage to exercise that freedom. Express your own views and opinions instead of merely reflecting somebody clse's. What matters is that both detractors and supporters will remember you.

Interest yourself in others. This is the surest way of ensuring that other people will be interested in you!

Spontaneity. If you're a fairly ordered and self-controlled person try acting impulsively every so often. Now and then say exactly what you think without spending too much time thinking over what you are going to say. Attempts at excessive control cause people to run their lives like military campaigns, planning every action in advance and trying to anticipate the consequences of each word and deed. This results in what psychologists term 'emotional constipation', making it almost impossible to be truly charismatic. Be impulsive occasionally.

Make the most of your talents. Decide what you can

Buzz Phrase Generator and Other Useful Wisdom Nuggets



October 14, 1989

do best and enjoy doing most, then devote as much time and energy as possible to that pursuit. If you are bored by something then drop it. There are few things more effective than tedium for limiting adult charisma, or job satisfaction for enhancing it.

Never be afraid of exploring your potential endeavour to expand your range of interests by tackling some fresh challenges.

Avoid saying that you 'can't do' something new. Tell yourself that you 'don't know how. The difference is that the first comment closes the door for ever on the possibility of success but the second leaves your options open - you can set about learning.

Action. Take the initiative. Become more of a 'doer' than an onlooker. Make a start with any changes in your life you may have been putting off. Identify the causes of your inactivity and make certain they are reasons rather than excuses.

None of this will transform your personality overnight. But work on these eight key principles and your charisma will bloom.

Singer Media Corporation, Anahelm CA92801.

WHAT TRAITS CEOS HAVE -AND WILL NEED

Percentages describing traits or talents dominant now on CEO and important for the CEO of 2000

PERSONAL BEHAVIOR	NOW	YEAR 2000
Conveys strong sense of vision	75%	98%
Links compensation to performance	66%	91%
Communicates frequently with employees	59%	89%
Emphasizes ethics	74%	85%
Plans for management succession	56%	85%
Communicates frequently with Customers	41%	78%

Reassigns or terminates unsatisfactory employees	34%	71%
Rewards loyally	48%	44%
Makes all major decisions	39%	21%
Behaves Conservatively	32%	13%
KNOWLEDGE AND SKILLS	NOW	2000
Strategy formulation	68%	78%
Human resource management	41%	= 53%
International economics and politics	10%	19%
Science and technology	11%	15%
Computer literacy	3%	7%
Marketing and sales	50%	48%
Negotiation	34%	24%
Accounting and finance	33%	24%
Handling media and Public speaking	16%	13%
Production	21%	9%

Courtesy: FORTUNE INTERNATIONAL, May 22, 1989

JACK WELCH'S SIX RULES

- Face reality as it is, not as it was or as you wish it were.
- 2. Be candid with everyone.
- 3. Don't manage, lead.
- 4. Change before you have to.
- If you don't have a competitive advantage, don't compete.
- 6. Control your own destiny, or someone else will.
- JACK WELCH Chief Executive Officer, General Electric (Courtesy : FORTUNE INTERNATIONAL, MAY 1989.)

The reason it seems
that price is all your
Customers care
about is that you
haven't given them
anything else to care
about
- Seth Jodin -

Listening



July 20, 1989

A successful sales professional must be adept at actively listening to his customers. Rapt listening makes the Customer feel deeply respected and valued and wins her over subconsciously. This wisdom nugget from July 1989, tells us why listening is such a precious skill for a salesperson

A WISE OLD OWL

SAT IN AN OAK

THE MORE HE HEARD

THE LESS HE SPOLE

THE LESS HE SPOKE

THE MORE HE HEARD

WHY AREN'T WE ALL

LIKE THE WISE OLD BIRD?

Most of us know how to keep silent but few of us know when

We are each blessed with two ears and one mouth – a constant reminder that we should listen twice as much as we talk

The key to

mastering any kind

of sale is switching

statements about you

- how great you

are, and what you

do - to statements

about them

- Jeffrey Gitomer

-

A short story to understand how positive determination helps one's own success

December 15.2013

Once upon a time there was a bunch of tiny frogs who arranged a running competition. The goal was to reach the top of a very high tower. A big crowd had gathered around the tower to see the race and cheer on the contestants. The race began and no one in crowd really believed that the tiny frogs would reach the top of the tower. You heard statements such as:

"Oh. WAY too difficult!!"

"They will NEVER make it to the top."

"Not a chance that they will succeed. The tower is toohigh!"

The tiny frogs began collapsing one by one.... Except for those, who in a fresh tempo, were climbing higher and higher.... The crowd continued to yell, "It is too difficult!!! No one will make it!". More tiny frogs got tired and gave up.... But ONE continued higher and given up climbing the tower. Except for the one tiny frog who, after a big effort, was the only one who reached the top! THEN all of the other tiny frogs naturally wanted to know how this one frog managed to do it? A contestant asked the tiny frog how he had found the strength to succeed and reach the goal? It turned out that the winner was DEAF!

Treat people as if they
were what they ought
to be and you help
them to become what
they are capable of
being.
- Goethe -

Jonathan Livingston Seagull – A Story – By Richard Bach



June 24.2013

Seagulls are marvellous creatures. They glide over the sandy shores and soar over crests of waves. A seagull is a bird that flies only for the sake of food. For most gulls it is not flying that matters but eating But for Jonathan Livingston Seagull, it was not eating that mattered, but flight.

Jonathan Livingston Seagull is a good motivational book that emphasizes on having freedom in whatever we do. Every desire is fulfilled by the will power within us. Anything is possible, don't be limited by anything. If there is a plateau blocking your path, push through it.

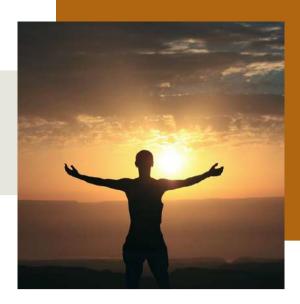
It's amazing that so many things that Jonathan learns are so applicable in human life: resilience, tenacity, situations where you have to take path no one around you has taken before, persuading the entire group about your idea. Ability to fight back, sharing your learning with others and more than anything pursuing your passion.

We recommend this book to anyone in need of some inspiration. Readit, embody it. It's also a great book to gift, only 96 pages, a third of whichare photographs of seagulls in flight. The author dedicates this parable "To the Real Jonathan Seagull, who lives within us all".

Happy Reading!



Difficult Times



March 18.2013

Difficult Times Think of the blazing sunshine Think of the budding flowers Think of the baby's smile

Difficult Times

Think of the blazing sunshine

Think of the budding flowers

Think of the baby's smile

Think of the tender leaves

Think of the shooting stars

Think of the cool moonlight

Think of the colourful crayons

So much more to be happy about and grateful

Forget the difficult times and move on...



Happiness, optimism and sales results



March 14, 2011

Dr Martin Seligman, author of Authentic Happiness, is a well-known personality in the field of Positive Psychology. This discipline includes the study of positive emotion, positive character traits, and positive institutions. As the science behind these becomes more firmly grounded, Dr. Seligman is now turning his attention to training Positive Psychologists, individuals whose practice will make the world a happier place, in a way that parallels clinical psychologists having made the world a less unhappy place.

He has discovered three kinds of happiness: Pleasure, the attention and savouring of something, enjoyable and exciting, but the drawback is it tends not to last.

Engagement, being seriously involved in what you are doing: be it parenting, working, studying and so on. Real engagement puts people into flow, they go into the zone, mindless of time, doing and astonished at their own doing, like someone else is there with and in them. "So engaged, his body identity disappears from his consciousness." (Seligman speaking of Mozart).

Meaning, to be in service to something larger than yourself. The strongest combination being of course, engagement plus meaning. He goes on to say health and productivity follow the same path.

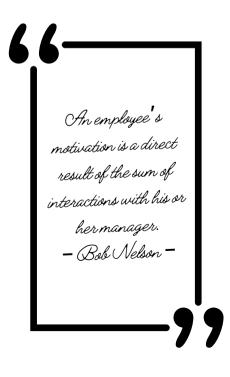
Wonderful insights.

Winston Churchill is said to have observed "I've always been an optimist. Frankly, I never saw much use in being anything else"

Dr Martin Seligmantoo discovered a strong link between optimism and results in a detailed study with sales professionals at Met Life Insurance. The study concluded that those who ranked in the top 10% of the organization when it came to optimism outsold by 88% those in the bottom 10% of the company. That statistic may not surprise you, but think through the underlying aspects of the study.

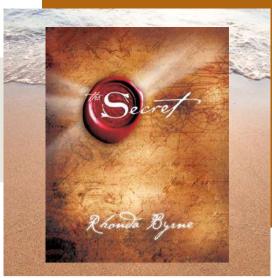
These were salespeople, and they were hired because they were optimistic people in the first place. Those in the bottom 10% still would have considered themselves to be optimists, and compared to a lot of other professions they probably were.

What does this mean for the top 10% of the salespeople in the organization? It means they were more than optimists they were super-optimists. These were people who did more than pretend. They were optimists in their core, and they carried that optimistic purpose into every sales encounter. Are you a "super-optimist" in the sales presentation? Show me, don't tell me. I'll see it your approach, in your energy, and in your facial posture. I'll see it in a clear sense of purpose in your conversation. I'll see you drive the sales process along, and I'll see that you do not give in to negative energy



The Secret





December 16, 2010

Whenever I am asked the easiest way to use The Secret, my answer is always the same. Gratitude! It is one of the most powerful emotions you can use to bring all good into your life in absolute abundance. No matter who you are, no matter where you are, gratitude can

dissolve all negativity in your life, no matter what form it has taken. It can completely transform your life. The Secret explains that the law of attraction is the most powerful law in the Universe. This magnificent law governs all energy, attracting like energy to like energy. Einstein proved that everything in the Universe is energy. All energy vibrates at particular frequencies. We are energy too, and so each of us is also vibrating at a frequency. Your thoughts, feelings and beliefs determine the vibration and frequency of your energy.

As you focus on gratitude and think, speak and feel gratitude, you are transforming your energy frequency into one of the most powerful and highest frequencies of all. Gratitude attracts like energy of gratitude to it, so as you are feeling grateful you are powerfully bringing like energies to you, which will have you experience more things to be grateful for. In other words, you will magnetize to you the energy of people, circumstances and events that will bring all good into your life.

The Universe is operating identically to the sun. It is always there and always available, sending out all good to you. When you focus your thoughts and feelings on gratitude you are turning toward all the good that is permanently offered to you. But when you complain, criticize, feel resentment, jealousy, or any negative emotion, you are turning away from all that is good. The law of attraction does not know if you are imagining something or if it is real, so by giving heartfelt thanks for it now, you must attract those things to you now. This is an immutable law and when used correctly is unfailing in its response

True professional
selling is simply
sharing enthusiasm
- Dan Miller

Best antidote to nerves-Perfect Practice not just Practice!!



September 23, 2010

Golfer Vijay Singh hits thousands of balls a day to prepare for a tournament. Olympic gold-medal winner Michael Phelps spends fifty miles a week to prepare for a competition, and Steve Jobs spends hours of gruelling practice before a keynote presentation. Super star performers in all fields leave nothing to chance. If you want to thrill any audience, steal a page from the Job's playbook and start practicing.... and start practicing perfectly.

Relentless preparation is the single best way to overcome stage fright. Well prepared speakers do not memorize answers to hundreds of potential questions. Instead, they prepare answers to categories of questions. The way a question is phrased is secondary. Your goal is to launch a mini presentation within a presentation. You can use the bucket method to reframe the question in your favour. Let's assume that your product is more expensive than a similar offering by one of your competitors. Let's also assume that there is a good reason behind the higher price. The way the question is phrased is not as important as the answer you have created for the category, which is 'Price'. A conversation might sound like this:

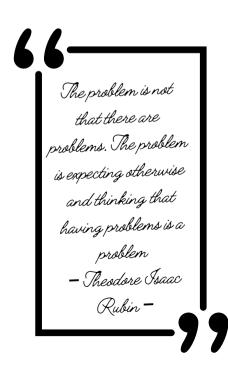
Customer: Why are you charging 10% more for the same product that I can get from company X?

You: You are asking about price (here charging more is the trigger for the answer you prepared on "price". Although the wording the customer chose is different from the term you chose, it triggers your prepared response on the subject.) We believe our product is priced competitively, especially since it improves the bottom line of our clients by 30% on average. It's important to remember that we have the best service team in the industry. That means when you need support, you'll get it. Our team is available 24/7. None of our competitors can say that.

Here is another example of how a CEO confidently maintained the high road, in his response to the trigger word-competition. "Our view on competition is very different from many others. Our view is that you play with class.

We compete by giving our customers superior service and sharing our vision for where we see this industry is going. As we get more successful, we see more competition entering the market. It's part of the process of being a leader." When former secretary of state Henry Kissinger was asked how he handled media questions, he said "what questions do you have for my answers? "He had his answers already prepared.

The media is a tough audience, and these days so are your customers. Don't let uncomfortable questions throw you off your game. Place the questions into "buckets" or categories. Practice isn't the thing you do, once you are good. It's the thing you do that makes you good – Malcolm Gladwell



The Women Executive



March 13.2002

Surest way to break the glass ceiling? Ignore all ceilings, grow your own wings and soar into the skies! Here is the astounding story of Olive Ann Beech who cofounded the Beech Aircraft Corporation. Some stunning 'firsts' in her story.

A company founded in 1932, undeterred by the Great Depression; a woman executive in an industry and company dominated by male pilots; rated by New York Times as one of America's 12 most distinguished executives in 1943; from someone who couldn't tell the empennage of a plane from its wings going on to succeed her husband as the company's CEO in 1950 and even inspiring the innovation of the smallest jet to train fighter pilots

Life doesn't get
easier or more
forgiving, we
get stronger and
more resilient.
- Steve
Maraboli -

THE INDIA JOURNAL OF MERCURI INTERNATIONAL JAN-MAR 2002

Mercuri Mail

Vintage

THE WOMAN EXECUTIVE



live Ann Beech, the "first lady of Aviation" confounded the Beech Aircraft Corporation with her husband in 1932, in spite of the great depression. While Walter Beech focused on design, Olive ran the day-to-day operations of Travel Air Manufacturing Company. A financial wizard, she met her husband when she was hired by Travel Air to manage the office, becoming one of the 12 employees, the other eleven mere pilots. Beech's early experiences were interesting, to say the least.

"When I first started working at Travel Air, I didn't know the empennage of an airplane from the wing. After a great deal of teasing from the staff, I had our own chief engineer give me a complete break down drawing of an airplane..."

When the company entered a transcontinental race, she insisted they hire two female pilots to fly for them. She reasoned a women pilot offered "convincing proof that unlike some airplanes of that day, brute strength was not required to operate a beech craft." They won both the race and great publicity.

During World War II, the company won a number of military contracts and in 1943 Beech was raved as one of America's twelve most distinguished women by the New York Times.

When her husband died in 1950, she took over and continued her spirit of innovation, building for example, the world's smallest jet to train fighter pilots.

Beech propagated a human business philosophy and strongly believed that women executives in their important role of management are not different than men executives. Challenges must be accepted as opportunities. Their define long-range primary tasks objectives and direct execution of such programs. For the accomplishment of their plans they need qualified people with ingenuity, talent, dedication, faith, loyalty. In summary, we need to develop successors with professional, competence and the energy and leadership qualities to carry on.

What kind of woman can handle this? The answer from any business or industry would be Olive says: "The foremost in the field; the best available.

Mercuri International

wishes you a
Happy and Prosperous
2002
We aspire for
an even better year.
As R.L. Stevenson often said
"an Aspiration is

a joy for ever"

Our Thoughts

Women moving slowly but surely into the top of corporations. It is time to look back at Beech in Vintage



Story Telling is probably the oldest way to educate. A refocus on it in Tales for Coaching



The never ending dilemma - do we manage from the mind or from the heart - decide yourself



A self realisation on Wisdom or the lack of it in a poetic way



Jack Welch - The Leader speaks....

Can emotional intelligence be learnt?

December 21, 2000

Are people born with certain levels of empathy or do they acquire empathy as a result of life's experiences? The debate goes on. Scientific research suggests that there is a genetic component to emotional intelligence, although psychological and development research and practise clearly demonstrate that emotional intelligence can be learned.

How much of each will probably never be known, what is certain, however, is that emotional intelligence can be acquired through practise and feedback from others.

Emotional Intelligence increases with age and the oldfashioned word for this phenomenon is: maturity. Yet even with maturity, some people still need training to enhance their emotional intelligence. Training however has to be a focussed, individualized approach.

EQ is born largely in the neurotransmitters of the brain's limbic system, which governs feelings and drives impulses. Research indicates that the limbic system learns best through motivation, extended practices and feedback. Old behavioural patterns need to be broken and new ones established. Imagine an executive who is thought low on empathy because of her inability to listen. She interrupts people and doesn't pay close attention to what they are saying. To fix the problem, the executive needs to be motivated to change and then she needs practice and feedback from others. A colleague or coach can be tapped to let the executive know when she has been observed failing to listen. She would then have to replay the incident and give a better response. And the executive could be directed to observe certain executives good at listening and mimic their behaviour.

EQ is largely a matter of self-regulation. Biological impulses drive our emotions. We cannot do away with them, but we can do much to manage them. Self-regulation is like an ongoing inner conversation, it is the component of EQ that frees us from being prisoners of our feeling. People with such inner conversations, feel bad moods like anyone else but they find ways to control them and even channelise them in useful ways. They master their emotions and are able to roll with the punch and they don't panic.



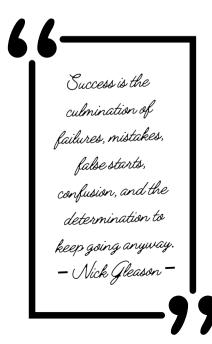
Consider the challenge of leading team. A group is in turmoil, missing deadliness overloaded with work.

Tinkering with procedures is not enough. The leader has to relate to the emotional make-up of the team-listen, encourage constructive complaints, urge a sharing of frustrations. The result is not just heightened collaboration but better business as well.

IQ and technical skills are very critical, but mainly as threshold capabilities. But EQ is the sine qua non of an effective person. One can have an incisive and analytical mind, best training in the world, endless supply of smart ideas but without EQ, he or she will still not make a great professional.

Building one's EQ will not happen without sincere desire and concentrated effort. There is more to it than seminars and books. Internalizing empathy as a natural response to people is hard but it can be done. Ralph Waldo Emerson wrote "Nothing great was ever achieved without enthusiasm".

-Extract from HBR-1998



S A L E S & M A N A G E R I A L E X C E L L E N C E

Develop X Ray Vision

September 22, 2021

One day I was at the mall waiting for my wife. I had recently bought a new pair of running shoes for an upcoming marathon but thought I'd kill some time in the running store. As I walked in, the store associate approached me. She didn't ask how I was doing because I would have said fine. She didn't ask what brought me into the store because I would have said I was just browsing.

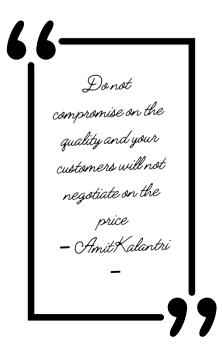
Instead, she asked a really smart question, she said, "Have you ever had your gait checked?" I said, "My what? What are you talking about?" Moments later, I was on a treadmill with a camera. She showed me the tape and it turns out my feet are pronated.

She said, "You know if you run that marathon with pronated feet and those sneakers, you're gonna hurt yourself." The last thing I want to do is hurt myself so I bought a \$150 pair of sneakers. She showed me why I needed to make a change. When I walked in, I had no reason to buy anything because I already had a brand-new pair of sneakers. But she uncovered a problem I wasn't aware of, educated me on the impact, and I made the decision to buy to avoid that problem.

Great salespeople don't just ask about problems, they help you find problems that you didn't know about. So, you need to understand your product or service and the problems it solves—not the list of benefits written in marketing lingo but the real problems.

(From All Sales Start with a Problem by Josh Braun in the book Sales Secrets: The World's Top Salespeople Share Their Secrets to Success)





How you can take your sales from weak to booming with this simple mindset change



September 19, 2019

'Easy' doesn't work in Sales. Ever. Sales can be insanely tough. Especially when markets aren't favourable. Author Jeb Blount points out – Average salespersons handle more rejections by 9 am every day than most other professions do in a year. That's how tough it gets...

A mindset to conquer the tough world of sales

Does that make sales a pie in the sky? No, not if you develop a prospecting mindset that's fanatical. Once you adopt it, there's a lot you can accomplish

With fanatical prospecting, you can (i) Open productive sales conversations, (ii) Fill your pipeline faster and (iii) Leverage your phone, mail, text, cold calls and social selling... all for more sales says <u>Jeb Blount in his book Fanatical Prospecting</u>. What is Fanatical Prospecting?

Enduring mantra - "One more call"

Sales results are never under your control. You can however determine the quantity, quality and direction of your sales efforts. Even when working in a sluggish market, you can make a big impact if you overcome your fears of rejection and simply make more prospecting calls. According to Blount, prospecting like a fanatic demands 3 requisites – 1. Dedication 2. 'Can Do' attitude and 3. Thick skin. With these qualities, rejection no longer scares you. You adopt the fanatical prospector's winning mantra – "One more call'. Does that include phone selling?

To hit your targets with fanatical prospecting, start with your phone buttons

Phone selling is passé. Social is in. Correct? Blount doesn't agree. Pointing to how phone contact rates have improved since the '90s, Blount lists some fascinating factors behind this trend – |Today's phones are tied to people and not to desks | With so much happening online, callers stand out | Personal touch of hearing a human voice | Face to face is time consuming | Phone prospecting is more efficient. So, Blount's suggestion? To hit your targets, start by hitting your phone buttons. What about social media then?

Leverage the social media too

In Blount's view, social media isn't the best fit for a sales pitch. It turns off Customers. But social media has helped create unparalleled familiarity. It also offers rich contextual data on prospect behaviour, desires and preferences. So, you could use it to drive some great prospecting.

For this you must get into social channels frequented by your prospects. You can then reach out to a wider audience and lay the groundwork for future sales. Clearly, no single medium can guarantee complete success

Develop a blended approach for success

- Adopting a mixed prospecting methodology can be the recipe for success. Blount offers tips on making the blended approach work:
- Divide prospecting time and efforts between | phone | mail | personal contact | text | social media | networking | cold calling
- Check what works best in your industry
- Pick the platform appropriate to the Customer type Ex: Consulting (LinkedIn) Manufacturing (Phone/Mail/Face to face)
- To get more pointers for success you can check what are sales stars in your space doing. That will give you valuable clues

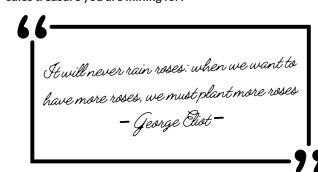
The 3 Laws of Prospecting for a full pipeline

- Universal Law of Need Don't allow yourself to get desperate. Desperation clouds judgment, leads to bad calls, raises failure chances & turns off Customers
- Law of the 30-Day Rule Deals you close in a 90-day window are the fruit of prospecting done 30 days prior to that
- Law of replacement Replace closed leads with fresh ones as per your strike rate. With a 10% closure rate, if you close a lead from a pipeline of 30, you need 10 more fresh leads and not just 1 more!

To become a truly fanatical prospector, slay the 3 'P' Dragons

- Procrastination Don't miss those small, daily steps that carry you to your ultimate goal
- Perfectionism Don't be so obsessed about getting it right, you'll get nothing done. Messy success always beats perfectionism
- Paralysis Don't let 'What ifs' paralyze you into inaction

"Just pick up the phone and make the call. Let the 'what if's' take care of themselves" urges Blount. Get out there and get fanatical on prospecting. You could be just one tiny step away from the sales treasure you are mining for!



Successful sales management by Grant Stewart



December 18, 2013

As a thumb rule, good Sales Managers spend up to 75% of their time with their team, either individually or collectively. They plan to do this by the following...

Activity 1 Coaching

Rationale – Improves knowledge, skills and attitudes Needs at least one day per person per month to be effective more for new sales people) Therefore six to eight days per month for the average sales team

Activity 2 Sales Meeting

Rational Develops morale and team working helps problem solving, and is an opportunity for group training Needs at least one full day per month, preferably two to include training/problem solving

Activity 3 Counselling individual Motivation

Rationale – Avital part of motivation Needs regular attention to understand problems and help each member Needs two or three days per team per month

Activity 4 Communication

Rationale – Important for team building and recognition, verbal and written. Needs creativity and should absorb two days per team per month.

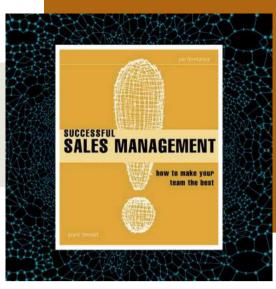
Activity 5 - Appraisal / Career development

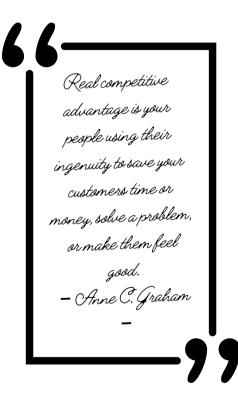
Rationale – Should be much more than annual, as regularly as quarterly, that is up to one day per month per team

Activity 6 - Sales Planning/Analysis

Rationale – Needs to be participative for greatest motivation. Should be about one day per month per team, concerned with goal setting and action plans.

All these activities require about 75% of a Sales Manager's available time, or 15 days per month Managing the sales force in this people-oriented way increases leverage on performance significantly, which more than justifies the time spent. – Grant Stewart





Horstman's Laws – The art of great management

June 11, 2013

The observations and aphorisms that comprise Horstman's laws, represent 30 years of professional development, leavened with a life time of leadership experiences.

When we act in accordance with them success follows. When we ignore or forget them consequences follow

1)It's all about people.

An hour spent with people is a better investment than an hour spent on systems, processes or people. Great people can overcome average systems. Average people won't live up to great systems. Action-Spend time with your people every week, understand their strengths and weaknesses. Find out their children's names. Learn their projects.

2) More communication is better

No matter what the situation, work or home, personal or professional, boss or subordinate, it Is always more communication that solves the problem or clinches the deal. And think about this: communication is what the listener does. Action-pick up the phone, provide an update, admit you are behind

3) You are not that smart, they are not that dumb You can't fool people. EVER. The fact is that they know when you mislead them. Yes, they may go along with you. But they know that it doesn't feel right. That you don't feel right. After all, didn't you used to be them. Action-Tell the whole truth, don't leave anything out, when in doubt, tell everyone. Use candour as an advantage, rather than seeing it as a weakness.

4) Control is an illusion

There is not a single person whom you think you control, who would agree with you. If you think you are so good as to control another, then who in your organization thinks that way about you. Stop trying to control. You are wasting your time. Build relationships that allow you to influence. Action-build relationships based on trust. Say" I trust you". Let your team choose their path, at times, even when you disagree.



5) The river is wide, the currents messy but all the water ends up in the ocean

Your organization is organic-it's made up of people. Just like the river. Your projects and timelines are going to be messy and defy control. Stop fighting it. Action-Don't worry about or punish every deadline, wait for a patter. Sometimes a light touch is the way out, let go 'flow' to stay ahead.

6) There are no secrets

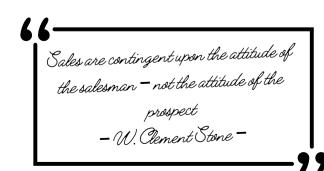
What everyone is talking about is what is not being said. Everyone knows everything already. Action-Tell everybody everything Don't go off the record

7) How you feel is your fault

They did something and you decided how to respond Think about the word responsibility-response ability. You are able to choose your response. Action- Choose the right response. Choose not to get angry Choose to understand why they behave the way they do. Your response will be more powerful

8) The 'other' way often works just fine Your opinion that your way is the right way is routinely controverted. You think your way is night because it is yours. Action – try the other way once in a while. After the first thought, have the second different one.

ITS ALL ABOUT PEOPLE AND MORE COMMUNICATION IS BETTER.

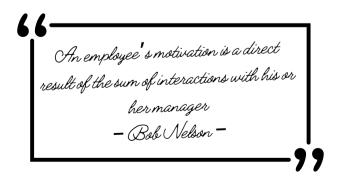


Theory of Constraints Goldratt- Key Ideas

March 17, 2013

Leaving things at the intuition level makes communication almost impossible. I would estimate that about 80% of top management is absorbed in firefighting...

- Leaving things at the intuition level makes communication almost impossible.
- I would estimate that about 80% of top management is absorbed in firefighting.
- Don't forget that MRP assumes that the transfer batch is equal to the process batch.
- All our inventions/decision/convictions are based only on intuition (the communication of this to ourselves and others is based on logic).
- What is missing is the ability to verbalize our intuition, to provoke it, focus it and cast it precisely into words.
- What you think is not so important: what your people think you think, that's what really counts.
- Without a written implementation plan, organizations seem to drift into stagnation.
- All functions should buy in before any significant efforts to improve are allowed to start.





Practical ways to manage trust

March 6,2009

Sales teams are under constant, almost daily, pressure to perform. So, leading a sales team calls for creating, growing and sustaining trust. Here are 10 practical ways, suggested by Robert Hurley, to create and manage trust within teams.

Trust is a measure of the quality of a relationship between two people, a group of people or between a person and an organization. In totality predictable situations the question of trust does not arise. When you know exactly what to expect there's no need to make a judgement call. The turbulence of outsourcing mergers, downsizing and changing business models creates a breeding ground for distrust

Leading in such an environment requires acting in ways that provides clear reasons to decide to trust.

Some practical ways to manage trust:

- Increase the frequency and candor of your communication
- Under promise and overdeliver to establish predictability and integrity
- If promises cannot be fulfilled, explain why honestly
- Take actions that demonstrate a genuine concern for others
- Serve others' interests even if on occasion, you bear some loss
- Demonstrate competence in carrying out tasks at hand
- Acknowledge areas of incompetence and compensate by sharing or delegating responsibility
- · Use the word 'WE' instead of 'I'
- Try to enhance confidence by recognizing achievements and correcting failures by coaching, rather than harsh discipline
- Be patient, it takes longer to build trust with some individuals



Every sale has five basic obstacles:

no need, no money, no hurry, no

desire, no trust

- Zig Ziglar -

Ram Charan's Insights

September 2,2008

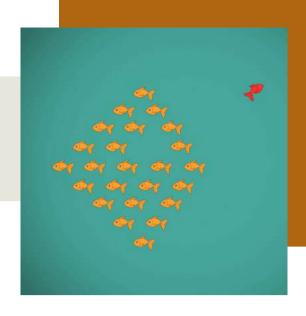
Back in 2008, in the year of the global financial crisis, management guru, Ram Charan made a prescient prediction about how sales professionals must train themselves in what he called Value Creation Sales (VCS). He said: "Training for Value Creation Sales (VCS) must make sales people aware of the new skills they need to acquire and help them practice those skills. PowerPoint presentation the basis of most training today is not enough.

Case studies and rigorous practice are very important, discussing live cases, sharing learning from them, roleplaying help people change their thinking" Here is that nugget of wisdom, that continues to hold true even today

Every company has a unique culture and you should understand what it is in your customer's shop. The symptoms of a corporate culture are always visible and obvious. In some companies for example the culture revolves around hard-edged negotiations in which the customer's employees feel compelled to win large concessions. Wal-Mart is probably one of the best examples of this kind of culture, often fighting to get the last tenth of a cent from the cost of something it purchases But there are other companies that willingly pay for good aesthetics and design and truly believe that the best suppliers should prosper along with them. Target, Wal-Mart's key competitor, reflects this culture.

Cultural value typically includes some level of integrity. In some companies a mere verbal agreement is sufficient. In other companies there can e a verbal agreement or understanding but at the time of signing the contract there could be multiple modifications, objections and side provisions.

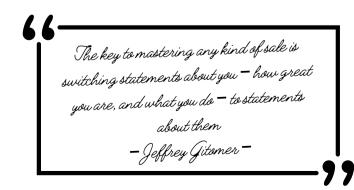
Whether you are a street vendor or a corporate giant, customers matter. Every company is concerned about growth, at least to some degree. Most companies want growth that is profitable, they don't want to sacrifice margins for more revenue that isn't always easy to achieve. The sales person's major challenge is to help customers achieve both revenue growth and profit growth. For this, understand the customers corporate culture, its dominant psychology and values is most critical



The building blocks of training

Training for value creation sales (VCS) must make sales people aware of the new skills they need to acquire and help them practice those skills. PowerPoint presentation the basis of most training today is not enough. VCS is such a major change for experienced sales people, who are conditioned to think and act in certain ways, that it takes tremendous discipline to rearrange the synapses in the brain. Case studies and rigorous practice are very important, discussing live cases, sharing learning from them, roleplaying help people change their thinking.

Most sales people succeed because of their intuitiveness and perceptiveness. VCS requires more in terms of logic, use of information and sharp analytics. This can be a little frightening and create a sense of failure, which itself can block learning. Even change in terminology can be challenging as in the paper industry, which tends to use 'tons' instead of 'revenues' or banking which refer to 'assets' than 'revenue'. Assurances that these concepts are not difficult to master may remove some worries but finally, it is the actual mastery of the content that builds confidence



Managing in a time of great change

September 2,2006

Shopping without a store is not science fiction. But it is still speculation and a lot of hope" predicted legendary management guru Peter Drucker in one of his early books. It came true in Drucker's own lifetime. He quoted McDonald's founder Ray Kroc as saying "A mother with two small children does not come to our store because the hamburgers are delicious.

She comes because the restrooms are clean" Drucker cited this as an example of how retailing is likely to expand in future to transform into offer of a 'shopping experience' We see that happening today. This article offers such fascinating glimpses into Drucker's prescient ideas on managing in a time of great change, drawing on trends in retailing. A fascinating read

Europe 1993, Britain, France, Germany, Italy, Belgium, Austria, Switzerland – all with the same lament. European economic unification is at a standstill in manufacturing and finance. But in retailing, where no one expected it, economic unification is galloping across Europe.

Ten years ago, Aldi, a food discounter was still purely German, now it is present it seven European countries with 3,300 stores. Other food discounters – German, French, Danish – are expanding with similar speed from Spain to Norway. Sweden based Ikea now dominates Western European's furniture business and is opening stores in the former Russian satellites. Italy based Benetton and Britain based body shop are becoming market leaders in one European country after another.

The internationalisation of retailing is by no means confined to Europe. Japanese retailers both food and nonfood, are rapidly expanding in China. Ikea and Benetton have nearly as much market penetration in the United States as they have in Europe, America's Walmart's is set to cover Mexico with Sam's clubs while Toys 'R' Us is pushing aggressively into Japan.



The new retailers rarely speak of "re-engineering" to them it sounds too much like manufacturing. But they constantly redefine operations. Indeed many redefine the entire business. Wal-Mart's success, for example rests in large measure on its redefining retailing as the moving of merchandise, rather than its scale. This led to integration of the entire process - all the way from the manufacturer to the shop floors. Real time information about customer purchases cut out three tires of warehouses and the full third of the costs of traditional retailing. Yes, Walmart carries thousands of items. Spar, another German discounter is going further still. It will carry only 200 items that a family will purchase every week. Another deep discounter will carry only the 200 items needed for special occasions, nothing which is needed to be bought regularly or often. Quite different! Ikea can sell at a lower price because it realised that half the cost of finished furniture is final assembly. Provided that parts are meticulously engineered and instructions crystal clear, anyone can do the final assembly at home.

For traditional retailers service means salespeople who personally take care of individual customers. But the new retailers, service means salespeople who personally take care of individual customers. But the new retailers employ very few salespeople. Service to them means that customer do not need a sales person do not need to ask and do not have to wait – customers know whether the goods are the moment they enter the store, what colours, what sizes, and at which price. Service to them means providing information. But service also means getting the shopper out as fast as possible. There is no shopping cart. When a customer want a particular item she just puts her credit card into a slot on the shelf and does so many times as she wants the particular item. Her purchases are packed and waiting when she is ready to leave. All she has to do is check her goods and sign a prepaid credit card slip.

Managing in a time of great change

September 2,2006

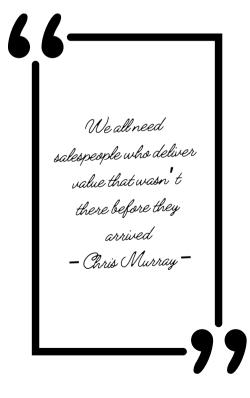


Shopping without a store is not science fiction. But it is still speculation and a lot of hype. But even without any technology retailing has already changed. The changes are having profound effects on advertising, on customer good manufacturers, and on the structure of the economy. Retailing rather than manufacturing or finance, may be where the action is now.

Today in 2006, as we read Drucker, we can only be astonished by his breadth of vision, his objective realism and his gripping predictions. The management of change is a subject that has been undoubtedly the principal preoccupation of management thinkers in the last few decades. To quote Drucker, "It is not so very difficult to predict the future. It is only pointless. What is always far more important are fundamental changes that happened though no one predicted them or could possibly have predicted them".

Excerpt from Practice of Management by Peter F Drucker





Differentiated Selling for Varied Sales Situations

March 9.2006

Sales veterans will tell you, how, like creative artists, the salesperson must treat every fresh sale as her or his first sale ever. Every customer, every customer need, even the same customer you are selling to again, is unique and deserves a fresh approach. We cook our food daily, yet every day, it is someway at least slightly different.

The ingredients of our selling approach must be differentiated based on

- (i) Customer's attitude to the sales situation and
- (ii) Customer's expectations in relation to the salesperson.

How this can be varied for best results is the essence of the idea of Differentiated Selling, captured in this framework drawn from March 2006





The Customer's Attitudes Decide the Sales Situation...



Differentiated Selling is illustrated in the following visuals ...



Every business is a growth business

September 12, 2004

Larry Bossidy of AlliedSignal had a radical view on the possibilities of growth. "Growth", he was quoted as saying "is a mindset, it's an ability. When I hear people say" "I can't grow the market" I say, "You know it's You, not the market" This book recommendation captures some of the powerful strategies that every business can use to initiate and sustain growth, including 9 basic sources of growth. Coming from thought leaders Ram Charan and Noel M Tichy, the ideas carry enduring value.

Business

Growth

Ram Charan and Noel MTidly
Three Roses Press + 333 pages + Rs 375/-



If you believe that Growth is an absolute imperative in all companies, then this is the book you would find invaluable. Even in "mature markets" and with

difficult competition, leaders can push their organisations towards responsible growth. The book is a combination of theory, practical insights and a toolkit for implementing the learning.

Today's era of unequalled opportunities will have its serbacks and crises, but evidence strongly suggests that we are in a catteordinary age of growth. Paul David, an economic historius at Stanford University

predicts that in terms of its impact on society, computer technology today is about where electricity was in 1900, roughly halfway to its peak.

The discontinuities of the new economy offer unlimited opportunities, because the growth is based

increasingly on knowledge, not hardware, it offers unprecedented case of entry, especially through the internet. No company, however big, has more than a tiny share of the endlessly evolving growth markets. Any company, big or small, can reach out to catch the attention of the liberated global consumer — an Italian entrepreneur, a newly escalated middle class Mexican family or a software engineer living in Bangalore.

The authors elaborate on the excitement of new ideas, challenges and wider horizons that the world today offers, while cautioning on the facts that face you today. If the company has no topline growth prospecs, markets are at risk, market valuation is at risk, human capital is at risk. More than thirty years ago, Theodore Leviut had said in the Harvard Business Review. "There is no such thing as a growth industry. There are only companies organised and operated to create and capitalise on growth opportunities. Larry Bossidy of AlliedSignal restated this statement by Levirt with his remark, "Growth is a mind set, it's an ability. When I hear people say "I can't grow the market' I say, You know it's you, not the market."

Nine basic sources of growth are identified – natural growth, gaining market share through low cost, proprietary or patented technology, highly

developed distribution channels, globalisation or new markets for existing products, gaining power via acquisitions, alliances and vertical integration, expanding the pond, resegmenting markets, and entering adjacent markets.

Using powerful examples, the authors illustrate different growth strategies adopted successfully by challenged organisations. The people factor is taken care too—energising the organisation for

growth, handling resistance, channelising fear for growth and so on.

There is a practical handbook at the end that helps translate all the ideas into working tools. One will tend to agree with Ray Lane, COO, Oracle Corporation who has said this about the book "A no-nonsense approach to achieving top-line growth and bottom line results."

Ravi's Corner

Mind your Mind

A complex mase Winding and Twisting Whites and Blacks Screne and Tortured.

Sense and Sensibility Logic and Emotion Right and Left Body and Soul.

Will you stop a while And just let me be Floating and Floating No Right or Wrong Unrouched and Safe Oh, the harmony of Nothing







To build a longterm, successful
enterprise, when you
don't close a sale,
open a relationship.
- Patricia Fripp-

77

Get the most out of your sales force

September 10, 2000

The typical sales executive does a lot of wondering about his sales force. Not only about what they are doing out there but also about his own management practices. Is he deploying his men correctly? How good is the selection and training procedure? Is he paying his men too much or too little? Are controls sufficient? How can be find the right people, get the best out of them and keep them?

To help the sales executive in this dilemma, a study was conducted with the idea that the findings would give the right direction.

The following measurements were derived for each of the responding organisations.

| Turnover rate | Performance index | Compensation rates | Span of control | Opportunity rate | Earnings opportunity ratio (EOR)

The eight major findings from the digested data revealed

- 1. Turnover rate does not directly influence its performance index
- 2. A turnover rate of 10% or more is excessively costly in all classifications and should be avoided if possible
- 3. The turnover rate is directly influenced by the opportunity rate.
- 4. Turnover is also directly influenced by compensation level
- 5. The performance index is also directly influenced by the character and effectiveness of the reporting system used to control the force
- 6. Average chronological age differs among the four sales force classifications, but for each classification, there is an optimal average age
- Job content is a critical factor affecting performance and turnover
- Compensation level does not directly influence the performance index, although the method of compensation does.

The four basic kinds of selling and the kind of men needed for each and how the executive needs to manage his men are elaborated. For Example

Trade Selling

The primary responsibility of the trade sales force in to build up the volume of a company's sales to its customers by providing them with promotional support. This essentially amounts to improving the distribution channels. The trade sales force therefore 'sells through rather than 'sells to its customers.



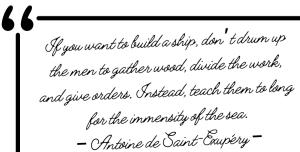
Much of this kind of selling is low key, the trade salesman needs to be helpful, persuasive and must thoroughly understand how the customer runs his business. Aggressiveness is less important than maturity and technical competence is less important than "wearing well with customers." The trade sales executive therefore ought to give considerable thought to jobs content. Any action which will reduce the drudgery of stock taking and order taking and remove the sales man's lurking feeling that he is nothing but a pawn in a giant chess game, will improve performance and reduce turnover.

Some of the guidelines that the author elaborates for the trade sales executive:

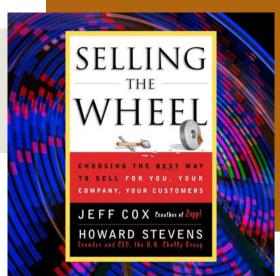
- 1. Transfer salesmen among territories as infrequently as possible
- 2. Design sales call patterns so that the salesman feels he is making important sales related calls and not merely putting in appearances for the sake of company's image.
- 3. Avoid asking the salesman to peddle "easy to buy products"
- 4. Use company contacts to seek and hire salesmen in their late thirties.
- Avoid asking for reports except those that are critical to control sales force behaviour

Similarly, Missionary selling, Technical selling and New Business selling are analysed in depth to some extent. Every sales organisation is a hybrid of the four main kinds of selling and the executive who wants to take practical advantage of the findings of this study may have to balance his practices to set the mix of roles he must administrate.

From HBR article by -Derek A Newton



Selling the wheel



June 1,2000

Selling the Wheel is an amazing story about selling, in the form of a story set in the tune of "once upon a time when there was no wheel." The writing style is refreshing, engaging, clever and very creative. The stories are humorous, breezy and simple to understand. It also makes solid business sense. It is customer oriented, based on extensive research and has deep insights on what makes a successful sales strategy for a particular market, a particular customer.

In the last three decades, the business world has seen changes. In the 70's many long-held facts of American Management were overturned by Quality Improvement as a competitive advantage. Japanese corporations in particular were gaining share with higher quality, as perceived by the customer and were also lower in cost. In the 80's the computer revolution made it possible to engineer, introduce and distribute new products in lesser time. Technology also made it possible to provide those products with high quality service and support the competitive edge. But now, none of these – quality, technology or a lean organisation is a competitive advantage. If you have them, you are in the race; if you don't, you are dead.

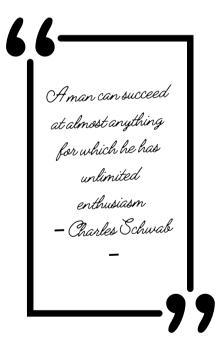
Today, the single most powerful resource for gaining a competitive edge is the quality of the sales force selling that product.

The book is built on 6 bedrock questions (questions posed by Ozzie the oracle-one of the fairy tale characters in the book!)

- · Who are our customers?
- Who are our competitors?
- · Why do customers want what we are selling?
- · What would make them prefer to buy from us?
- Why might they prefer to buy from us?
- Why might they prefer to buy from our competitors?
- What added value does our sales person have to offer to make a sale?

The book describes the profits of four specific types of sales people who have different personal career drives, different personalities and who need different kinds of skills because they must use different approaches to finding customers and making sales. Each type could be effective, but only when matched to customers' needs.

Selling the Wheel is racy, enjoyable, entertaining and offers a wealth of information as the story bounces across the fundamentals of building a world class sales organisation. A must for anyone in sales and is strongly recommended for anyone who wishes to sell more, quicker. The most. seasoned sales person would find 'the wheel' a useful read and for the rookie an imaginative story that teaches the principles of selling that no class-room could ever offer Happy Reading!



Who Am I?

March 3.2000

I prevent financial tragedy every time I find a way to get you finally to believe that your retirement and children's education are more important than a seven-day cruise. I save lives every time I persuade someone to stop putting off "what if" and purchase an item that protects him and his loved one.

I assist companies each time I can get a decision maker to look at the big picture and make decisions that reflect total costs to the customer

I looked you in the eye and asked you some disturbing questions. This upset you, but your anger toward me saved your life and the lives of others on road you would have been too drunk to drive along

I'm the person in the store. You felt put off by my questions, but ended up with a solution that saved your business that day and saved your job a year later as my product expanded along with your business

I'm the person who changed your mind about skimping on a document and later was responsible for bringing you your biggest customer

I'm the kid standing in the rain outside your door at home. By creating a commitment based on sheer pity, I took some of your money, which later saved a tiny piece of land in a small natural paradise.

I put up with the stereotypical fallacies that portray me as a buffoon when, in actuality, I was the only one who provided for the future of your family when an early death might have meant devastating and dramatic changes in your loved ones' worlds.



I could have taken no for an answer, and sometimes I wish I had. I could not because I had seen the personal tragedy of procrastination.

I have empathy for your fear of change because I have similar fears. The fear of the unknown sometimes outweighs the pain of the present. It is my job to move you past these fears and get you to take action in an ethical manner.

I may not be apparent to all but I exist in everyone's soul

Who am I? I am a salesperson -Roben L Jolles

66

Selling techniques enable
you to advance yourself and
your ideas, to disarm your
opposition and to resolve or
reduce conflict. In a group
decision making situation,
they can be invaluable to
you in persuading the group
to give you the results you
want
- Thomas Quick -

Salesmanship

March 8.1998

Salesmanship is a struggle, it is freedom to be yourself, it is being an inseparable part of others, it is a personal mission, it is dizzying heights, it is rock-bottom failures- an Interesting and challenging collage that builds a sales personality.

An art or a science is debatable but salesmanship offers a unique opportunity to translate values and innovation, into profits – individual and for the company. It is nourished by sustained competence-the knowledge, the skills and the attitudes. The criteria for effective salesmanship can be broadly defined as:

- · A well-defined call objective
- The fine art of questioning to understand the customer, his requirements and to gain initiative
- Presenting a solution aligned to customer's need, perspective and point of view
- Overcoming objections with confidence and concern
- · Gaining commitment at each and every stage
- Building a Partnership with a customer well beyond the sale
- · Establishing own credibility in every small action

Certainly, the above criteria would be built on the single most important premise: Diligent preparation for each and every customer interaction.

Salesmanship is being accountable to one's own self. It is behaviour based. The successful salesperson is sensitive to the buyer's needs, looks inward for areas of improvement and appreciates continuous self-development. More like an athletic event, requiring a mental and physical agility and what is important is that the salesperson himself is the referee!

The toil, the rejection and the uncertainty are all inevitable yet nothing boosts self-esteem more than salesmanship. Because it is doing things with a 'military-like' precision-the tools, the structure, the game plan. It is not just this sales kit but the imaginative use The kit that energises the whole selling process.

Selling will never change- identify the customer, work on him, make him buy and HOLD ON TO HIM FOR DEAR LIFE! Ware all born sales people. After all, selling is all about an understanding of people. It will forever be the keystone of all economies the world-over. Especially in today's business climate, which is globally competitive on price, product and service.

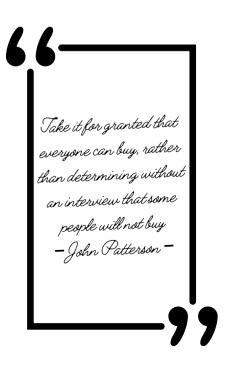


The- writing is on the wall – the trend is all too clear. Change is inevitable and every day promises new challenges. The impact of such change on the sales profession is unprecedented.

Technology is advancing rapidly and this means ever-shortening product life cycles. Most products are becoming commodities and 'price' threatens to become the all-encompassing factor.

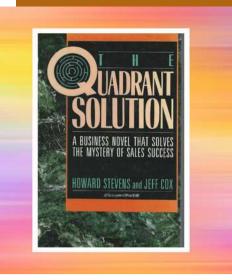
It is upto the salesperson then, to be an independent pro-active player of the game and capitalize on technology to gain control over all selling situations- agendas can be faxed to a prospect before a call, proposals can be elegantly designed and customized, prospect base can be developed accurately and systematically.... the mind reels! The value of technology for a salesperson is immeasurable.

Sales is not an isolated function. It has evolved into a process, seamlessly integrating all the functions of an organisation. Everyone, Every time is in Selling! Isn't that good news?



Quadrant Solution by Howard Stevens and Jeff Cox





March 5, 1998

A business novel that solves the mystery of sales success, "The Quadrant Solution drives home the essentials of sales and sales management.

A business novel that solves the mystery of sales success, "The Quadrant Solution drives home the essentials of sales and sales management.

The story is exciting and racy, teaching sales principles that can be very easily translated to any sales organisation. It is quite evident that the book has been developed after researching a large number of sales people, customers and executives.

The ups and downs in an organisation, the market scenario, the culture within, customer profiles are all depicted in a very practical way and we would relate easily to these.

The Quadrant Solution is a framework that has defined four selling and marketing approaches. Also a quick checklist that will enable one to determine which quadrant an organisation and its sales people would need to penetrate their markets.

The four quadrants in brief: Super-Closer Selling High Tech/Low Touch Marketing

Consultative Selling
High Tech/High Touch Marketing

Relationship Selling Low-Tech/High-Touch Marketing

Display Selling Low Tech/Low Touch Market The Quadrant Solution may not be the complete mantra for your organisation, but it is a very useful management manual nevertheless. Anyone in sales is bound to find the sales principle (so delightfully woven into fiction) valuable-for it is based on the key-stone of selling-Understand your customer, your market and develop approaches that are innovative, result oriented and process driven.

The style is conversational, simple and very enjoyable. It will kindle thought and action. We need more such Business Novels that entertain and add value as well.



Personal Creed of Rolfe Kerr

March 1.1998

Succeed at home first Seek and Merit Divine Help Never compromise with Honesty Remember the people involved

Succeed at home first

Seek and Merit Divine Help

Never compromise with Honesty

Remember the people involved

Hear both sides before judging

Obtain Counsel of others

Defend those who are Absent

Be sincere, yet Decisive

Develop one new Proficiency a year

Plan tomorrow's work today

Hustle while you wait

Maintain a Positive Attitude

Keep a sense of Humour

Be orderly in person and in work

Do not fear mistakes-fear only the

absence of Creative, Constructive and

Corrective Responses to those mistakes

Facilitate the Success of Subordinates

Listen Twice as much as you speak

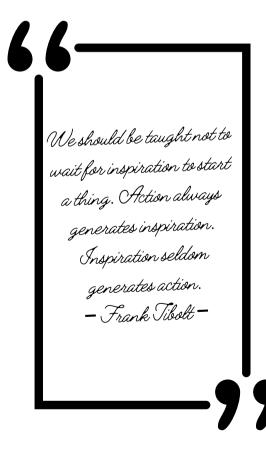
Concentrate all Abilities and Efforts

on the task at Hand, not worrying about

Next job or promotion

Extracted from 'Seven Habits of Highly Effective People – Stephen R. Covey





Marketing Myopia

December 6, 1996

Innovation for the sake of the Customer is the only way to continuously stay in the growth lane. Complacency and tunnel vision, on the other hand, lead to 'marketing myopia' that has been shown to spell doom to even powerfully entrenches monopolies.



Mercuri Mail

Oct - Dec '96

THE INDIA JOURNAL OF MERCURI INTERNATIONAL

Our thoughts

Friends

This issue of Mercun Mail takes you back to the landmark article Marketing Myopia by Theodors Levitt. Focus explores the difference between being a Manager and being a Leader. The Must Read falks about a new concept of "Successful Selling with NLP" and the delicate issue on Integrity is briefly explored in Leadership Through Enduring Velues.

Do tell us what you feel about Mercuri Mail and we would enhance it further.

Until next issue.

Mercuri Mail Wishes All Its Readers A Very Rewarding 1997

Vintage

MARKETING MYOPIA

n todays competitive world, a company must learn to think of listed his competitive as producing goods and services but as buying, creating and satisfued, no amount of efficiency in organisation can compensate for failure in management.

An industry should be customer oriented and not product oriented. Constant watchhilness for opportunities to apply their sochnical knowhow to satisfy their customers, accounts for prodigious output of successful new products.

Too often do we see todays 'infallible growth indestry' has become tomorrows 'sick industry' due to what is the most common affliction that can be termed as "Marketing Myopia".

Industries that assume to be riding an automatic growth escalator invariably descend into stagnation. There are basically four readous for this decay—1. The belief that growth is assured by an expanding and affiliant population. 2. The belief that there is no compatible substitute for the industry's major product. 3. Too much faith in mass production and that as output rises, unit costs decline. 4. Preocupation with a product that leads itself to carefully controlled scientific experimentation, improvement and manefacturing cost reduction.

An expanding population doesn't neccessarily mean growth.

Actually an expanding market keeps the manufacturers from having to think very hard or inaginatively. If there is no problem—there is no thinking. If these is no thinking—there's no thought to expand one's product. A fine example of this—the railroads did not stop growing because the need for passenger and freight transportation declined. The railroads are in trouble today because the need was filled by others—cars trucks, alignation etc. The railroad and industry—was relificated oriented and not transportation criented—product oriented instead of customer oriented.

Complacency can convert opportunity into disaster. The belief that there is no competitive substitute once again inhibits the industry's

Vision' and pushes the customers' need to the back seat. The movie industry was totally ravished by television. Hollywood scorned and rejected T.V. when it should have seen the oncoming competition. Now T.V. is bigger business than the movie business ever was.

Too much faith in mass production and the belief that as output rises, unit cost reduces lends lised! To the myth that the only need of the customer is low price. The Detroit Car Industry sadly committed all its resources to mass production and ultimately lost out to the customer friendly small car of the Japanese.

Preoccupation with a product that tends itself to carefully controlled scientific experimentation, improvement and manufacturing cost reducing. The petroleum industry is busy with one or all of these four preoccupations. In this process they have sacrificed the customers needs of efficient energy by restricting their field to boing oil companies and not researching for other newer sources of energy.

History is full of examples of 'good' companies succumbing to marketing myopia.

The tram cars gave way to buses and private cars: movies gave way to T.V; railroads gave way to except chains gave way to except chains gave way to expermarkots, nuclear power and solar power will take over from oil in the not too distant future.

Honever companies like Du Pont and Corning Glass Works proved that innovation for the sake of the customer can keep them in 'growth' sector. The bast way for a firm to be fucky is to make its own luck.

All the examples given above could have been overcome by the predecessor if they had taken care to innovate and remodel their operations so as to encompass the latest technology or product. Some well managed movie companies diversified to T.V. and continued their "Growth Industry" status by correcting their VISION. Thats all it takes to keep ging up the ladder of success.

Excerpted from 'Marketing Myopia' by Theodore Levitt Harvard Business Review. In the last analysis,
what we are
communicates far
more eloquently than
anything we say or
do
- Stephen Covey -

Zen and the art of Management

March 9, 1996

Faced with an obstacle, blasting your way through may not always the best or only way to overcome. Skirting around it could also be a good alternative. To earn recognition, a manager must first learn to give it away. The 'Zen' in this article uncovers these and more such nuances which inform the Japanese and Eastern management practices. Knowing them can enrich your perspectives and make you a more effective manager.



Mercuri Mail

Jan - Mar 96

THE INDIA JOURNAL OF MERCURI INTERNATIONAL

A few thoughts

This issue of Mercuri Mall brings you "Genuineness" - another enduring value of Leadership. The Vintage column makes one think about the small but essential factors to make Management an Art.

The 'Must Read' once again takes you into the musical world of Max De Pree's "Leadership Iszz" where Leadership is compared to Musical eloquence.

Pictures are more effective than words' has been graphically brought to you in 'Mind Mapping'. Talk less and draw more? Try and see how it works! Vintage

Zen and the Art of Management

anagement is an Art as much as a Science. The author explores the nuances of the administrative process that account for more loctive organisational functioning.

In a comparison between Japanese managed businesses and their American counterparts, their were two major elements of communications and decision making processes that contributed to the better performance of Japanese companies — 1. Communication was initiated at the lower levels of management and percelated upwards. 2. Japanese companies penelved the quality of implementation of decisions too be better than the decisions themselved. The quality relied on bottom up communication ile-involvement of subordinates in the decision making process which increases their experience as future managers. The term 'Zon' here is used figuratively to denote these important maneals in three-personal communication often enshrouded in a veil of mystique.

other methodocod at a voil of impactor.

Ambiguity as a managerial tool is often used by the Japanese. There are many studefore for a manager when being explicit and decisive is necessary. But there is a maximage in whing a dual train there is a four much data for recessing, decising simplifies and resolves arraidly. Rather than grasping for a solution, deciding how to proceed standing terrative steps generates further information to move towards your geat. The notion of softwing smaller data launching a head on assault provides the manager with a context for flinking about contraking organisational obstacles and letting time wither them away.

By giving up recognition, one gains increased power to bring about effective change.

The Eastern culture believes in the adage 'to get recognition give it eway". On a daily basis recognition give it eway". On a daily basis recognition is most noticed and sought after. It is a powerful operating incentive. By giving up recognition, one gains increased power to bring about effective change, implied recognition is subte but no less samples. In its positive form title the reputation of boiling trustentity and skilled spetting things done. In its negative form one is regarded as using people, cutting corners and out for oneself.

Of Mating Chillion
Leadership is also seen differently by Western
people and Eastern outhers. Western concepts of
leadership embrace strength, firmness,
determination and clerity of vision. Leaders are
seen as forely ligurous capable of secisive action
in the face of adversity. Eastern actions values
leaders who stand in rather than stand out. To
the Easterner overt strength is not an attribute.
Solution is not always to dynamics away the
obstruction. Sometimes it is a way to trace round
it. By embracing an alternative concept of
leadership, managers can seek a contributing
place in the flow of things rather than impose a
late sense of mastery over events.

Western culture pays a lot of importance to efficiency. Yes, an organisation needs an efficient system to accomplish is tasks. But a personalised touch and human approach is equally important. That is why the Japanese make a distinction between the American organisation and the Eastern company. Organisation refers only to the system. Company includes: its underlying character as well a chard control of your points. The result is an institutional way of doing things that is different from what officiency alone would require.

The sense of incompleteness in our working lives stems from what people seak and what organisations actually provide. Most people bring lineads to their organisational estatence, which payments: A need to be accepted as a unique person—the quality of being known in a human sense rather than simply valued for the function one pedforms: A need to be appreciated not only an acknowledgement of one's distinctness but a valuation of it in a positive and supportive way.

Considering all these factors, the Western trait of detining problems crisply and identifying objectives explicitly may be destinable but not enough to manage all problems skillully. It diminishes sensitivity and skill in managing certain kinds of problems. Such insight may enable us to avoid sledgehammers when feathers will do. This philosophy is adopted by the Eastern culture. The Eastern view provided a way of thinking that values human needs as well as systems and economic requirements.

A vary high degree of personal development is necessary to embrace both these outlooks, to know when each is appropriate and to acquire the skills each requires.

The key is not to
make quick decisions,
but to make timely
decisions
- Colin Powell-

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Towards global organisation

September 18, 1994

Trend spotters predict that 'Salesomation" or automation applied to all facets of selling will be a dominant driver determining the future of state of sales. Going back in time what did future look like in 1994, when computers slowly became ubiquitous in all organisations? The article said "...in the global economy of the future, it is impossible to visualize the world without computers ..." Can you disagree?



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Mercuri Mail

THE INDIA JOURNAL OF MERCURI INTERNATIONAL

Towards The Global Organisation - Part II

aking the concept of a global organisation further, can we talk about a global, interlinked society without puting forth the rela of computers in this information based notworked works.

It's amazing how computers and communications are transforming and have the potential to transform the face of society. For a perspective on how computers can help any business big or small to react immediately to a threat and thereby maintain its competitive subvariage, read on:

Revolving around the microchip, products like taxes, moderns, PCs, networks, laptops and notobook PCs have shunk the world incredibly both in the time and space dimension. Today, a no longer matters whether a business executive is stiring in Remote Physiola and therefore its stiring in Remote Physiola and therefore indic it impossible to get in touch with his corporate office in Häversum, Holland. He either uses a worldwide pager or a cellular phonote to tachout his office via a satellite. Alternatively, he could hookup his inclubook PC via disk-up-modern to the mainframe at Cologne or use a lax. Hence, Infotech has finally placed the right kind of tools which have produced implications for themsendously enhanced global business and tradio.

A look at the financial services industry in India, which is now highly competitive, reveals how it is making traces in the Island competitive, the characteristic and other IT gizmos and acquiring the right kind of selfower, to charmout vastamounts of meaningful (and scendines rubbish) MIS, supposedly for taking decisions and crafting strategies to stay (a hair-breadth) ahead of competition. A good example of a compatity investing heavily in computerisation is TATA FINANCE LTD. One only has to take a look at BENETTON, which has become a global toxille conglomerate solely on the basis of its brilliant use of networking and outston designed software. Networking is the key word here.

Computer networks, within the company and without, are revolutionising the nature of work itself.

With examples like Beneton being the order of the day, it is easy to see why companies are forced to spendmuch more time today analysing consumer tastes and trends, doing product research and gathering compositor intelligence.

Talking about how microchips have invaded every domain, it's amazing to note that an average American Automobile now contains \$782 worth of microelectronics, as opposed to only \$875 worth of steet!

The US entertainment and information industry alone has a turnover of \$1.4 trillion, signifying its clour in the US economy. Today, more than 40 million Americans either take work home or are sell employed. Knowledge workers i.e. professionals with use their brain rather than their hands have increased triemendously. Today, the home, the office and the automotife at contain microphics, tracking every pendicular discontinuation and establishing their all pervasive presence. In addition, consumers are spending heartly on IT products like Telephone, Colour TV, CD players, PC otc.

Hence, in the global economy of the future, it is impossible to visualise a world without computer est, since they have become facilitators of increased productivity efficiency and very short reaction time. In our next issue, we shall address the role of the information economy.

OUR AREAS OF EXPERTISE SELLING SKILLS SALES LEADERSHIP BY OBJECTIVES SALES MANAGEMENT BY NEGOTIATING SKILLS PRESENTATION SKILLS MANAGING KEY ACCOUNTS DEALER MANAGEMENT FINANCIAL ASPECTS OF SELLING TIME MANAGEMENT AND DELEGATION TELEPHONE COMMUNICATION SERVICE SKILLS SERVICE MANAGEMENT SERVICE EXCELLENCE CUSTOMER ORIENTATION





Moments of the truth

September 11, 1994

Highlights from a book that takes a hard, cold look at what is wrong with many companies today and drawing actionable lessons in Customer focus, delightful service and impactful leadership. No surprise the book earned a foreword by Tom Peters ... Alongside in a sidebar are insights into the little known and less talked about concept of "followership" which is mandatory knowledge for anyone who aspires to be a good leader.



Mercuri Mail

3

THE INDIA JOURNAL OF MERCURI INTERNATIONAL

Must-Read

MOMENTS OF TRUTH BY JAN CARLZON

HARPER PEREMMIAL: PP 135

M

oments of Truth comes like a breath of fresh air fromice cold Scandinavia. It is a book about the life time experiences of a person who has turned around not one, not two, but three major Scandi-

navian organisations: Vingresor, Linjellyg and last but not the least, SAS. The thing that hit you most when you read this book is "why even did someone else not think earlier of such a practical, no-nonsense approach to dynamic, result oriented management focused only on the customer? Why couldn't companies think of training their trendline to proactively deal with mythad customers' problems?"

This book is a rare, honest look all what is wrong with most comparies loday - their inability to put themselves in their customers' shoes, their incompetence in not having trained their employees to think like the customer does, and their incapacity to salisfy customers' needs when comparies need them most.

Carlzon gives us the marvellous example of the American businessman Rudy Peterson, who was not only allowed to board an SAS filled to Coperhagen from Stockholm without having his alifine ticket, but whose ticket was retrieved and handed over to him at the airport lounge even before his light took off! He says that middle managers should be retrained to become leaders and facilitators for the frontline people, instead of being mere interpreters of instructions.

Carizon's loadership style is unique. He believes that professional management has worked out a brilliant array of excuses in order not to take decisions. He has no time for such analysis. He trust is igut feelings, showmanship and emotion. He is intuitive andacts very fast. For him, nation should never become origipling, a "paralysis of analysis". What, according to him, are the tools which will empower the new leader? It is "a clear, concise vision and consummate communication skills - with soul". The new executive should ideally be an "enlightened dictatior" he says.

This book is all about vision, envisioning and empowerment, the necessity to keep our targets tough and sky high, to rigorously and honestly measure performance and to create internal competition. But more than that, as Tom Peters writes in the foreward, it is a "marvellous contribution to our urgent effort to fundamentally reddine our organisations for the brave new world that is upon us".

Apart from Jan Carteon's innovative style, this book also tells us something about his ability to quickly learn from his mistakes. All Vingrespor (the package vacation subsidiary of SAS), he behaved like an autocrat. However, four years later, at Linjelby he was a changed man and sought the cooperation of his entire team. However, the most fascinating idea that has been given is suggested by the title liked. It is a brilliant utilization of "an idea whose time has come" so to speak, and this brings us to the example of SAS, Carteon's finest victory. SAS is a triumph of his envisioning process and a tribute to his ability to turn the focus of his employees away from "hard" issues like material assets to "soft" issues like customers. He says that SAS is "the quality of the contact.

In 1996, SAS had 10 million customers who came in touch with at least fire SAS employees during the process of their air travel and this contract lasted an average of 5 seconds each. Carizon says that hence, SAS is "created" or "destroyed", 50 million times a year. The manner in which an SAS employee behaves with a customer during these mements, determines the success or failure of SAS as an afrine. These are the 50 million "moments of truth", when each employee must perform his/her task honestly and meaningfully to prove to the outsomers that SAS is their best and only alternative. He says that every individual hast this overpowering desire to know that he is needed, and that if he is given to know that he is needed, and that if he is given to know that he is needed, and that if he is given.

Finally, his definition of a true leader is one who not only designs the organisation and inspires the vision for building it, but who also shares this vision with those who are building it. All in all, an insightful book of lasting value.

THE LESSONS OF FOLLOWING

While becoming a good follower is not the only way to become a good leader, it can be a very important training. What can a leader learn by walking in the shoes of a follower?

One quicidly learns who delivers solutions and who loves to hand over problems. One learns to recognize the difficulty of holding people accountable while giving them space to make mistakes. And one learns the sometimes starting differences between the perceptions of leaders and the everyday realities of followers.

To be sure, leaders owe a great deal to their institutions and their followers. By the same token, followers owe a great deal to their institutions and their leaders.

It seems to me a leader has the right to expect followers to develop a high degree of iteracy about the institution; to take responsibility for achieving personal goals; and to become loyal to the idea behind the institution or business, even when unable to agree to all the coals and processes.

What should leaders beware of that inhibits good followership?

Leaders can indulge in primes of the spiritcynicism, destructive criticism, personal animostly, goasip-that create an atmosphere in which followers cannot survive, much less perform.

And leaders who expect followers to be mind readers don't produce good second biddiers; leaders cannot deprive followers of good training, good orientation; and access to necessary information without paying a price.

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The deepest urge
in human nature
is the desire to be
important
- John Dewey
-

77

24 Ways to cut costs

August 19, 1991

Looking for ways to reduce expenses without hurting growth? Why is it that praise doesn't always motivate people? This one page excerpted from Mercuri Mail Aug 1991 offers answers, pointers and tips on both these difficult questions that you can apply to your work situation even today.



24 Ways to Cut Your Costs

A money-saving tip or two can't hurt your business. Here are some simple things to help boost profits and streamline your organization.

- Have department heads make up "must have! nice to have" list to refocus everybody's requests and priorities
- In making hotel reservations, ask about corporate rates and any in-house specials.
- See if you can sell your used paper or scrap to recyclers.
- Keep up with new technologies. You may be able to drop outside service and do things cheaper in-
- Cut inventory, specially when suppliers are nearby.
- As an alternative to budget, ask people to justify everything they spend.
- Cut down on use of headhunters and recruiters when business contacts and newspaper ads will get the job done.
- Try for bulk discounts from airlines, hotels and other vendors.
- Consider selling off equipment you currently own and lease it back.
- Monitor customers to find out which advertising they remember.
- Send your invoices along with the shipped prod-uct, rather than mailing them separately.
- Rethink your mailings.

No. 13

Adapted from Loslie Brokew, Paul B. Brown, and Bruce G. Posner "40 Ways to Cut Your Losses", Inc., July 1990

Ten Situations Where Praise Won't Motivate

- The receiver doesn't respect the giver.
- 2. The receiver doesn't trust the giver's motives. If the giver hasn't historically been a "praiser," the receiver may be suspicious of such behavior.
- 3. Doing a good job isn't important to the receiver
- 4. The giver praises too lavishly. When laid on too thick, praise loses its power.
- 5. The giver praises too often. If you praise everyone, everyday, it would mean little
- 6. The giver praises unwillingly and therefore insin-
- 7. The praise is qualified or even negated, often in the same breath. "I wish you could do it that way
- 8. Praise occurs in the wrong place. Some receivers will be embarassed in public; others dissapointed to receive praise privately. You've got to know how your receiver will respond.
- 9. The wrong behaviour is praised. Don't praise performance the subordinate considers unex-
- 10. Receivers are dissatisfied with the conditions of their employment. Praise may not be appreciated when employees feel underpaid, over-worked, or mistreated. Praise works best in a basically healthy organizational climate. It is not a substitute for fair play and decent treatment.

Excerpted from "Smart Moves," by Sam Deep and Lyla Sussman. Copywright 1990 By Sam Deep and Lyla Sussman Published by Addison-Wesely Publishing Co., Inc., Reading MA 08167. All rights reserved



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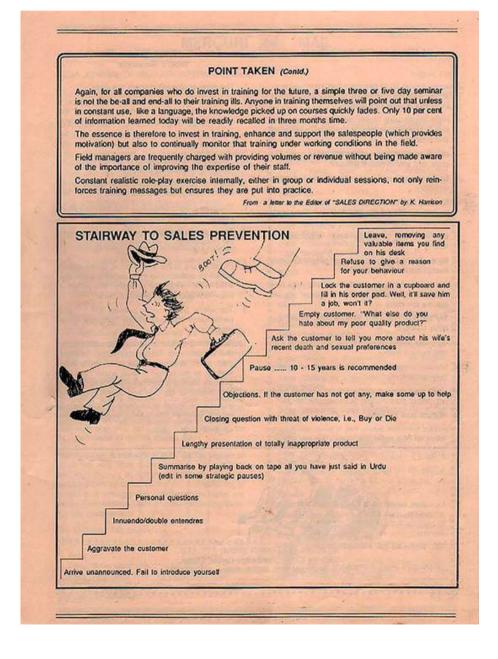
There is no

Stairway to sales prevention

August 5,1991

A powerful 60 second insight on the criticality of field level practise to convert knowledge from sales trainings into usable skills ... And a humorous look at what all can prevent sales from happening.





Effort only fully releases its reward after a person refuses to quit.

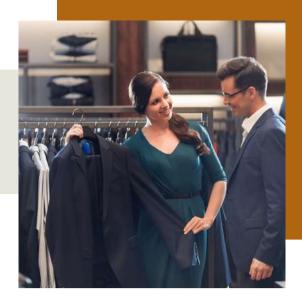
- Napoleon

Hill-

Sell Selling

February 14, 1990

An inspirational profile of Mercuri's founder Curt Abrahamsson, the man whose life mission was to sell selling to the world ... Also 10 Beliefs to Develop the International Sales Organisation.



Sells Selling

Curt Abrahamsson may well be Europe's No. 1 salesman.

That depends on definition. In the case of Abrahamsson, he's marketing neither encyclopedias, narmalade nor mopeds. "What I'm selling," explains the Swede, "is selling."

Or, specifically, corporate training programs in sales management techniques that have made his brainchild Mercuri International the world's biggest in its field. Multinationals like ICI and General Motors have sent sales

Curt Abrahamsson is the President of Mecuri International. He has used the line art of salesmanship to create the biggest company of its kind in the world. and marketing executives to Mercuri courses where they have taken courses in everything from how to devise a marketing plan to how to answer the phone without causing offense.

With around 650 sales consultants and subsidiaries in 21 nations, the Stockholm-based firm was started 31 years ago by Abrahamsson and Helnz Goldman.

Abrahamsson, 61, says: "Our aim as a company is to get our people to think less about constant growth and bottom lines and more about quality, and that's what we are advising our clients to do, too." He's also urging clients to start using sales training the way they now use advertising in reaching objectives: "Sales training today is thought to be something the modern manager approves of, but a's still not necessarily linked to improvement in sales figures or building up a new market."

Abrahamsson is a trained engineer and sportsman who has won medals for swimming. He was sales manager for a machine fools outfit before launching Mercuri. "I think it's not an understatement to say that I brought sales management and sales training into the technical fields, which was definitely a new thing."

He's outspoken although his bite is worse than his bark. Mercuri hasn't yet entered the American market in a big way because "by and large they don't accept that we could teach them anything. But the truth is quite different." Nor does he believe that Mercuri, with an annual turnover of nearly \$100 million, should be handed over to his offspring someday.

Two of his daughters work firm, but that doesn't mean they should run it, he says. "Because I don't believe a know-how company of this type can be inherited — you can't inherit people, for heaven's sake." Instead, the firm is controlled by an independent foundation he set up. "The most important thing for a know-how company is stability, even without me, and that means it shouldn't be a private company any more."

Roger Choase

The article shown above recently appeared in the SAS Scandinavian Airlines Magazine

Developing the International Sales Organization

In our development work with clients around the world, Mercuri employs a universal set of beliefs:

- Change and development are the keys to a successful Sales Organisation.
- Market objectives are the basis for developing the Sales Organisation and its inidividuals.
- It will, and should, take time to develop a successful Sales Organisation.
- Company policy, not spontaneous decisions, must be the basis for developing the Sales Organisation.
- Change will only occur when development is integrated into day-to-day work.
- It is the line organisation that generates the power behind change.
- 7. First line managers are key people.
- Existing experience within the organisation is a vital resource.
- Once a success story has been created, it can be multiplied.
- Small changes in attitude and behaviors often result in big improvements in performance.

When in doubt,

don't call a

meeting

- Mark H

McCormack -

C R E A T I V I T Y ,
I N N O V A T I O N

Drucker on Innovation

December 9, 2014

Drucker wrote that purposeful innovation, results from analysis, systemic review & hard work and can be taught, replicated and learned. Purposeful, systemic innovation begins with the analysis of opportunities.

The search must be organized and conducted on a regular basis. It seems that we may be getting hung up on "the fuzzy front end" and other views that make innovation seems really obscure. Drucker identified seven sources of opportunities that will ultimately drive innovation:

- 1. The organization's own unexpected successes and failures, and also those of the competition.
- 2. Incongruities, especially those in a process, such as production, distribution, or incongruities in customer behaviour.
- 3. Process needs.
- 4. Changes in industry and market structures.
- 5. Changes in demographics.
- 6. Changes in meaning and perception.
- 7. New knowledge.

Innovation is both conceptual and perceptual. The imperative is to go out and look, to ask, to listen. Successful innovators use, both the left and right side of their brains. They look at figures and they look at people. To be successful, Drucker wrote, that an innovation has to be simple and it has to be focused. It should only do one thing or it confuses people and won't work. All effective innovations are breathtakingly simple. It should focus on a specific need that is satisfied and on a specific end result that it produces. This makes innovation seem pretty straightforward, doesn't it? Drucker indicated that effective innovations start small and they should not try to be clever. Innovations try to do one specific thing. Starting small allows for adjustments. Starting small keeps the requirements for people and money to be fairly modest. Innovations must be handled by ordinary human beings and if they are to achieve any size and importance at all, by morons or near morons.

Another key factor was to not try and innovate for the future, but innovate for the present. The innovation may have long term impact, but if you can't get it adopted now, there won't be any future.



According to Drucker, there are three conditions that must be met for an innovation to be successful, including:

- Innovation is work. It required knowledge, ingenuity, creativity, etc. Plus, innovators rarely work in more than one area, be it finance, healthcare, retail or whatever. This work requires diligence, perseverance and commitment
- 2. To succeed, innovators must build on their own strengths. They must look at opportunities over a wide range, then ask which of the opportunities fits me, fits this company. There must be a temperamental fit with the practitioner and a link to business strategy
- 3. Innovation is an effect in economy and society, any change in the of customers, of teachers, of farmers, of doctors, of people in general. Or, it is a change in a process, in how people work and produce something. Innovation must always be close to the market, focused on the market, and market driven.

Drucker wrote that innovation by its nature is risky, as are all economic activities. But defending what was done yesterday is far riskier than making tomorrow.

Innovators define risks and seek to minimize them. Innovations are successful to the extent that they systematically analyse the sources of opportunity, pinpoint the opportunity, and then exploit it, whether an opportunity has small and definable risk, or larger but still definable risk. Successful innovators are conservative, they are not risk-focused, but rather are opportunity-focused.

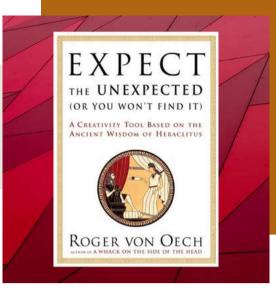
While many articles, white papers and books have been written lately about innovation, Peter Drucker seems to have nailed it decades ago.



The best way to have a good idea is to have a lot of ideas. – Dr. Linus Pauling –

Expect the Unexpected (Or you won't find it) by Roger Von Oech





December 5.2011

Roger Von Oech has won a loyal following around the world. This book is a creativity tool based on the ancient wisdom of Heraclitus.

The ancient Greek philosopher Heraclitus was famous for his brilliant and provocative sayings:

"Dogs bark at what they don't understand."

"You can't step in the same river twice."

"The doctor inflicts pain to cure suffering."

Today, more than 2500 years ago, his ideas about life, nature and the cosmos remain as original as ever. In expect the unexpected, Roger uses thirty of Heraclitus' epigrams as springboards to dazzling creativity.

Treating each saying as an in exhaustible source of inspiration, he supplies amusing\ anecdotes, puzzles, mindbending riddles, hidden jokes and intriguing questions designed to topple old habits of thought and fire the imagination. Drawing on a cornucopia of examples from science, business and the history of invention, as well as from Literature and popular culture, Roger shows how to reverse your expectations, turn change to your advantage, create powerful metaphors and avoid the pitfalls of 'moreness' – that is assuming that more is automatically better- to find novel solutions to even the most intractable problems.

Anyone searching for new approaches for problem solvingfrom managers to students to artists-will find this book a valuable tool. You can treat this book as a one-time read and complete it at one go or use it as a morning meditation or consult the book as a daily Oracle. Expect the unexpected offers a good jolt to the imagination.

Consider this example: Heraclitus says- "It is disease that makes health pleasant, hunger that makes fullness good and weariness that makes rest sweet."

Roger translates this saying into key creative insights: "Embrace the necessity of opposites."

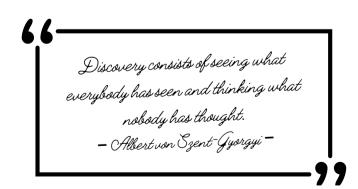
"Consider the opposite viewpoint."

"Use what's not there."

"Ask a Fool."

Each creative insight is illustrated with many examples that make this book a practical and ready to use toolkit. The entire book displays" business brilliance and gets the mental juices flowing".

Happy Reading!



SCAMPER Model

December 3, 2000

Scamper is a checklist of idea-spurring questions. Some of the questions were first suggested by Alex Osbom, a pioneer teacher of creativity. They were later arranged by Bob Eberle Into this mnemonic.

S-Substitute

Batavia, a New York department store gave each of his employees a thermal mug, reducing disposable cup trash by 85%. This simple substitution generated an incredible amount of free publicity.

When ice cream sodas were discouraged by clergy on Sundays (sucking-sodas was not the right thing to do in a church!), the soda manufacturer Robert Green got around the ban by serving ice cream on Sundays with sweet syrup and no soda- hence the sundae-a new American Delight!

C-Combine

In the mid 1880's Eastman developed a cellulose film that weighed almost nothing. This idea in itself was a great one and then Eastman designed a light weight camera to use with the now film. This combination made him the leader in photography within 10 years.

A-Adapt

In New Mexico a research project is underway to adapt jimsonweed, poisonous to humans, to help clean up heavy metal pollution in the environment.

M-Magnify

Because George Cullen wondered what would happen if he expanded his grocery store to heroic proportions, the Supermarket was born

P-Put to other uses

Clarence Birdseye extended the process of fast-freezing foods to the circus industry and created a brand-new product-frozen orange juice.

E-Eliminate or minify

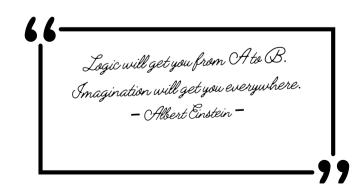
The original doughnut did not have a hole. According to one legend a small boy found that the center portion of the doughnut made by his mother was not properly cooked, so he forked-out the center portion and thus was born the doughnut as we know it.



R-Rearrange

Rearranging is one of nature's prime methods of creation. The moving plates of the earth's crust form new land masses and surface features. The shuffling of the DNA genetic deck through sex produces new life forms. Similarly, rearranging your resources can create new ideas. Try putting your ending in the middle, or the center on the top, or the inside on the outside, or the left on the right.

The key to Xerox's success was a better pricing arrangement. What would you like to rearrange, magnify, adapt, change, substitute, combine? Wear your creative cap.... The possibilities are endless.



Our Reach should Exceed our Grasp or What Else is Heaven for

September 18, 1999

Michael Michalko, Edward De Bono, Wujec, Feynmann constantly researched and analysed how geniuses come up with ideas. What is common to the thinking style that produced a Mona Lisa, the Four Seasons, the theory of relativity? What characterised the thinking strategies of Darwin, Ramanujam, Freud, Edison?

What can we learn from these thinking strategies and how can we apply them to become more creative in our work and personal life? This has to be a continuous learning process, enriching the mind and consequently our actions, habits and ultimately our destiny.

Thumbnail descriptions of some of the strategies as described by Michalko:

Knowing how to see

Genius often stems from finding a new perspective that no one else has taken. This means abandoning an approach that is a spill-over of past experience and reconceptualising the problem.

Making your thought visible

Once geniuses obtain a minimal verbal facility, they seem to have the skill to express their ideas visually and spatially, they have the flexibility to display information in a variety of ways Einstein had a very visual mind. So did Da Vinci.

Thinking what no one else is thinking
Thinking fluently, immense productivity is a distinct
characteristic of genius. Thomas Edison held 1093 patentsstill a record. Mozart produced more than 600
masterpieces of music. The Waste Land" a Masterpiece was
the result of many good and bad passages penned down and
then fine-tuned by T.S.Elliot. Out of massive quantity came
quality. Geniuses produce. Period.

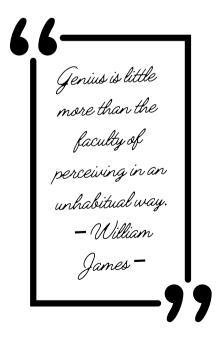
Making Novel Combinations Einstein's equation E=mc² was a "combinatory play" of known concepts.



Connecting the unconnected

Leonardo Da Vinci forced a relationship between the sound of a bell and a stone hitting water. This enabled him to make a connection that sound travels in waves

By using these strategies, we may not become another Einstein or Michelangelo but we would certainly be more creative than someone without the knowledge or intention. We can't possibly know how far these things can take us but we live a world that offers no guarantees but only great opportunities.



Serious Creativity



March 22, 1999

Lateral thinking is a skill. This is what is associated with De Bono and this book is not any different from his earlier books in terms of conceptual and creative thinking. Possibly it is the only aspect which can tire the reader-the exasperating repetition on the need to use the power of lateral thinking to generate new ideas.

Yet the book inspires and will not disappoint De Bono fans. With organisations reaching a plateau, creativity is growing in importance, as valuable as any other function-finance, raw materials or production. As De Bono puts it. "Water is necessary for soup but soup is more than water." Water is basic competence. But it is creative thinking that will give the competitive edge.

De Bono firmly believes that creativity is not natural talent, not a mystery but is a skill that can be learned and applied. To him lateral thinking is only a special type of information handling and he weaves the arsenal of tools and techniques for serious creativity around three basic approaches, challenge, provocation and alternatives While all this is not earthshakingly new, the methodology is communicated with the usual meticulous aplomb

The most interesting and perhaps the most practical tools-random input, creative pause, concept fan and the stratal method will sensitize the most logical mind. It will stimulate a desire to practise "creativity on demand "The minute details on various processes and techniques are given at the appropriate points in the book. In each case a fundamental creative process is put into action in a particular way There lies the brilliance of the author. For example, provocation n a common approach to creativity the systematic step by step framework to focussed creativity through provocation is De Bono's forte

The author concludes with a note on the structured application of serious creativity in organisations and sustaining the process is elaborated through training formats and evaluation.

For all those who will be horrified by the title-SERIOUS creativity, because creativity is fun, spontaneous and the domain of 'rebels', this book may also be valuable- You may change your mind-at least attempt-an understanding of the logic in creativity.

"There is nothing more marvellous than thinking of a new idea.

There is nothing more magnificent than seeing a new idea work.

There is nothing more useful than seeing a new idea work."

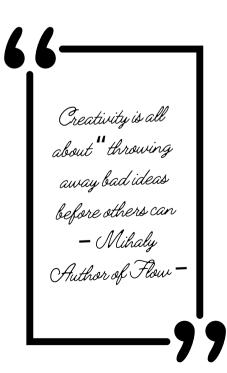
Happy Reading!!



Business Leadership and a creative society

March 19.1998

Creativity is generally associated with domains like arts and literature. Business seldom comes under it. But this article, originally published in 1953, raises intriguing questions - Is it possible for business contribute to ushering in a creative society? How can that happen? The answers the article provides to these questions ring as true today as they did almost 70 years ago.





MercuriMa

OF MERCURI INTERNATIONAL INDIA JOURNAL **TAN-MAR 1998**

VINTAGE ==

USINESS LEADERSHIP AND A CREATIVE SOCIETY - ABRAM T. COLLIER

The ideas expressed in this article are as relevant today as it was in 1953 when this article was written. The author has put forward a simple proposition; that our society is a creative society, that its prime objective as well as its great genius, is its creativeness. That only means that creative accomplishment is the actual day-to day goal of modern business. It is also the key stone of our business philosophy.

Business does not exist merely to produce more goods and services or better goods and services for more people, though that is no small part of its task. Buisness, also particularly in these days, affords the principal or the only means whereby individual men may gain the satisfaction of accomplishing something more than merely sustaining their own lives. Happiness, power, fame are just by-products of the efforts we make to contribute to society. Leave behind that grain of sand as Robert Frost put it, on the beach of History.

We must be creative to lead a blameless life. It is not enough to be good. Samuel Johnson, Emerson and other wisemen celebrated time devoted to work. This idea has new significant aspects. As science unfolds many exciting possibilities, it appears possible that all men of all types and classes can avoid mechanical hard labor and experience the joys of work. Creativity is not the monopoly of the Beethovens, the Michelangelos, the Newtons, the Shakespeares. Today we recognise that creativity can be accomplished collectively as well as individually.

The task of a business leader is multi-dimensional because it involves harnessing the collective capacities of all people. The creative ideal depends on these concepts:

1. Forces in business nurture the existence of differences between

individuals and groups.

2. These forces are balanced by the process of individuals understanding each other. 3. A creative society depends for its survival upon the belief that rights must

be matched by obligations.

The directing force in creative society is the faith of its members in individual growth. Every discovery, every invention, new industry, every new idea has come about because some person or some group of people has had the courage as well as the insight to disagree with the majority or do what the majority has not thought of doing before. This is perhaps what David Molord Wright articulated in past when he said "Our

dilemma... is that if we make men 'free', they will become creative and from their creations will spring the probability of growth and the certainty of trouble*, The implication is, only in an atmosphere of profit to all parties can we meet the

creative objectives of society. We cannot truly serve the underprivileged unless we stopped seeing them as "little people" and take on the harder job of giving them an honest chance to do useful and creative work. The machine age is a challenge to demonstrate faith in men's growth. The machine eliminates human toit, but much more important it provides opportunities for men to do only those tasks men alone can do.

discovery, innovation and creativity. The business of business-

on the article that app

O.U.R T.H.O.U.G.H.T.S

This issue of Mercuri Mail explores Management from the perspective of creativity with order.

'Focus' brings alive the increasing relevance of salesmanship in today's dynamic world.

The Must Read gives a flavour of the 'all time' management gurus.

Development of the Core is bound to provoke introspection.

Until next issue.

FROM 15T MAY98, WE ARE MOVING INTO A MORE SPACIOUS OFFICE AS:

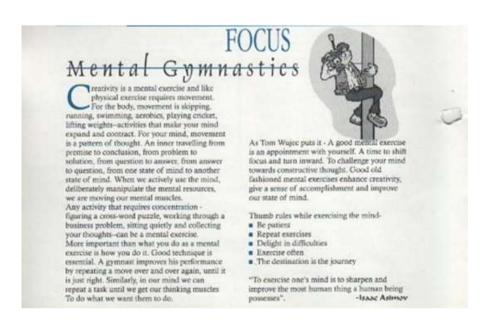
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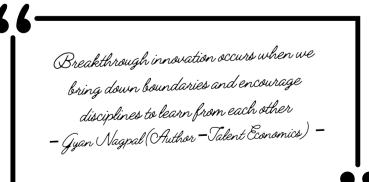
Mental Gymnastic

March 17, 1991

According to Tom Wujec who promoted the idea of total mental fitness, put it, a good mental exercise is an appointment with yourself. The feature below sums up how mental gymnastics work for you and list out some activities you can try out, setting out 5 thumb rules to follow while exercising the mind.







Does Training Make Your Sales Bulbs Glow?

September 12, 2021

What makes sales training work? Frank V Cespedes, Harvard Business School faculty and frequent contributor to Harvard Business Review, on sales focused insights, addresses this all-important question, in a section he dedicates to Training and Development, in his recently published book Sales Management that Works – How to Sell in a World that Never Stops Changing (HBR Press 2021).

4 Questions to Check if Training is Making Your Sales Bulbs Glow

Below are 4 questions framed using key ideas from the section on Training and Development in the book. The questions can be used to check if training is making your sales bulbs glow.

1) Does the training program recognise that sales skills are learnable? – Cespedes says, the idea of a born salesperson naturally endowed with a pleasing personality, great at storytelling and gifted at networking, is a misplaced stereotype. Selling involves the ability to adapt to varied Customers and selling situations. Cespedes points out that learning theorists call this "active retrieval". While responding to constantly changing circumstances, learning involves the ability to retrieve a relevant model or rubric, and this ability is reinforced with each iteration. This can be codified into a structure of steps in a tool or framework which is both learnable and repeatable.

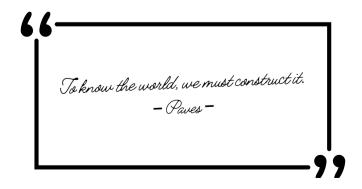
2) Does it offer actionable tools and frameworks? - Many sales training programs focus on a specific methodology that is expected to guarantee sales success. Unfortunately, salespeople have to handle a bewildering range of Customers and buying criteria. For the same product, there are different Customers and therefore, different sales tasks. Cespedes illustrates this with an everyday example. Selling to an existing Customer, buying again from you needs an approach different from the one needed for a new purchaser being prospected for the first time. Even within the same Customer category, while one buyer is particular about innovative product features, another is concerned about just-in-time delivery. Says Prof Cespedes "If all Customers sound the same to you, then you should probably not try to make a living in sales" So, Sales Training should go beyond just the methodology and offer a bouquet of tools and frameworks that can be used by the salesperson across selling situations and Customer types.



3) Does it focus on the Why–Training must help salespeople appreciate the context in which the 'how' of sales training can be applied. This is the Why part, what to apply to which specific sales task, says Cespedes. For example, training to 'sell to health care' is too generic, because selling medical equipment will require closing complex deals, where price negotiation skills may be critical. On the other hand, salespeople in biotech, would be expected to be knowledgeable and stay up to date on new research and results of clinical trials. Also, a strictly product focused training is risky. When buyers change, so will the sales tasks and a new set of skills may be needed to make sales happen.

4) Does it make room for practice, leverage feedback and reinforce learning through reflection? – Ideally, sales training should make room for "spaced repetition" and "deliberate practice". Sales can only be learnt by doing. So, trainings must include action learning devices such as role plays and scripts. According to neuroscience, learning left unused, is forgotten after 90 days. Cespedes suggests the military concept of afteraction-review (AAR) to reinforce learnings from sales trainings. Case studies, on-call feedback, periodic win/loss reviews must be built into sales training path for 'go-forward' learning and conversion of learnings into success practices at work

Answering these questions can help in making the most of the resources and time invested in building sales capabilities.



Coaching principles for coaching success

June 13, 2015

Believe in Human Potential for Greatness. Fulfilment Flows from Adding Value to Others. Bring Out the Best in People and Let Them Lead.

The Coaching Spirit

- 1. Believe in Human Potential for Greatness
- 2. Fulfilment Flows from Adding Value to Others
- 3. Bring Out the Best in People and Let Them Lead
- 4. Use Influence Rather than Position
- 5. Thrive on Challenges and Flexibility
- 6. When We Grow Others, We Grow Ourselves
- 7. A Coach Still Needs a Coach

Relationship and Trust

- 1. Maintain Authentic Rapport and Humour
- 2. Touch a Heart with Care and Sincerity
- 3. Practice Integrity and Build Trust

Asking Questions and Curiosity

- 1. Curiosity Ignites Your Spirit
- 2. Ask Questions that Empower and Create Buy-In
- 3. Avoid Judgmental and Advice-Oriented Questions
- 4. Powerful Questions Release Solutions
- 5. Asking Great Questions Requires Practice

Listening and Intuition

- 1. Listen Rather Than Tell
- 2. Be Present and Turn Off Your Inner Dialogue
- 3. Avoid Jumping to Premature Conclusions
- 4. Be Impartial and Non-judgmental
- 5. Listen Deeply, Use Observation and Intuition

Feedback and Awareness

- 1. Embrace Feedback to Triumph
- 2. Awareness and Acceptance Cultivates Transformation

Suggestions and Simplification

- 1. Get Consent before Giving Suggestions
- 2. Use the Power of Simplicity

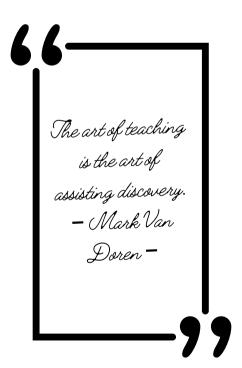
Goals and Action Plans

- 1. Establish Goal Ownership and Commitment
- 2. Create Strategies and Action Plans for Goals
- 3. Keep Score of Goals and Action Steps



Accountability and Accomplishments

- 1. Support Goals Completion Continuously
- 2. Accountability Drives Accomplishments
- 3. Acknowledge Efforts and Progress



How do I learn? – Managing Self by Peter Drucker

March 14,2011

The important thing to know about how one performs is to know how one learns. Many first-class writers, Winston Churchill is but one example, do poorly in school. They tend to remember their schooling as pure torture. Yet few of their classmates remember it the same way. They may not have enjoyed the school very much, but the worst they suffered was boredom.

The explanation is that writers do not, as a rule, learn by listening and reading.

They learn by writing. Because schools do not allow them to learn this way, they get poor grades. Schools everywhere are organized on the assumption that there is only one right way to learn and that it is the same way for everybody. But to be forced to learn the way a school teaches is sheer hell for students who learn differently. Indeed, there are probably half a dozen different ways to learn. There are people, like Churchill, who learn by writing. Some people learn by taking copious notes. Beethoven, for example, left behind an enormous number of sketch books, yet he said he never actually looked at them when he composed. Asked why he kept them, he is reported to have replied, "If I don't write it down immediately, I forget it right away. If I put it into a sketchbook, I never forget it and I never have to look it up again." Some people learn by doing. Others learn by hearing themselves talk.

A chief executive I know who converted a small and mediocre family business into the leading company in its industry was one of those people who learn by talking. He was in the habit of calling his entire senior staff into his office once a week and then talking at them for two or three hours. He would raise policy issues and argue three different positions on each one. He rarely asked his associates for comments or questions; he simply needed an audience to hear himself talk. That's how he learned. And although he is a fairly extreme case, learning through talking is by no means an unusual method. Successful trial lawyers learn the same way, as do many medical diagnosticians (and so do I). Of all the important pieces of self-knowledge, understanding how you learn is the easiest to acquire. When I ask people, "How do you learn?" most of them know the answer.



But when I ask, "Do you act on this knowledge?" few answer yes. And yet, acting on this knowledge is the key to performance; or rather, not acting on this knowledge condemns one to non performance.

Am I a reader or a listener and how do I learn, are the first questions to ask. But they are by no means the only ones. To manage yourself effectively, you also have to ask, Do I work well with people, or am I a loner? And if you do work well with people, you then must ask, In what relationship? Some people work best as subordinates. General George Patton, the great-American military hero of World War II, is a prime example. Patton was America's top troop commander. Yet when he was proposed for an independent command, General George Marshall, the U.S. chief of staff and probably the most successful picker of men in U.S. history said, "Patton is the best subordinate the American army has ever produced, but he would be the worst commander.

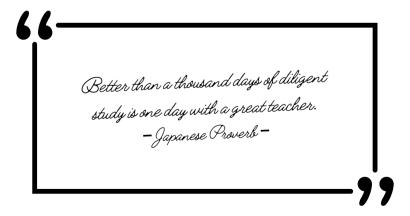
Some people work best as team members. Others work best alone. Some are exceptionally talented as coaches and mentors; others are simply incompetent as mentors. Another crucial question is, Do I produce results as a decision maker or as an adviser? A great many people perform best as advisers but cannot take the burden and pressure of making the decision. A good many other people, by contrast, need an adviser to force themselves to think; then they can make decisions and act on them with speed, self-confidence, and courage.

How do I learn? – Managing Self by Peter Drucker

March 14,2011

This is a reason, by the way, that the number two person in an organization often fails when promoted to the number one position. The top spot requires a decision maker. Strong decision makers often put somebody they trust into the number two spot as their adviser and in that position the person is outstanding. But in the number one spot, the same person fails. He or she knows what the decision should be but cannot accept the responsibility of actually making it. Other important questions to ask include, Do I perform well under stress, or do I need a highly structured and predictable environment? Do I work best in a big organization or a small one? Few people work well in all kinds of environments. Again and again, I have seen people who were very successful in large organizations flounder miserably when they moved into smaller ones. And the reverse is equally true.

The conclusion bears repeating: Do not try to change yourself you are unlikely to succeed. But work hard to improve the way you perform. And try not to take on work you cannot perform or will only perform poorly."





Use Learning Styles to Create Training That Sticks

June 16.2010

To better understand how your learning style affects your training effectiveness, let's begin by exploring what happens in the learning process.

Learning is more complete if we:

- Experience, feel and connect to our lives (Engage).
- Reflect deeply and learn what the experts have to share (Share).
- Take action based on our new understandings (Practice).
- Refine the learning to make it our own and generate results (Perform)

When we learn, we move through all parts of the learning process. Each part of the process connects directly to one of the questions learners seek to have answered: "why", "what', "how" and "if".

In Engage, the Type 1 learners' favourite part of the learning process, we ask and answer "Why."

In Share, the Type 2 leaners' favourite part of the learning process, we ask and answer "What."

In Practice, the Type 3 learners' favourite part of the learning process, we ask and answer "How."

In Perform, the Type 4 learners' favourite part of the learning process, we ask and answer "If."

For real learning transfer to take place, all four parts of the Learning Cycle must be addressed. We do this by focusing on answering the four core questions. These questions connect the learning styles. The answering of these questions leads the learner through the complete learning process.

The Type One Learner asks "Why."

- Why is this important? To my work? To others?
- Why should I pay attention to this?
- Why is it of value?
- · Why will I need to address this in my work?



The Type Two Learner asks "What."

- What do the experts think of this?
- What does this information show?
- What information is available to me?
- What are the identifiable patterns or trends?
- What data exists that supports this theory?

The Type Three Learner asks "How."

- How does this work?
- How can I use this in my job?
- · How will incorporating this in my life help me?

The Type Four Learner asks "If."

- · What if this is really true?
- What if I used this differently?
- If I did this, what might happen?
- What if there are even more possibilities?
- Bernice McCarthy



4 Concepts to Understand a Pandemic and How they can Help Businesses Post the Crisis

March 13, 2020

"When will life return to normal?" is perhaps the most trending question today. While there are no answers yet, New England Complex Systems Institute has published a blog that can help us make sense of what is going on with a framework comprising 4 concepts.

We can draw valuable lessons to restart business and restore normalcy after pandemic is defeated. Here are those 4 concepts and the lessons we could derive from them:

 Exponential growth: "yesterday everything was still under control?!"

In country after country, we watch with horror, the same pattern playing out. News of a small number of Corona virus infections that soon gallop and spiral out of control as days go by. The blog explains this with the familiar "story of the inventor who asked to be modestly compensated by his emperor by receiving one grain of rice on the first square of the chessboard, two on the second square, four on the third square, and so on until all squares are filled. About halfway into the chessboard the emperor realizes that the request wasn't as modest"

Ray Kurzweil is credited with coining the expression "the second half of the chessboard". In the first half the effects are large but potentially manageable. In the second half things become unmanageable.

Given the near exponential growth of infections till it peaks and slips away, there is a pervasive risk of underestimating the danger posed by an initial small number of cases. Human mind struggles to imagine how quickly that small number can turn into a very large one. So, the blog concludes: "The logic with all undesirable things with exponential growth rates is the same: you want to nip it in the bud early"

The Business Lesson: Never underestimate the power of delta, however small. Small slippages, in costs or quota, can quickly add up to upset the apple cart. By the same logic, small gains in efficiency or sales numbers can create impressive results. The 1% rule operates all the time



• Phase changes: Everything is fine until it suddenly isn't In the language of complex systems, there are 'tipping points' or 'phase changes' on reaching which things change dramatically. "An epidemic starts and hospital beds start filling up. Everything is basically fine". The feeling is, why resort to costly containment measures at this stage? Then the new infections reach a 'tipping point' and hospital beds are suddenly not sufficient. After that the system seems crumble under pressure. Hence knowing in advance where things will fall apart is critical, though there may be nothing that can be done about it.

The Business Lesson: Post pandemic business environment is likely to be fragile. In such a world, it would be a big strength to be aware of the "tipping points" of your business as also those of your suppliers and buyers. It can contribute to becoming nimble and better managing potential risks

· Delayed feedback cycles: "why are things still getting worse even though we introduced all these measures?" Infections being diagnosed and counted today are of those who caught them a fortnight or so ago. "The current count of diagnosed cases captures a past reality, not the present situation. It's like looking at a star at night - because light takes time to travel to us, you're looking at the past" says the blog. This is called a delayed feedback cycle in complex systems language. It tends to cloud our understanding about the efficacy of measures already taken or to be initiated. The blog sums up the idea this way: "The actions we take today have to match the magnitude of the problem in a week's time (or so). Otherwise, we will be playing catch-up forever - and that is a losing proposition. What might look like an overreaction is, in fact, more likely to be perfectly proportionate"

The Business Lesson: Invest early and way before a need arises. So, to be successful in the post crisis scenario, it would make sense to assess the skill needs that would come up then and invest now, during the downtime

4 Concepts to Understand a Pandemic and How they can Help Businesses Post the Crisis

March 13, 2020

 Leverage points: (relatively) small change, (relatively) large effect

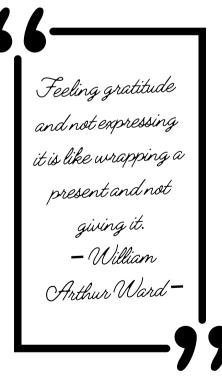
The fourth concept involves one more feature of complex systems. In all complex systems there exist 'leverage points'. These are points in which small sized interventions can produce outsized effects because of the position and influence of those points in the system as a whole. For instance, social distancing, travel restrictions and hand washing, taken alone are small sized simple interventions. But their effect on containment has been shown to be enormously positive. The reverse of that is equally true. Not paying heed to these seemingly simple precautions can have a disastrous effect in terms of infections and fatalities.

The Business Lesson: Use the lockdown period to take a close hard look at your business and identify the leverage points that can produce outsized positive and negative outcomes. Examples can include: Use of well-crafted sales scripts for different sales situations, taking notes during client meetings or managing each Customer as a key relationship. While these are positive leverage points, negative ones could be things like failing to send thank you notes after meetings. Tweak processes such that leverage points with negative potential are eliminated and positive ones are incorporated as a standard operating procedure

Ants are legendary in their war room like planning for future. Disasters, rains or famine, ants are never out of food because they plan ahead with meticulousness. It would take planning and commitment akin to ants to beat back the pandemic and thrive in the emerging new order

You can read Danny Buerkli's blog Gradually, then suddenly — Four concepts that may help us think clearly about the coronavirus epidemic (March 10, 2020) for New England Complex Systems Institute here





Stoke the Fire Within – Bharat Ratna APJA Kalam

December 21, 2015

Timeless lessons for winning in a complex world... from one of our greatest statesmen and leaders of all time Dr APJ Abdul Kalam. Each of us is created unique. We are born with a divine fire within. The focus of our lives should be to give wings to this fire and fill the world with the glow of its goodness.

The difference between an energetic focused person and a confused person is the way their minds handle their experiences. Here are Kalam's words of wisdom on how one can stay focused on living one's potential:

Difficult times:

We need our difficulties because they are necessary to enjoy success. Accept your destiny and go ahead with your life. Forget the failure; it was essential to lead you to your destined path. Search for your true purpose of your existence.

Solving problems:

As the process of confronting and solving problems often requires hard work and is painful, we have endless procrastination. Actually, problems can be the cutting edge that actually distinguishes between the success and the failure. They draw out innate courage and wisdom.

Leading teams:

Anyone who has taken the responsibility to lead a team can be successful only if he is sufficiently intelligent and powerful in his own right to become a person to reckon with. This is also the path to individual success in life. What can one do to strengthen oneself? First, by building your own education and skills. Knowledge is a tangible asset, the most important tool in your work. You must have the most up-to-date information. A leader should keep abreast of all that is happening around him. To lead, is to engage in continuing education. Second, develop a passion for personal responsibility. Work for the things you believe in. Work as hard as you can at something that presents a challenge and is approved by your heart.



Dealing with reality:

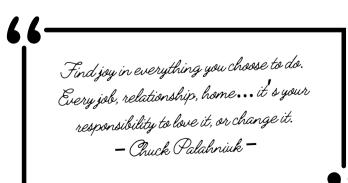
he trouble is that we often merely analyse life instead of dealing with it. People dissect their failures for causes and effects, but seldom deal with them and gain experience to master them and thereby avoid their recurrence. When your hopes and dreams and goals are dashed, search among the wreckage, you may find a golden opportunity hidden in the ruins.

Your best investment:

Your willingness to invest your own inner resources, to invest your life, esp. your imagination, will bring you success. When you undertake a task from your own uniquely individual standpoint, you will become a person.

Being a 'workaholic':

The term 'workaholic' is misleading because it implies a pathological condition or an illness. If I do that which I desire more than anything else in the world and which makes me happy, such work can never be an aberration. Total commitment is a crucial quality for those who want to reach the very top of their profession. The desire to work at optimum capacity leaves hardly any room for anything else. FLOW is a sensation we experience when we act with total involvement. There is no hurry, there are no distractions. The past and future disappear. So does the distinction between self and activity.



Six major contributions of Drucker to Management

June 8, 2015

Drucker is against bureaucratic management and has emphasised management with creative and innovative characteristics. The basic objective of management is to lead towards innovation.

1. Nature of Management:

Drucker is against bureaucratic management and has emphasised management with creative and innovative characteristics. The basic objective of management is to lead towards innovation. The concept of innovation is quite broad. It may include development of new ideas, combining of old and new ideas, adaptation of ideas from other fields or even to act as a catalyst and encouraging others to carry out innovation.

He has treated management as a discipline as well as a profession. As a discipline, management has its own tools, skills, techniques and approaches. However, management is more of a practice rather than a science. Thus, Drucker may be placed in the 'Empirical school of management'. While taking up management as a profession, Drucker does not advocate to treat management as a strict profession but only a liberal profession which places more emphasis on managers to not only have skills and techniques but also the right perspective of putting things into practice. They should be good practitioners so that they can understand the social and cultural nuances of various organisations and countries.

2. Management Functions:

According to Drucker, Management is an organ of its institution. It has no functions in itself and no existence in itself. He sees management through its tasks. Accordingly, there are three basic functions of a manager, which he must perform to enable the institution to make its contribution towards:

- (i) The specific purpose and mission of the institution whether business, hospital or university;
- (ii) Making work productive, the worker an achiever; and
- (iii) Managing social impacts and social responsibilities.



All these three functions are performed simultaneously within the same managerial action. A manager has to act as an administrator where he has to improve upon what already exists and what is already known. He has to act as an entrepreneur in redirecting the resources from areas of low or diminishing results to areas of high or increasing results.

Thus, a manager has to perform several functions: setting of objectives, making plans, organizing people's efforts and motivating them. Drucker has attached great importance to the objective setting function and has specified eight areas where clear objective setting is required. These are: market standing, innovation, productivity, physical and financial resources, profitability, managerial performance and development, worker performance and attitude, and public responsibility.

3. Organisation Structure:

Drucker has decried bureaucratic structure because of its too many dysfunctional effects. Therefore, it should be replaced. He has emphasised three basic characteristics of an effective organisational structure.

These are:

- (i) Enterprise should be organised for performance;
- (ii) It should contain the least possible number of managerial levels;
- (iii) it must make possible the training and testing of tomorrow's top managers—giving responsibility to a manager while still he is young.

Six major contributions of Drucker to Management

June 8.2015

He has identified three basic aspects in organizing: activity analysis, decision analysis, and relation analysis. An activity analysis shows what work has to be performed, what kind of work should be put together and what emphasis is to be given to each activity in the organisation.

Decision analysis takes into account the four aspects of a decision: the degree of futurity in the decision, the impact of the decision over other functions, number of qualitative factors that enter into it, and whether the decision is periodically recurrent or rare. Such an analysis will determine the level at which the decision can be made. Relation analysis helps in defining the structure and also to give guidance in manning the structure.

4. Federalism:

Drucker has advocated the concept of federalism. Federalism refers to centralised control in decentralised structure. Decentralised structure goes far beyond the delegation of authority. It creates a new constitution and new ordering principle. He has emphasised the close links between the decisions adopted by the top management on the one hand and by the autonomous unit on the other.

This is just like a relationship between federal government and state governments. In a federal organisation, local managements should participate in the decision within the limits of their own authority. Federalism has certain positive values over other methods of organising.

These are as follows:

- (i) It sets the top management free to devote itself to its proper functions;
- (ii) It defines the functions and responsibilities of the operating people;
- (iii) It creates a yardstick to measure their success and effectiveness in operating jobs; and
- (iv) It helps resolve the problem of continuity through giving the managers of various units, education in top management problems and functions while in an operating position.



5. Management by Objectives:

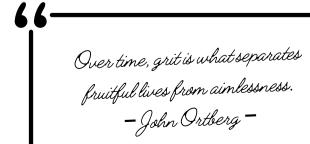
Management by objectives (MBO) is regarded as one of the important contributions of Drucker to the discipline of management. He introduced this concept in 1954. MBO has further been modified by Schleh which has been termed as Management by results. MBO includes method of planning, setting standards, performance appraisal, and motivation.

According to Drucker, MBO is not only a technique of management but it is a philosophy of managing. It transforms the basic assumptions of managing from exercising control to self-control. Therefore, in order to practice MBO, the organisation must change itself. MBO has become such a popular way of managing that today it is regarded as the most modern management approach. In fact, it has revolutionised the management process.

6. Organizational Changes:

Drucker has visualised rapid changes in the society because of rapid technological development. Though he is not resistant to change, he feels concerned for the rapid changes and their impact on human life. Normally, some changes can be absorbed by the organisation but not the rapid changes.

Since rapid changes are occurring in the society, human beings should develop a philosophy to face the changes and take them as challenges for making the society better. This can be done by developing dynamic organizations which are able to absorb changes much faster than static ones. Drucker's contributions have made tremendous impact on the management practices. His contributions have been recognised even by the management thinkers of Socialist Bloc.



Walk!

March 14, 2014

Walk! When in doubt, walk To clear your head, walk...

Walk!

When in doubt, walk

To clear your head, walk

To enjoy nature, walk

To be fit as a fiddle, walk

For impact, walk the talk

When bored, walk

When enthused, walk

When sad, walk

When happy, walk

Walking is the elixir of life

And what's more it's free!

God's Gift to us.... Walk....



It is not the mountain we conquer but ourselves.

- Sir Edmund Hillary

Our Land

September 15, 2012

With myriad complexities We still rise above them all The Miracle - Our Land

Old and new - a happy coexistence

Stark Contrasts

Technology and Tradition Blends

DNA fiercely protected

Different prayer calls

The more the Gods, the better

A medley of colours and sounds

Not for the fainthearted please

The concrete jungles

The vibrant villages

No conflict here

With myriad complexities

We still rise above them all

The Miracle - Our Land





What Are My Values? - Managing Self by Peter Drucker

December 9.2010

To be able to manage yourself, you finally have to ask, what are my values? This is not a question of ethics. With respect to ethics, the rules are the same for everybody, and the test is a simple one. I call it the "mirror test." In the early years of this century, the most highly respected diplomat of all the great powers was the German ambassador in London.

He was clearly destined for great things to become his country's foreign minister, at least, if not its federal chancellor. Yet in 1906 he abruptly resigned rather than preside over a dinner given by the diplomatic corps for Edward VII. The king was a notorious womanizer and made it clear what kind of dinner he wanted. The ambassador is reported to have said, "I refuse to see a pimp in the mirror in the morning when I shave." That is the mirror test. Ethics requires that you ask yourself, what kind of person do I want to see in the mirror in the morning? What is ethical behaviour in one kind of organization or situation is ethical behaviour in another. But ethics is only part of a value system especially of an organization's value system.

To work in an organization whose value system is unacceptable or incompatible with one's own condemns a person both to frustration and to non performance. Consider the experience of a highly successful human resources executive whose company was acquired by a bigger organization. After the acquisition, she was promoted to do the kind of work she did best, which included selecting people for important positions. The executive deeply believed that a company should hire people for such positions from the outside only after exhausting all the inside possibilities. But her new company believed in first looking outside "to bring in fresh blood." There is something to be said for both approaches in my experience, the proper one is to do some of both. They are, however, fundamentally incompatible not as policies but as values. They bespeak different views of the relationship between organizations and people; different views of the responsibility of an organization to its people and their development; and different views of a person's most important contribution to an enterprise. After several years of frustration, the executive guit at considerable financial loss. Her values and the values of the organization simply were not compatible.



Similarly, whether a pharmaceutical company tries to obtain results by making constant, small improvements or by achieving occasional, highly expensive, and risky "breakthroughs" is not primarily an economic question. The results of either strategy may be pretty much the same. At bottom, there is a conflict between a value system that sees the company's contribution in terms of helping physicians do better what they already do and a value system that is oriented toward making scientific discoveries.

Whether a Business should be run for short-term results or with a focus on the long term is likewise a question of values. Financial analysts believe that businesses can be run for both simultaneously. Successful business people know better. To be sure, every company has to produce short-term results. But in any conflict between short-term results and long-term growth, each company will determine its own priority. This is not primarily a disagreement about economics. It is fundamentally a value conflict regarding the function of a business and the responsibility of management.

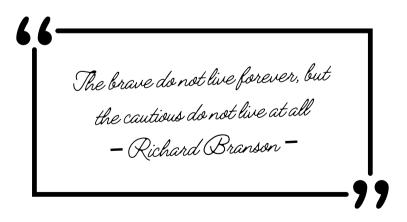
Value conflicts are not limited to business organizations. One of the fastest-growing pastoral churches in the United States measures success by the number of new parishioners. Its leadership believes that what matters is how many newcomers join the congregation. The Good Lord will then minister to their spiritual needs or at least to the needs of a sufficient percentage. Another pastoral, evangelical church believes that what matters is people's spiritual growth. The church eases out newcomers who join but do not enter into its spiritual life. Again, this is not a matter of numbers. At first glance, it appears that the second church grows more slowly. But it retains a far larger proportion of newcomers than the first one does. Its growth, in other words, is more solid. This is also not a theological problem, or only secondarily so. It is a problem about values. In a public debate, one pastor argued, "Unless you first come to church, you will never find the gate to the Kingdom of Heaven." "No," answered the other. "Until you first look for the gate to the Kingdom of Heaven, you don't belong in church." Organizations, like people, have values. To be effective in an organization, a person's values must be compatible with the organization's values. They do not need to be the same, but they must be close enough to coexist. Otherwise, the person will not only be frustrated but also will not produce results.

What Are My Values? – Managing Self by Peter Drucker

December 9.2010

A person's strengths and the way that person performs rarely conflict; the two are complementary. But there is sometimes a conflict between a person's values and his or her strengths. What one does well even very well and successfully may not fit with one's value system. In that case, the work may not appear to be worth devoting one's life to (or even a substantial portion thereof).

If I may, allow me to interject a personal note. Many years ago, I too had to decide between my values and what I was doing successfully. I was doing very well as a young investment banker in London in the mid-1930s, and the work clearly fit my strengths. Yet I did not see myself making a contribution as an asset manager. People, I realized, were what I valued, and I saw no point in being the richest man in the cemetery. I had no money and no other job prospects. Despite the continuing depression, I quit and it was the right thing to do. Values, in other words, are and should be the ultimate test.





I N F L U E N C I N G & & N E G O T I A T I O N

Negotiation tactics

June 28.2016

Negotiating successfully is about more than just saying the right thing. Commanding body language is an essential business tactic and has been studied for years-but mastering it can be a challenge.

Columnists from Inc.com asked 11 successful entrepreneurs for their best body-language tips. Here is what they said. Excerpts from the article of Aug 2013: Successful negotiators do the following:

Mirror Their Actions:

Mirroring is when one person adopts another person's body language, vocal tone, and behaviour, which builds rapport. For example, if the prospect is engaged, he or she will lean forward and follow your movements. If that's not the case and the person is leaning far back and crossing his or her arms, be sure to find a way to bring the person back in and ask what isn't right. —Kenny Nguyen, Big Fish Presentations

Nod Your Head:

I adopted a negotiation trick from President Obama after observing the following: Even when he's in the middle of a disagreement or being harshly criticized, he nods his head and maintains eye contact. I found that doing the same in negotiations defuses tension and builds alignment, even during contentious conversations -Christopher Kelly, Convene

Pay Attention to Your Hands:

When people are nervous or stressed, it often shows in their hands. When you're negotiating, make sure your hands project confidence and poise. Fidgeting or clasping your hands tightly together reveals that you're nervous. The other party can take advantage of that. Try putting your hands just below your chest and put your fingers together when you want to confidently make a point. —Natalie MacNeil, She Takes on the World

Plant Your Feet:

Your face, head, and hands are obvious body parts to control when negotiating. But your feet? Not so much. Keep them firmly planted on the ground to show your resolve. It also ensures that you avoid coming off as ambivalent or stubborn. This helps you stay confident, too —Danny Wong, Blank Label



Relax Your Body:

Negotiations can be intense, so assume a relaxed body position to help ease the tension. Complement that body language with soft-spoken or non-aggressive commentary. This can help build trust and lead to more effective negotiations. —Andrew Schrage, Money Crashers Personal Finance

Remember to Smile:

It's important that the environment doesn't get too intense. For the deal to be successful, it will most likely be a long-lasting relationship, and that can't happen if it's not friendly between both sides —Jordan Fliegel, CoachUp

Keep an Open Posture:

Keep yourself pleasant and appealing. Lean in and act engaged, and keep your stance open. People want to feel like the deal is about (or at least includes) them, even if it's not in their best interest. So, they may not get exactly what they want, but they do want to know that you're interested in their thoughts or feelings about a topic in the negotiation. Otherwise, they shut down — Andy Karuza, brandbuddee

Hide Your Nerves:

Do not fidget during a negotiation. Any signs of being nervous or anxious can be a red flag. Don't bounce your legs, tap your feet, or touch your face. You want to appear calm and confident to the person with whom you are negotiating. —Heather Huhman, Come Recommended

Keep a poker face:

A good poker face is essential. I once heard someone say, "Don't negotiate like you're Tony Soprano unless you have a gun in your hand." That's true. People think they have to talk like Gordon Gekko in a negotiation. They best do their homework, come with really strong data and facts, and don't show their hand. —Danny Boice, Speek

Negotiation tactics

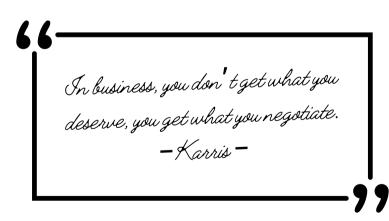
June 28, 2016

Show Your Patience:

When negotiating, pretend that you are sitting with your grandmother. You need to focus because she might speak softly, and you certainly need to be patient explaining things because topics that are obvious to you (Facebook and mobile apps) may be foreign to her. Make sure to smile a lot, too. And focus on your partner; be empathetic to his needs — Aaron Schwartz, Modify

Hold Eye Contact:

Although there are other body language factors that can detract from your negotiation skills, faltering eye contact is the most detrimental. The saying that eyes are the windows to the soul also applies to effective communication. Not maintaining eye contact gives off a perception of uneasiness, as well as a lack of confidence and conviction-characteristics that no strong negotiator embodies — Fabian Kaempfer, Chocomize





Reciprocal Concessions

December 6, 2010

A straight forward approach to get a reciprocal concession is to do a favour and then request for one in return. However, Cialdini in his book "Psychology of Persuasion" illustrates another interesting way of employing the reciprocity rule, to get someone to comply with a request.

Cialdini was walking down the street when he was approached by an eleven or a twelve-year-old boy. He introduced himself and then said that he was selling tickets to the annual Boy Scouts Circus to be held on the coming Saturday night. He asked if Cialdini wished to buy any at five dollars apiece. When he declined, the boy said "Well if you don't want to buy any tickets, how about buying some of our big chocolate bars, they are only a dollar each." I bought a couple and right away realized that something noteworthy had happened. I knew that to be the case because: (a)I do not like chocolate bars; (b) I do like dollars; (c) I was standing there with two of his chocolate bars; and(d) he was walking away with two of my dollars.

The general rule says that a person who acts in a certain way toward us is entitled to a similar return action. We know that one consequence of the rule is an obligation to repay favours we have received. Another consequence of the rule, however, is an obligation to make a concession to someone who has made a concession to us. The Boy Scout's request to buy chocolate bars was put in the form of a concession on his part; a retreat from a larger to a smaller request and hence Cialdini changed from a non-compliant to a compliant, even though he was not really interested in either of the things the boy offered.

Here is a classic example of how a weapon of automatic influence can infuse a compliance request with its power. Cialdini had been moved to buy something not because of any favourable feeling towards the item but because the purchase item had been presented in a way that drew force from the reciprocity rule. Of course, this tendency of reciprocity will not work in all cases and on all people. None of the weapons of influence considered in the book is that strong. However, the tendency had been sufficiently potent to leave the author in the mystified possession of a pair of unwanted and overpriced candy bars.

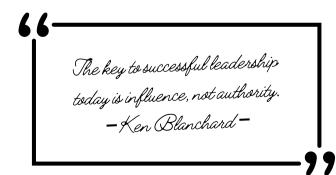


Research shows that most subjects of this weapon of influencereciprocal concession were quite satisfied with the final arrangement and what is more, since the tactic uses a concession to bring about compliance, the victim is likely to feel more satisfied with the arrangements as a result. And it stands to reason that people who are satisfied with a given arrangement are more likely to agree to further such arrangements.

Commitment and Consistency is another weapon of influence. A study by a pair of Canadian Psychologists uncovered something fascinating people at the race track: Just after placing a bet, they are much more confident of their horse's chances of winning than they are immediately before laying down that bet. Of course, nothing about the horse's chances actually shifts, it's the same horse, on the same track, in the same field: but in the minds of the bettors, its prospects improve significantly once that ticket is purchased. Although a bit puzzling at first glance, the reason has to do with a common weapon of social influence. Like the other weapons of influence this one lies deep within us, directing our actions with quiet power. It is quite simply, our nearly obsessive desire to be (and to appear) consistent with what we have already done. Once we have made a choice or taken a stand, we will encounter personal and interpersonal pressures to behave consistently with that commitment. Those pressures will cause us to respond in ways that justify our earlier decision.

As Leonardo Da Vinci put it- "It is easier to resist at the beginning than at the end."

Weapons of Influence - Cialdini



Digital Body Language

September 15, 2021

Yes, our world has been Digitized like never before! Online interactions may lack the solidity, clarity and certainty of inperson exchanges. But they are the new reality and sales success is now predicated on mastery of virtual communication. So, this new book on Digital Body Language by Erica Dhawan is a must read for sales professionals.

Dhawan begins by saying "Today, we're all "immigrants" learning a new culture and language, except this time, it's in the digital space. Being a good leader today means not only being aware of other people's signals and cues but also mastering this new digital body language that didn't exist twenty years ago ..." Replace good leader with good sales professional and we have a task cut out for us.

Some select takeaways for the sales fraternity

- (i) Texts, emails, instant messages are crucial forms of communication Our word choices, response times, email sign-offs, and even our email signatures create impressions that can impact. We send around 306 billion emails every day, with the average person sending 30 emails daily. According to the Journal of Personality and Social Psychology, 50 percent of the time the "tone" of our emails is misinterpreted
- (ii) It pays to be mindful in our screen based visual communications These days, we don't talk the talk or even walk the talk. We get on a screen to write the talk or watch the talk. Video calls are ultimate visual forms of communication. Our video meeting styles matter a lot. Today, roughly 70 percent of all communication among teams is virtual
- (iii)Appreciate the difference between traditional and digital body languages – A sample of differences in communicating 2 basic responses

a) Trust

Traditional Body Language: Keep your palms open; uncross your arms and legs; smile and nod

Digital Body Language: Use language that is direct with clear subject lines; end emails with a friendly gesture ("Text me if you need anything! Hope this helps"); Mirror the sender's use of emojis and/or informal punctuation; Smile, when on screen; Modulate your voice to show earnestness



b) Excitement

Traditional Body Language: Speak faster; raise your voice; express yourself physically by moving your body or tapping your fingers on your desk.

Digital Body Language: Use exclamation points and capitalization; prioritize quick response times; use positive emojis (smiley faces, thumbs-up, high fives) Let excitement show in your voice, face and on-screen expression. Raise voice and use inflexions to effect

The 4 Laws of Digital Body Language

The book sweeps across a large of canvas of completely new ideas. It starts with the Digital Elements of Style, covering what is this digital body language thing all about, suggestions to navigate power play and anxiety and tips on how to read between the lines. Dhawan then puts forward 4 laws of digital body language –

Value visibly (Possible Sales application – Appreciate), Communicate carefully (Possible Sales application – Align it to needs and preferences of recipient),

Collaborate confidently (Possible Sales application – Redefine how you co-create solutions with Customers) and

Trust totally (Possible Sales application – Create psychological comfort in communication)

She wraps up the book with a brilliant contextualization of digital body language across differences of genders, generations and cultures

Takeaway quote – Brevity can be double edged in digital communications:

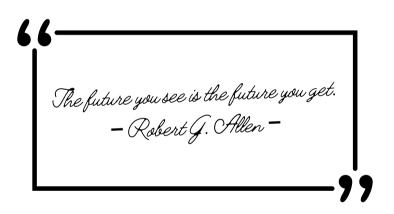
"Brevity from the upper echelons of power isn't exactly uncommon. At Morgan Stanley, there was a running joke that the more senior you were, the fewer characters you needed to express your gratitude in a text or email. You started your career with Thank you so much! and after a promotion or two, this was cut down to Thanks. Another promotion produced Thx or even TX. One senior leader just wrote T ... Brevity can make a person appear important, but it can also hurt your business. Getting a slapdash email means that the recipient has to spend time deciphering what it means, which causes delays and potentially leads to costly mistakes"

Digital Body Language

September 15, 2021

Author Bio: Erica Dhawan is an acknowledged authority on the subject of Collaboration and Connectional Intelligence. She is the founder and CEO of Cotential that helps companies and managers leverage 21st century collaboration skills and behaviours. She has degrees from Harvard University, MIT Sloan and the Wharton School





Digital Freeway Ahead, Check Your Sales Skill Dashboard

June 16.2021

If there's one good thing, Covid will be remembered for, it's the digital acceleration it forced on the world. In the matter of months, according to some estimates, a decade of digital adoption was delivered. Salespersons the first to adapt to change, as always, went virtual with sales. Even B2B took to it.

So, what's the road ahead, when business improves rapidly on the back of steady progress in vaccination and calibrated opening up? What new sales skills would the post pandemic world call for? These snippets excerpted from Supertrends, published by ProSales (Now Mercuri International Research) take a close look at the sales-skill dashboard:

Value of information with salesperson has shrunk dramatically – "... with the rise of the Internet the value of information (available with salespeople) simply shrank when Customers could access it on their own via digital channels, such as comparison sites, guidelines, do-it-yourself articles, reviews, product videos, and real-time help from their networks via social media. The market research company Forrester has demonstrated in one of its studies that 74 percent of B2B buyers perform half of their research on their own on the Internet before they contact a sales rep or make a purchasing decision. The same study also showed that 90 percent of all purchases begin with an Internet search"

Traditional, transactional sales logic is no longer relevant – "If Customer purchases are routine, the sales rep's role becomes less and less important and the Customer can just as well perform the purchase on her own. This is a transactional sales logic, where the sales rep is partially or entirely replaced by digital marketing and sales via e-commerce platforms. This traditional sales logic is being nibbled away at the edges at an increasing pace, by automated transactional sales."

Complex sales logic pitchforks you into an advisory role but calls for new skills – "However, if the Customers' needs are complex, different or tailored in character, the Customer's need of qualified advice increases. Here, the sales representative fills an ever-larger role and her task is shifted from being an information provider to adding value – beyond the actual offer. The sales rep becomes thereby, by definition, more of a consultant, advisor and business developer, tasked with differentiating its services by adapting and creating unique values for its clients with those types of needs. This type of emerging logic is defined as complex sales logic."



The middle segment too is rapidly losing ground – "The lukewarm middle segment where traditional sales logic existed is increasingly experienced as less value-generating, uninspiring and without direction, and is thereby a dangerous path to follow"

Reflection Questions: (1) What do your typical sale transactions look like? Are they transactional sales or complex sales? Or something in between? (2) How much of your selling activity has become virtual now? What percentage will stay that way? (3) What is your comfort with virtual selling? (4) What additional skills do you need to meet the demands of the post pandemic sales template?

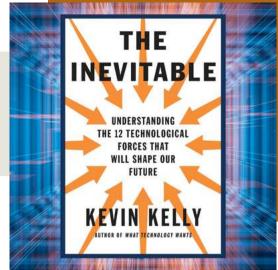
A corporation is a
living organism; it has to
continue to shed its skin.

Methods have to
change. Focus has to
change. Values have to
change. The sum total of
those changes is
transformation.

- Andrew Grove

The 12 Technological Forces that will Shape our Future





September 14, 2016

Blurbs do not define books. There are exceptions. The Inevitable is one. It's 2046. You don't own a car, or much of anything else, paying instead to subscribe to items as you need them. Virtual reality is as common place as cell phones. You talk to your devices with a common set of hand gestures.

Practically all surfaces have become screens, and each screen watches you back. Every aspect of your daily life is tracked by you or someone else. Advertisers pay you to watch their ads. Robots and AI took over your old jobs and created new ones for you, doing work you could not have imagined back in 2016".

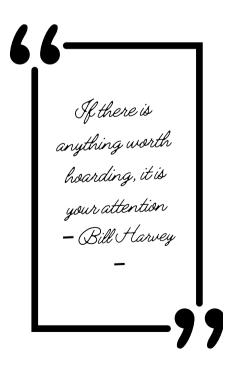
The book lives up to the promise of that riveting intro, as it shows the reader how the coming changes would be consequences of the 12 technological forces that are already in motion.

Wikipedia summarizes these forces as follows:

- 1. Becoming: Moving from fixed products to always upgrading services and subscriptions
- Cognifying: Making everything much smarter using cheap powerful AI that we get from the cloud
- 3. Flowing: Depending on unstoppable streams in real-time for everything
- 4. Screening: Turning all surfaces into screens
- Accessing: Shifting society from one where we own assets, to one where instead we will have access to services at all times.
- 6. Sharing: Collaboration at mass-scale. Kelly writes, "On my imaginary Sharing Meter Index we are still at 2 out of 10."
- 7. Filtering: Harnessing intense personalization in order to anticipate our desires
- 8. Remixing: Unbundling existing products into their most primitive parts and then recombining in all possible ways
- Interacting: Immersing ourselves inside our computers to maximize engagement
- 10. Tracking: Employing total surveillance for the benefit of citizens and consumers
- 11. Questioning: Promoting good questions being far more valuable than good answers
- 12. Beginning: Constructing a planetary system connecting all humans and machines into a global matrix

The way business is done, buying, selling and exchange of value will all be inevitably impacted by these forces.

This book is a must read if you want to do some meaningful crystal gazing. Kevin Kelly's writing has the diligent rigor of an analyst, the sweeping width of a philosopher and the lyrical quality of a poet. Consider this excerpt in the context of the 2 trillion questions that humans ask the internet every year: "Answers become cheap and questions become valuable – the inverse of the situation now. Pablo Picasso brilliantly anticipated this inversion in 1964 when he told the writer William Fitfield, 'Computers are useless. They only give you answers.' So, at the end of the day, a world of super smart ubiquitous answers encourages a quest for the perfect question". Kelly observes "A good question may be the last job a machine will learn to do. A good question is what humans are for". And salespeople are for more.

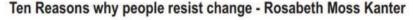


Ten reasons why people resist change

December 17, 2012

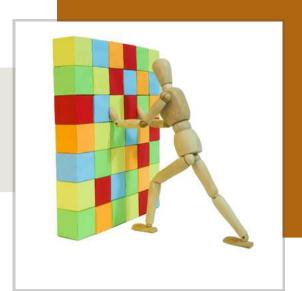
Change is always uncomfortable and that explains why people don't welcome change. But when it comes to implementing organizational change, it helps to have a handy checklist of the usual reasons why people resist change. Here are 10 of the most common ones.

Next time you face a push back on any change you are trying to bring about, check which one of these reasons is contributing to the resistance. It will make it easier for you to address people's concerns and win their acceptance.



- * Loss of control.
- * Excess Uncertainty.
- * Surprise Surprise.
- * Everything seems different.
- * Loss of face.

- * Concerns about competence.
- * More work.
- * Ripple effects.
- * Past resentments.
- * Sometimes the threat is real.



There was a wise man in the East whose constant prayer was that he might see today with the eyes of tomorrow

- Alfred Mercier -

19 common arguments against change

May 21, 1998

Neuroscience shows that human brain tends to process any change as something that requires checking for errors, threats or self-protection. It is a throwback to our hunter gatherer days where any new movement could be a predator calling for a fight or flight. This evolutionary behaviour explains why people are resistant change, even if such change is good for them.

Here are 19 common arguments people put forward to stonewall change, a listing that doesn't seem to have changed in 3 decades and more

- 1. We have already tried this
- 2. Our company is so special
- 3. It is not my job
- 4. It is too radical a change
- 5. We don't have the time
- 6. Let us do a market survey first
- 7. The employee won't accept it
- 8. We have never done it before
- 9. Why should we change anything when we are doing fine
- 10. The thought is good but not practical
- 11. Let us wait and see what happens
- 12. Let us think about it some more
- 13. It has never been tried before
- 14. Let us set up a committee
- 15. May be it works in your department, but it won't in mine
- 16. It is too much trouble to change
- 17. Its impossible
- 18. We have always done it this way
- 19. It won't work



We are drowning in information and starved for knowledge - John Naisbitt - T E A M

M E R C U R I

I N D I A



Flora Mercurian, Since 1988



Anand Mercurian, Since 1989



Vilas Hingne Mercurian, Since 1992



Malathy Sethuram Mercurian, Since 1994



Mary Mercurian, Since 1994



Kailash Mercurian, Since 1994



Nagabhushana **Mercurian**, *Since* 1995



Haam Mercurian, Since 1996



Bharatraj Mercurian, Since 2001



Forom Mehta Mercurian, Since 2001



Yasmeen Mercurian, Since 2001



Venkatesha Sharma Mercurian, Since 2004



Vidhya Mercurian, Since 2004



Ashutosh Mercurian, Since 2005



Savithri Mercurian, Since 2005



Dr P K Rajeev Mercurian, Since 2008



Meghana Mercurian, Since 2010



Smruti Mercurian, Since 2010



Usha Mercurian, Since 2008



Jaishankar Mercurian, Since 2014



Sridhar Mercurian, Since 2016



Prashanth Mercurian, Since 2016



Apurava Mercurian, Since 2016



Sharanya Mercurian, Since 2017



Saswati Mercurian, Since 2021



Nandini Mercurian, Since 2021



Ravi Sundaram Mercurian, Since 1987



The India Journal of Mercuri International March 2022