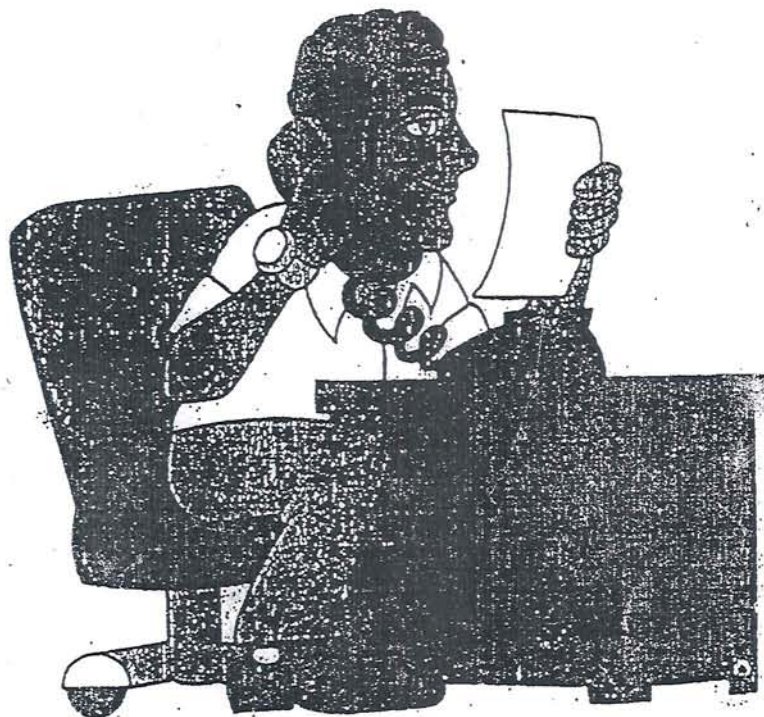


Efficiency and the Public Good

INSTITUTE OF SECRETARIAT TRAINING AND MANAGEMENT



READING MATERIAL FOR PERSONAL ASSISTANTS, PRIVATE
SECRETARIES PPS & SR. PPS
(Volume – I)

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PERSONALITY OF PA /PS /PPS/ SR. PPS

When we talk of 'Personality', generally it is referred to the looks of a person. But it is not only the looks which forms the 'Personality'. It means and includes the qualities that forms a person's character, that makes him/her distinct from others. When we say that someone has a "good personality" we mean that they are likeable, interesting and pleasant to be with. It is the typical pattern of thinking, feeling, and behaviors that make a person unique. Everyone wants to be attractive to others. Having a good personality helps - probably even more so than good looks. While we can improve our looks to only a certain extent, we can work on improving the personality as much as we want.

A PA/PS/PPS, generally referred as personal staff, represents the office in which he/she is working and the Officer with whom he/she is deployed. It is imperative for the personal staff to present a good image of the Office and the Officer.

In other words, a PA/PS/PPS is like a window in the office, through which the Boss sees the outside world and the outsiders see the Boss. If the window panes are not clear it will give a hazy view. Since he/she plays as a conduit between the Boss and the outside world & vice versa, it is very important that the PA/PS/PPS should possess a clear personality which has a bearing on the image of the Office and the Officer. You can make your boss look good or bad.

Therefore the personality of a professional PA/PS/PPS should be multi-faceted and expected to be :

1. PLEASING
2. AMIABLE
3. ATTENTIVE & ALERT
4. ADAPTABLE
5. COURTEOUS
6. CORDIAL
7. COOL
8. COOPERATIVE
9. POSITIVE ATTITUDE
10. TACTFUL
11. RELIABLE
12. RESPONSIVE
13. TRUSTWORTHY
14. SOFT SPOKEN
15. IMPRESSIVE



Since the personal staff has to interact with so many people, work under pressures and constraints it is important that they maintain good personality without losing the cool. We human beings have the power and ability to shape our personalities however we wish. When we develop ourselves to be all that we can be, we contribute to our own, as well as, to the happiness of others. A person can vastly improve the quality of their life with adding or improving some good qualities which will bring few basic changes to their personality.

The qualities which a PA/PS/PPS should possess can be broadly categorised as :

1. BEHAVIOURAL:

He/She should be:-

1. PUNCTUAL & REGULAR
2. DISCIPLINED
3. EMPATHETIC
4. RESPONSIVE
5. ALERT & AGILE
6. OBSERVER
7. APPRECIATIVE
8. SINCERE
9. FAITHFUL
10. HELPFUL
11. IMPARTIAL

2. PROFESSIONAL:

He/She should be:-

1. ACCURATE
2. KNOWLEDGEABLE
3. SKILLED
4. WILLING WORKER
5. A ROLE MODEL



3. MANAGERIAL:

A PS should be:-

1. METHODICAL
2. ORGANISED
3. ABLE TO MANAGE TIME JUDICIOUSLY
4. EXCELLENT IN INFORMATION MANAGEMENT
5. EXCELLENT IN COMMUNICATION
6. ABLE TO PRIORITISE THE WORK

CORE QUALITIES

- HONEST
- HARD WORKING
- HELPFUL
- CONCERN FOR OTHERS
- SENSE OF FAIRNESS
- STRIVE FOR EXCELLENCE

HOW TO DEVELOP/MOULD THE PERSONALITY:

Every human being does not possess all the qualities in his/her personality but with self development one can make up the shortcomings. For self development a self examination is required which is dependent on one's own maturity and humility.

Self development has two areas:

1. Personal Development:- which includes
Good grooming, Personality, good posture.
2. Mental development - i.e. Aptitude

For self development some sort of inspiration would be helpful. And for that one can choose a role-model as a source of inspiration. For self development a PA/PS/PPS can derive inspiration from their seniors, bosses and some role models. One of the sources from where they can derive inspiration from is Lord Ganesh who according to Indian mythology is considered to be the first stenographer. The philosophy behind the physical features of Lord Ganesh jee represents the following:-



- Mukat - self respect
- Big head - To acquire knowledge and to share the knowledge. Read more and expand your interests.
- Big ears - To listen, listen & listen. To develop the listening skills.
- Small eyes - To concentrate on small small things.
- Small mouth - To ask questions, to get information and seek clarifications
- Long nose - Not to poke.
- Four hands - To do the right things at the right time - quickly
- Big stomach - To digest matters, personal, official & other office matters.

Another ideal source of inspiration for a PA/PS/PPS is Hanuman jee from whom one can derive, as a role model, the following features or philosophies and adopt in his/her own life:-

Loyalty, Faithfulness, Sincerity, Initiative, Trustworthy

Its not really so difficult to achieve these qualities. But don't compare yourself with others. If you do, you are insulting yourself. Try to develop your strengths and improve your weaknesses.

DUTIES OF PA/PRIVATE SECRETARY/PPS/Sr. PPS

In the present changed scenario of liberalization and globalisation wherein the Government is laying emphasis on transparency in Government functioning, a PA/PRIVATE SECRETARY/PPS/Sr. PPS's job is not just to type letters, take dictations and screening the telephone calls. Working with senior Officer/Minister is really no easy job. The job entails a lot of public relations, arranging meetings/conferences, housekeeping etc. apart from the normal secretarial assistance. In other words, maintaining the office and mastering the craft of anticipating what the Boss may need for speedy disposal of his/her job. The stereo-typed Secretary's role is slowly and gradually decreasing. It is becoming more of a multi-dimensional role since a PA/PRIVATE SECRETARY/PPS/Sr. PPS is required to handle correspondence, communication systems like fax machine and e-mail, prepare tour travel programmes. The job really requires lot of team work liaising with various agencies, individuals and then producing the results. A PA/PRIVATE SECRETARY/PPS/Sr. PPS should have the ability to work under pressures and under deadlines. He/she should possess superior inter-personal, communication skills and coordination abilities.

Despite the fact that the role of PA/PRIVATE SECRETARY/PPS/Sr. PPS has become a challenging and demanding, generally the duties are as follows:-

A PA/PRIVATE SECRETARY/PPS/Sr. PPS should keep the officer free from worries of a routine nature by mailing correspondence, filing papers, making appointments/meetings and collecting information. He should be skilled in human relations.

1. Taking dictation and its transcription in best manner possible.
2. Fixing appointments and if necessary canceling them.
3. Screening the telephone calls and visitors in a tactful manner.



4. Keeping an accurate list of engagements, meetings etc. and reminding the officer in advance to keep them.
5. Maintaining in order the papers required to be retained by officer.
6. Keeping a note of movement of files passed by his officer.
7. Destroying the stenographic record of secret/confidential letters after being typed and issued.
8. Carry out corrections to officer's reference books.
9. Relieving the boss of much of his routine work and assisting him in such a manner as he/she may direct. At the same time he must avoid the temptation of abrogating to himself the authority of his boss.

Apart from the above laid-down duties, a lot more is expected to be carried out by a PA/Private Secretary/PPS/Sr. PPS which can be termed as responsibilities.

Such responsibilities can be broadly categorized into four:-

Supervisory Responsibilities

- (i) Assigning the job further to subordinates and supervise the work.
- (ii) To keep a note of important files/receipts with a view to watching the progress of action.
- (iii) To keep a watch on any hold-up in the movement of files/dak/etc.
- (iv) To ensure that the faired letters etc are perfect, all corrections have been carried out, all enclosures are attached.
- (v) Ensuring proper maintenance of Dak Registers/Reference material, etc.

2. Managerial Responsibility

- (i) Management and coordination of work



- (ii) Ensuring effective and efficient disposal of cases - Issuing reminders, if required.
- (iii) Time Management – managing the time judiciously
- (iv) Information Management – collecting and disseminating the information.
- (v) Finance Management – Maintaining petty contingent fund (personal & official).
- (vi) Records Management – files, papers, books, reports etc.

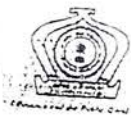
3. Administrative Responsibility

- (i) Ensuring strict compliance with Departmental Security Instructions.
- (ii) Monitoring the regularity and punctuality of the personal staff, subordinates.
- (iii) Maintenance of decorum in the Personal Section of the Officer.
- (iv) Maintenance of Important Telephone Numbers – like Officer dealing with Parliament matters and Parliament Assistant of the Deptt. And other Depts./Telephone Nos. and residential address of Staff working in Personal Section.

4. House-keeping Responsibilities

- (i) Upkeep of office premises, equipment, etc.
- (ii) Custodial of blank D.O. letter heads and envelopes etc. Secret seal, rubber stamp, identity cards of the Officer, publications and other material like circulars/office orders.
- (iii) Supervise weeding of files/unwanted spare copies with the consent of officer.

Apart from the above, an efficient and effective PA/PRIVATE SECRETARY/PPS/Sr. PPS is also expected to share the responsibility of doing the following jobs:



- (i) Routine jobs
- (ii) Read, sort & mark the mail
- (iii) Organise & maintain files
- (iv) Draft routine letters, notes etc.
- (v) Receive visitors/customers & help
- (vi) Make tour/travel arrangements.
- (vii) Arrange meetings, organize people, places, materials & aids required for meetings/conferences.
- (viii) Prioritise the work
- (ix) Personal errands (personal work) of the boss.

However, one may think renewal of identity cards, filing of income tax returns, renewal of passport, payment of electricity and water bills of boss's official residence, residence telephone bills, etc. are personal works, actually these are official works.

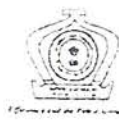


The gist of the whole text can be summed up in the following couplings:

"Do your job. Do what is required to be done and over & above what you love to do".

Remember:

A frame can define the duties but that will limit your potentials.



GETTING ALONG WITH THE BOSS

To ensure that life in the office is maintained at high levels of peace and harmony one has to manage the boss with care. A good boss subordinate relationship is often the most important factor in job satisfaction. Irrespective of his talents and efficiency it is important that every subordinate stays in the good books of the boss especially the PA/PRIVATE SECRETARY/PPS/Sr. PPS.

Failure to maintain an adequate working relationship can result in a difficult job situation. At its worst, it can land you in trouble and stress. Therefore, one has to maintain a good inter-personal relations with the boss.

Knowing the boss is a step towards that.

Know your Boss' likes and dislikes and learning to work with his/her personality and management style, priorities and try to anticipate his/her needs before he/she asks. The key towards achieving that is communication. Learn and understand his/her goals and priorities. What is required of him/her and how can you help him/her achieve that? Observe and understand your Boss' work style.

Don't be afraid of the boss

Your Boss also needs you, as much as you need the boss, in order to accomplish his/her objectives. Remember that their job is to get things done through people. You are one of those people. Your excellent performance is necessary for their success.

A PA/PRIVATE SECRETARY/PPS/Sr. PPS should try:-

- To know what type of person he is. Is he/she conservative or informal?
- To know official and to some extent personal requirements of the boss. That will help to reduce inconvenience and help him concentrate on the more important jobs
- To relieve him from the burden of reminding every now and then of routine requirements,



- To use the boss's time effectively. Fix time for dictation, visitors, meetings, etc.
- Instructions regarding personal-dak, telephone, visitors,
- Instructions reg. Entering his chambers-in his presence/absence Never barge into their office expecting or demanding a hearing immediately.
- Specific likes and dislikes.
- Discover and eliminate behaviors that would annoy your boss
- What work style does the boss like in his PA/PRIVATE SECRETARY/PPS/Sr. PPS
- What does he expect from his PA/PRIVATE SECRETARY/PPS/Sr. PPS
- What type of leadership the boss favours.
- How does he monitor the performance of his personal staff.
- Know your Boss' priorities and try to anticipate his/her needs before he/she asks.
- How often and on what issues he likes you to make direct personal contacts.
- What are his strengths & weaknesses.
- How does he/she like to control what you do? Does he/she prefer to be kept informed with progress reports, or prefer you show initiative and get on with the job?
- How much does he know about you - your achievements.

During the service a PA/PRIVATE SECRETARY/PPS/Sr. PPS come across many types of Bosses. Some Bosses are hard to please and get along with. Some have excellent qualifications but no idea when it comes to dealing with people. Of course, not all bosses are like that.

Each type of Boss has to be tackled differently without hurting or embarrassing the boss. To know how to manage the Boss it is important to know what type of person



he or she is. Few types of Bosses are mentioned below, not to ridicule them but to know the ways to get along with them well:-

CATEGORIES OF BOSSES

1. Insensitive boss (Insensitive towards the welfare of the personal staff)

- (1) Openly insensitive
- (2) Fake/sugar coat

Tips to handle:

- Don't avoid
- Do exceptionally well
- Avoid chances for complaints
- Avoid direct confrontations
- Be more professional
- Don't expect personal favours

2. Neutral boss – neither very sensitive or
3. Truly responsive or dream boss – Go a step forward and do the job well. Be responsive to his official & personal requirements.
4. Sadistic boss – Don't react. Keep your cool.
5. Brilliant & bright boss – Enhance your knowledge and skills.
6. Fussy & unsystematic boss – Be very systematic & organized. Keep a track of all papers and files. Be vigilant.
7. Sobre & reserved boss – Develop a professional attitude.
8. Cooperative, helpful, adjustive & social boss – Reciprocate the same qualities.



GENERAL TIPS TO MANAGE BOSS

Bosses don't like surprises. Keep them informed about potential problem areas. Let them know that you are aware of the potential problem and that you are taking steps to control it. Don't let the boss know this problem from someone else.

Don't try to hide a problem. If the problem finally arrives, then handle it. Let the boss know as soon as possible that you have a serious problem. Tell him what solutions you propose, and ask for any additional recommendations they might have. You'll be surprised at how supportive they will be.

Never embarrass the boss.

Many embarrassing situations are caused because the boss doesn't know about something, and therefore isn't prepared to handle it in front of peers, superiors, or the press. Your foresight in warning your boss of potentially embarrassing situations can go a long way to building a strong and trusting relationship.

- Don't make disrespectful comments about your boss.
- Don't complain, blame others when things go wrong.
- Don't make excuses & spoil image.
- Don't hurt his ego.
- When boss is in panic, pre-occupied and wants impossible done –
 - Don't add to his tension
 - Try to save his prestige
- Don't assume – clarify the doubts, if any.
- Don't interrupt – let the boss have a full say.
- Don't react too quickly – don't jump to conclusions
- Involve yourself in achieving targets.



- Share additional responsibilities
- Win his trust - confidant
- Praise his achievements
- Ignore boss's weak points
- Assure him of your selfless service
- Expect very few favors from a Boss
- Prepare yourself to be fired. You will then think of alternatives.
- When boss is angry – don't
 - Protest/show innocence
 - Shout back
 - Walk away
 - Exhibit icy indifference.
 - To fight anger with anger never works.
- Do's
 - Listen until the Boss cools down.
 - Be calm – no irritation or distress on face or in words.
 - If guilty – admit (don't justify). Accept it was unfortunate. Explain what happened. Suggest measures to avoid future happenings.
 - Be innovative & willing worker.
 - Whatever you do you should do it perfectly.
 - Enhance goodwill feeling for boss.
 - Avoid expressions of emotion, anger or anxiety.
 - No point in moaning & groaning over mistakes. Share your mistakes & demonstrate how to learn from them & develop.
 - Encourage pride in learning. Use calm and even tone of voice.



- Maintain regular eye contacts and facial/body movements of openness and acceptance.
- Maintain high standards of honesty and truthfulness.
- Try to understand the need - look for the real reason the boss wants your attention.

General Guidelines.

1. Keeping the peace is the most important thing in a relationship.
2. You have to give in to compromise yourself in order to get along with the boss.
 - i. Work hard and master your job. At the time of workload don't lose your cool; stay calm; don't exhibit stress; have confidence in yourself.
 - ii. Try to develop good faith, mutual confidence.
 - iii. Start the day by reporting to work at least 10 minutes before the boss arrives.
 - iv. Immediately after reaching office check the papers – pending dak, files etc. This gives the impression to others especially the boss that you are in the office for quite some time.
 - v. As soon as boss arrives meet the boss in his cabin with list of reminders/pending work/ things to do. This helps the boss. It holds the attention of the boss. Builds a closer rapport.



Maintaining a good overall relationship with your boss can make both of your jobs much easier and more enjoyable. All it takes is a little understanding, a little tolerance, and some common sense on your part. But don't be always a "yes man" and don't offer false flattery in the hope of getting somewhere. It won't work! And don't aim for "closeness" in the working relationship because this can also backfire.

Be an effective, cooperative, responsible and courteous PA/PRIVATE SECRETARY/ PPC/ Gr. PPS.



SETTING UP OF OFFICE

The duties and functions of a PA/PS & PPS are multi-dimensional. There are certain duties which are not laid down but one has to perform during the course of his/her career, especially when working with senior Officers/Ministers. One such function can be 'Setting up of Office' and/or 'Winding up of Office' of the Officer/Minister.

Generally Setting up of Office is required when:

- A new Officer/Minister takes on the charge, or
- Setting up of New Office/Commission for some specific purpose.
- On allotment of a new office premises:

When such situations arise the personal staff is expected to rise up to the occasion and organize setting/winding up of office of the Boss/Personal Staff.

Checklist for Setting up of Office.

- In case partitions are to be made - check the actual requirements/entitlements of Boss, Personal Staff and ensure space availability. This can be ascertained from the House Keeping Section of the Ministry/Department/Office or the P.W.D.
- Ensure, as far as possible, natural light comes in rooms
- Suitable provision for Reception, Pantry, Conference Hall, Visitors room, Toilets etc.
- Provision of inter-connecting door between Officer's/Minister's room, Personal Section and Conference Room.
- Provision for placement of office automation.
- Provision for book shelves.
- Provision for false ceilings, lights & engagement lights, carpets, furniture upholstery.



- Installation of fire fighting System/Equipment.
- Provision for first aid-box
- Prepare list of non-consumables

Before the actual arrival of new boss

- Have the normal repairs/cleaning done in the chamber of Boss.
- In case any change desired by the Officer/Minister get it done in consultation with P.W.D and house-keeping section.
- Change of name plate
- Arrangement of transport & reception (after talking to boss)
- Put up annual report & other documents pertaining to the Ministry/Deptt./Office, which may be relevant to the boss.

On/after arrival

- Receive the boss
- Charge assumption report
- Put up the charter of duties of the boss and others
- Introduction
- Arrange briefings
- Arrangements for Identity card(s)
- Secret seal
- Rubber stamp and other entitlements
- Govt. Accommodation, if required.
- Inform change of Address.



WINDING UP OF OFFICE

Winding up of Office is generally required when the Officer/Minister:

- Relinquishes the charge
- Shift in the office premises
- Winding up of office /Commission after the completion of the specific purpose for which it was set up.
- On the retirement of the boss.

Checklist for the winding up of Office of the Boss/Minister

- Obtain the list of following items issued in the name of the officer/minister and ensure its availability
- Non consumables
- Books from the libraries
- Furniture, if any, at Official residence.
- Office automation
- Air conditioners/blowers issued at residential office and residence from the works Deptt./Ministry/Deptt.
- Verify all items before hand and make arrangements to return and obtain clearance.
- Inform change of address in writing
- File all personal papers in respective files
- Files of personal letters, acknowledgements which are no longer required may be destroyed with the consent of the officer/Minister with shredding machine.
- Return the office files to the originating office/officer.
- Arrange to return the security seal, identity cards, official passport, etc.



- Complete the log book entries of staff car and STD/ISD telephone registers.
- Prepare the list of personal files and personal belongings like wall hangings, show-pieces etc., if any, and arrange to send them to the residence of the boss.
- Returning the cabinet files/notes, etc.
- Surrendering the Rax telephone & Rax Directories.
- Surrendering the Govt. Accommodation, if required.
- Stop magazines and newspapers
- Prepare a list of important telephone numbers/telephone Diary and hand over
- Completion of Annual Confidential Reports
- Surrendering the staff.



SECURITY

Security of official information and documents is the bounded duty of every Government servant. He/She is supposed to scrupulously follow the provisions of security of official information and documents as enumerated in Chapter XII of Manual of Office Procedure and reproduced below:-

SECURITY OF OFFICIAL INFORMATION AND DOCUMENTS

Unauthorised communication of official information – unless authorized by general or specific orders, no official will communicate to another official or a non-official, any information or document which has come into his possession in the course of his official duties.

Treatment of Classified Papers:

The provisions contained in the Manual of Office Procedure apply primarily to unclassified papers. In handling classified papers, the official concerned will have to exercise special care and follow the provision of 'Departmental Security Instructions' issued by the Ministry of Home Affairs. Since, according to those instructions, classified papers (other than Confidential) are expected to be handled either by officers themselves or in sections designated as 'Secret' or 'Top Secret', it is essential that in sections not so designated:

- (a) a separate set of registers and other records (e.g. Dak Register, Section Diary, File Movement Register, Precedent Book, Index Slips, various Arrears and Disposal Statements) are maintained for such papers by Section Officer himself; and
- (b) the recording of such files and their review is also undertaken by him personally, keeping in view sub-para (vii) of para 2 in Chapter II of the Departmental Security Instructions.
- (c) Every classified file will be reviewed once in 5 years for de-classification. A de-classified file considered fit for permanent preservation will be transferred to the National Archives.

Confidential Character of Notes:

1. The notes portion of a file referred by a Department to another will be treated as Confidential and will not be referred to any authority outside the Secretariat.



and attached offices without the general or specific consent of the Department to which the file belongs.

2. Where the general consent has been obtained under sub-para 1. above, such consent will not be construed to apply to classified files or to files in which the officer to whom the file is supposed to be referred or shown, is personally affected or in which his official conduct is under consideration.

Communication Of Information to the Press:

1. Official information to the Press and other media, i.e. Radio and Television, will normally be communicated through the Press Information Bureau.
2. Only Ministers, Secretaries and other Officers, specially authorized in this behalf may give information or be accessible to the representatives of the Press. Any other officer approached by a representative of the Press, will direct him to the Press Information Bureau.
3. Whenever it is proposed to release an official information to the Press, or to hold a Press Conference or Press Briefing, or to give publicity to an Official Report, Resolution or any other Publication, the Department concerned will consult the accredited Information Officer in advance. The accredited Information Officer will meet the authorized officials from time to time and collect information worthy of publicity.
4. Detailed procedure in respect of matters mentioned in this para, as laid down by the Ministry of Information and Broadcasting should be followed.

Use of Restrictive Classification for Printed Reports, etc.

1. The restrictive classification 'For Official Use Only' will not be assigned to any printed report, pamphlet or compilation unless it contains information which would not be desirable in the public interest to be disclosed. In doubtful cases, the test that may be usefully applied is whether the publication, whose circulation it is proposed to restrict to official use only, is such that the Minister would be justified in refusing to lay it before the Parliament.
2. No official publication will be marked 'For Official Use Only' except with the prior approval of the Branch Officer, who will obtain the orders of the Secretary or Minister in doubtful cases.



OFFICIAL SECRETS ACT

Under Section 5 of the Official Secrets Act, 1923, if any person having in his possession or control any document or information to which he had access owing to his position as a person who holds or has held office under Government:-

- a) willfully communicates to a person to whom he is not authorized to communicate it, or
- b) uses it for the benefit of any foreign power or in any other manner prejudicial to the safety of the State, or
- c) retains it when he has not right to retain it;
- d) fails to take reasonable care of it or so conducts himself as to endanger its safety;

he is liable to be punished with imprisonment upto 3 years or with fine or with both..

Rule 11 of the Central Civil Services (Conduct) Rules, 1964 prohibits the Government servant from communicating directly or indirectly 'any information' acquired by him in the course of his official duties to any person including another Government servant except:-

- a) in performance in good faith of his duties, or
- b) under general or specific orders.

The Government servant is also not expected to keep in personal custody official documents for personal purposes.

CUSTODY OF STATIONERY/PUBLICATIONS

Custody of blank D.O. letter head and envelopes of Senior Officers/Ministers is the responsibility of the PA/PS/PPS/Sr.PPS to avoid fraudulent use by vested interests.

Secret seal, rubber stamp, identity cards of the Officer must be kept under lock & key, secret files, etc. meant for despatch for other Department must be sent in Secret Box. Telephone Directories like RAX/Defence Directory, which are issued to the officers must always be kept in safe custody. Whenever the Officer/Minister relinquishes the charge the RAX telephone directory must be returned. Classified maps and other publications should not be kept open. Car parking labels, badges, invitation cards etc also needs safe custody.

Classified Documents/Files should be diarised in the register designated for the purpose as given below:-



INSTITUTE OF SECRETARIAT TRAINING & MANAGEMENT

Reading Material*

SECRET

CLASSIFIED DOCUMENTS REGISTER

Sl. No.	Details		From Whom received	Brief Subject	To whom sent	Remarks
	No.	Date				

Before leaving the office all the almirahs, filing cabinets, computers must be checked. It is the duty of the PA/PS/PPS/Sr.PPS to check the table of the Boss. If the Boss has left some classified documents open on the table, the PA/PS/PPS/Sr.PPS must keep the same in the almirah under lock & key. While typing the classified documents special care should be taken. As far as possible it should be typed in the Officer's room and the number of copies should be taken only according to the instructions of the Boss. The shorthand script of matters pertaining to the classified documents/issues should be destroyed by burning/shredding machine immediately after transcribing it and a certificate to that effect obtained from the officer. The waste papers or extra copies of classified documents should be given password and filed deleted when no longer required.

Personal Security of Office/Officer

Visitors coming to meet the Officer or otherwise should be escorted to visitors room. Nothing prejudicial to official secrets should be discussed in the presence of visitors/outsideers.

If the Officer/Minister is covered under any security grading and have been provided with the Personal Security Officers, special care should be taken while giving appointments to visitors. The Personal Security Officers should be informed about the appointments. Similarly, when the Boss covered under security grading is going to attend some public function or going to attend some meeting in a place where security arrangement does not exist then the local police may be informed to make necessary security arrangements.



SOME DO'S AND DON'TS OF SECURITY

1. Do read and ensure that staff too have read all security standing orders and instructions.
2. Do ensure at all times the physical security of:
 - a) Your Room
 - b) Your Documents
3. Don't leave your room with SECRET papers lying on your desk. Lock them up even if you leave your room for a short while.
4. Don't take official documents home. If you have to, don't forget that the burden of their security is your personal responsibility.
5. Don't have classified maps, graphs, charts, photographs, etc. displayed on the walls in your office, keep them covered for locked.
6. Don't encourage rumors by anyone. On the contrary suppress them firmly.
7. Don't put your neck into a noose by signing receipts for secret papers without careful scrutiny.
8. Don't throw classified papers into the waste paper basket. Tear such papers into small bits and ensure that all the waste paper from your room is collected and burnt before shutting up.
9. Don't keep spare copies of secret papers unless you must.
10. Don't forget to destroy all drafts, rough notes, spare copies, shorthand notes, carbons, etc., when you get your fair copy ready.
11. Don't leave your room & Boss's room unlocked or unwatched at any time.
12. Don't send Secret papers/files through peons unless they are locked in boxes and sealed in double covers.
13. Don't make notes on secret subjects in your diary. If you must, destroy the notes as soon as possible.
14. Don't discuss secret subjects on the phone which is a public service, not a secret service.



15. Don't fully close the doors of safes, cabinets or cupboards unless they are locked. A closed safe may give the impression that it is locked while actually it is not.
16. Don't forget your keys. Security depends on the safe custody of the keys.
17. Don't write official secrets in your private letters. Remember the Official Secrets Act.
18. Don't display your knowledge of secret information. It will not impress anyone who counts, but it might send you in trouble.
19. Don't give the classified documents to the peon to photocopy.
20. If the Officer asks you to photocopy a document which is Secret/Top Secret, which you think would be prejudicial to security, inform the next officer in command.
21. Keep a record of the classified documents photocopied, giving details such as – number of copies made, purpose and under whose instructions.



LISTENING SKILLS

Listening is something that we all think that we do. How conversations do you go through and think at the end of it "that person wasn't listening to me, they didn't really hear what I was saying"? If we all think that we listen to others, how does it come about that we think that others are not properly listening to us.

Studies of relationships between managers and subordinates consistently show that **staff often feel that they are not being heard**. Being a manager is often hectic, and information is flying at us in all directions - and this can often prevent us taking the time to hear what people are saying.

We can all **work on our listening skills** and there's always room to improve those skills, by reflecting on how we come across to others, thinking about how we would have felt in their shoes and practising listening skills. **Techniques. Remember** that you are there to listen and remind yourself of this, especially if you have a tendency to talk a lot yourself.

Focus on the train of thought of the person talking, avoid thinking about your response or other non-related things until after the person has finished speaking

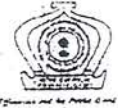
If there's something that is preventing you listening (phone ringing, someone else in the room, something you have to do that minute) **remove the distraction**. Do this even if you have to put off the listening time til later, as long as you make a definite time for the conversation and stick to it.

If there are gaps in the conversation, don't rush in to fill them. The other person may well just be collecting their thoughts or trying to find a way to put across what they want to say.

Make little noises like "uh huh" or "I see" to indicate that you're listening.

Maintain **eye contact** for as long as it seems appropriate - remember that some people are more comfortable with eye contact than others and that this varies with culture and geography

Paraphrase what the person you're talking to has just said to be sure that you



understand it correctly, and use this as the basis of questions.

Try to **empathize** with the person that you're talking to. This does not mean that you have to agree with them, but it helps understanding to see it for a moment from their point of view.

If you are involved in a **difficult or confrontational conversation** it can be useful to **gently attempt** to openly identify the areas of difficulty and seek the other person's help in trying to get past the impasse.

The meaning of eye contact varies culturally and geographically. Fit the amount of eye contact to what you think your conversation partner is comfortable with - avoid staring matches that can appear confrontational.

Listening paraphrasing example.

Paraphrasing is a very powerful technique for both making sure that you have understood correctly and for letting the other person know that you have heard what they are saying. Paraphrasing does not mean that you necessarily agree with what they say, just that you've heard it.

Use phrases like "So, in your case:." or "You think that" to tell the person that you are paraphrasing.

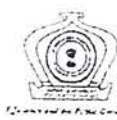
Use paraphrasing as a way of giving you time to think about what the person has said, and as a basis for questions. Paraphrasing can also be useful for truly understanding what they are saying, by translating it into terms that fit better with your own frame of reference, but be careful that you do not lose their mean by fitting your own version on top of it.

Example.

One of the Management Resources team comments on how she works to improve her listening skills at networking events.

"I'm very nervous of networking events - walking into a room full of people that I don't know makes me shaky and unsure of myself. One of my techniques to try to overcome this is to concentrate more on the other people there and what they have to say than on what I'm feeling myself.

When I am talking to someone I practise my listening skills, and force myself to use the techniques that I know work. It's important to establish a relationship with someone and active listening is an excellent way of doing this. Some of the things I do are:



Let them complete what they're saying - I hate it when someone finishes my sentence for me, so I try not to do that to someone else.

I concentrate solely on that person for the duration of our conversation - even if they're really boring or I can't see any immediate benefit in talking to them. I paraphrase what they've just said to them, both to ensure that I've understood it correctly and to give my brain time to come up with something to say back. I try not to be afraid of a little silence - it's not necessarily a bad thing, and it's better than jumping in with something silly that I'll regret saying later. I also look at my body language - I try to maintain eye contact while someone's speaking and while I'm talking to them, I always face them direct on so that they know that I'm paying attention. I smile when I meet someone, and look them in the eye, and apart from that I only smile if someone's telling a joke - otherwise you can look a bit stupid."



EFFECTIVE COMMUNICATION SYSTEM

The need for a responsive administration is the need of the hour and the priority of the Govt. A PA/PS can play a big role in developing such an environment with friendly, effective and efficient work culture by improving the quality of services rendered by him/her over the telephone. Effective communication system not only enhances the image of the PA/PS and the Officer with whom he/she is attached, but also improves the decision-making mechanism of the Government. Therefore, every PA/PS should strive towards achieving the goal of providing quality telephone services by adhering the following good practices.

1. Serving the public in a friendly, polite and responsible manner.
2. Adopting good speech practices when handling a call.
 - A moderate voice that is neither too loud nor too low.
 - Proper pronunciation to ease communication.
 - A friendly voice to put the caller at ease.
 - A low & attractive voice to give a good impression of one's personality.
3. Reflecting helping attitude.
4. Avoid sounding bored and tired on telephone.
5. Do not allow your emotions to influence you while talking on the phone.
6. Remember to call back after checking up with the officer.



7. If the telephone number to be called is continuously busy for quite some time, keep the officer informed of the status of the call.

TELEPHONE MANNERS

This is very important as it is involved in screening the telephone calls by the personal staff. It begins when the caller comes in contact with the recipient of his call. Exhibiting good telephone manners is very important because it reflects the image of the first contact. A good impression can enhance the caller's perception about the Organisation. The following guidelines may be adopted:

- Answering a call immediately, that is after two or 3 rings.
- Holding the telephone receiver approximately 1-2 inches away from the mouth when answering a call so that the voice can be heard clearly by the caller.
- Answering each call with a greeting followed by the name of the organisation, name of the office/officer or one's own name in a pleasant and polite voice. For Example:
"Good Morning, Secretary(..)'s office, Personal Assistant/PS speaking".
- Do not make the caller to wait for a long time. If the delay is unavoidable and long explain the reasons and if required request the caller to ring up again or offer to give a ring back.
- Be ready to help.
- Be ready to take message and deliver the message correctly.



GUIDELINES FOR ATTENDING THE TELEPHONE CALLS

- a) If the caller wants certain specific information, provide the information accurately, provided the information is unclassified and which a PA/PS is authorised to divulge.

- b) If the caller wants to speak to your officer the following factors should be taken into account:

- (i) Ensure that your officer is able to take the call. If he is not able to, give the caller an explanation as to why he cannot take the call.

The following are examples of suitable explanations.

..... Is having a discussion with his officer. May I have your name and telephone number so that he/she can return your call.

- ii) If the call can be transferred to your officer, a suitable expression will be as follows:
Hold on please, I'll put you through.

- c) If the caller wants to leave a message, record the message on a message slip and repeat the message to confirm its accuracy. Hand over the message to your officer as soon as possible.

The following are examples of courteous phrases that can be used when handling telephone calls.

- i) Shri/Smt.....(name of the officer) is not in the office. May I let him know who called?
- ii) Shri/Smt.....(name of the officer)is not in the office at the moment. I amPA to..... May I take a message for him?



- iii) Shri/Smt.....(name of the officer)just left the office. May I let him know who called so that he can return your call?
- iv) Shri/Smt....(name of the officer)....is on leave/on tour till May I help you? Would you like to speak to the concerned officer?
- v) Shri/Smt.....(name of the officer)has requested me to inform you that he will not be able to attend the meeting/keep up the appointment due to certain unforeseen commitments (reason).

The following phrases should be avoided when handling telephone calls -

- a) He is not in the office yet. May I help you?
- b) He has left the office.
- c) He is not available.
- d) What is your name?
- e) Can you repeat that. I did not get the message.
- f) Who is calling
- g) He did not inform me where he was going.
- h) I do not know where he has gone.
- i) Speak quickly. I am busy now.
- j) You may ring up later.
- k) Wait



TERMINATING A CALL

This stage begins after the service has been rendered and the call has to be terminated. This stage is equally important and one should project the best manners while terminating a telephone call as any good relations built-up during a telephone conversation can be reversed if the call is not terminated in a proper manner.

Following good practices can be followed for termination of calls.

- Terminate the call in a very courteous manner and not abruptly. This gives the impression to your caller that you enjoy attending their calls.
- Terminate the call with an appropriate greetings; e.g.
 - "Thanks for calling. Please feel free to ring up again if you think we can be of help"
 - "Thank you ...please contact us again, if you have any problems."
 - My pleasure...../my duty.

REMEMBER

The privilege and courtesy of disconnecting and discontinuing a call is that of the caller and not the called party.

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COMMUNICATION SKILLS

Have you ever thought about the most important activity at your office. The likely-hood is that the answer will be communication. It is an activity which consumes most of the time of an individual. It is more so in the case of PAs/PS's. Managing relationship with others is a major part of a PA's/PS's job. Fifty percent of a PA's/PS's time is spent in generating/disseminating information. Therefore, importance of developing inter-personal communications is obvious.

WHAT IS COMMUNICATION?

Communication can be considered as a personal process that involves the transfer of information and also involves some behavioural input. Communication is something people do. It does not exist without people taking some form of action. It has all to do with relationships between people.

It can be very complex or very simple, formal or informal. It all depends on the nature of the message to be passed and on the relationship between the sender and the receiver.

It consists of transfer of information & understanding between the people, various modes and media involved in communication interchanges.

Therefore, Communication is the transference and understanding of one's ideas, desires and feelings.



WHY COMMUNICATE??

1. It leads to greater effectiveness
2. It keeps people in picture
3. It increases motivation to perform well.
4. It increases commitment to the organisation
5. It makes for better relationship and understanding between boss and subordinates, colleagues, people within the organisation and outside.

MAJOR ELEMENTS OF COMMUNICATION:

1. Source or Sender
2. The Message
3. The Channel through which the message travels
4. The receiver

Communication follows a process. It has two parties. Sender & Receiver.

SENDER	RECEIVER
Sender puts his input i.e. message through a channel by encoding it.	Decodes the message in his attempt to interpret before sending it back to the source.

The success of the communication depends or is complete only when the message passed by the sender is received by the receiver in the same light/direction. Otherwise it is described as a communication gap or an ineffective communication.



MODES OF COMMUNICATION:

1. Formal meetings
2. Telephone
3. Informal meetings i.e. face to face
4. Written communication letters, reports, etc.

COMMUNICATION BARRIERS:-

1. Language -
 - Accent
 - Poor delivery
 - Lack of clarity
 - } Friendly voice,
 - } good clear style.
 - }
2. Environmental Disturbances:-
 - Seating conditions
 - External Disturbances
 - Society/gatherings
3. Status -
 - Social
 - Economic
 - Nationality
4. Pre-occupation -
 - Mind
 - Urgent Work
 - Domestic Affairs
5. Irrelevant Topics
6. Long & Complicated messages
7. Inadequate information
8. Lack of focus/attention
9. Lack of understanding
10. Loss in transmission and poor retention
11. Mutual Distrust



12. Judgement - About the Speaker, content.

OVERCOMING COMMUNICATION BARRIERS-

1. Plan the contents of communication properly
2. Message/content should be simple and to the point
3. Body language should be in conformity with verbal communication.
4. Communicate with empathy
5. Keep your emotions under control.
6. Talk less and listen more.
7. Message should be correct and meaningful.
8. Be polite and courteous.
9. Positive attitude.
10. Obtaining feedback and giving feedback.

INTERPERSONAL COMMUNICATION & RELATIONSHIP

Communication is an interpersonal process of sending and receiving symbols with meaning attached to it. It results in the exchange of information and shared understanding between people. So a measure of effective management of interpersonal communication is that information is passed and relationships are built.

The success of information passing depends very much on the nature and quality of information received and this in turn depends on the nature and quality of relationship between the persons involved. People tend to experience personal satisfaction when communicating and interacting with friends, relatives and others they know well, in fact to the people with whom they feel comfortable. PA/PS have to work with others with whom they have not developed close relationship in order to achieve the Boss's/organisation's objective. Misunderstanding may occur leading to disagreement and conflict or the avoidance of conflict and the development of mistrust. Out of this can develop lack of cooperation and unhealthy work climate.

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People are polite to each other and apparently genuinely cooperative. But because the underlying interpersonal problems have not been faced the quality of interpersonal communication is poor.

People are different, and we need to understand the nature of those differences and try to modify our interpersonal behaviour to cope with them. You, as an individual, may have a consistent view of the world, your organisation, your boss, and your job. But you have to work in an environment consisting of other people. In reality one of the greatest challenges is that other people are different from you. Two of the basic differences between people are personality and perception. These differences cause differently towards others in different situations, and cause communication problems.

SOME DO'S & DON'T'S FOR FACE-TO-FACE COMMUNICATION

1. Use your personality - Smile
Be pleasant
2. Accept differences of opinions without getting angry.
3. Understand others' viewpoint.
4. Appreciate others' viewpoint even though you may have to decide in opposite manner.
5. Learn to accept the fact that not everyone is going to agree with your decisions.
6. Prepare and serialise the text.
7. Maintain speed, tone and pitch
8. Keep eye to eye contact.
9. Use body language
10. Use simple language.

DON'Ts

1. Don't be Bossy (authoritative)
2. Don't use sarcasm
3. Don't threaten



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*Reading Material

4. Don't act angry
5. Don't take it personally or make it Personal
6. Don't lose your poise or act frightened
7. Don't be rigid. (Don't take positions from which you cannot deviate)
8. Don't lose your patience
9. Don't deliver poorly
10. Don't speak irrelevant.

*- A.J.K. Menon, Assistant Director, ISTM. . 08 -

TOUR PROGRAMME & TRAVEL ARRANGEMENTSPREPARATION

Making Tour Travel arrangements of the Boss is one of the prime duties of the PS/PA. A PA/PS working with an officer whose nature of job is such that he has to proceed on tour should always possess the following publications in his office.

- 1) AIR schedules - of all major airlines, i.e. IA & AI
- 2) Road Maps - Local & India
- 3) Bradshah (Trains at a glance)
- 4) STD/ISD Codes Register
- 5) Pin code Directory
- 6) Government Calendar/Circular containing Govt. holidays.

Take the Engagement Diary to the boss and ascertain the dates in which the boss wishes to proceed on tour and return. After ascertaining the dates prepare a draft travel programme in which the date of journey - onward & return along with the Flight No. _____ Time _____ and the name of the carrier is given. If more than one option of flights/trains are available, it may be mentioned. Let the Boss finalise the choice of the flight/train according to his convenience/requirement. After knowing all the details like journey dates flight etc. book the tickets. The National air carriers i.e. IA Corporation and AI provide air tickets on credit to the Ministries/Departments/Offices of the Government of India. This can be availed through an 'Exchange Order Form' which can be obtained from Airlines offices and processed through in the office. For Railway tickets advance can be drawn from the Cash Section. It is important to note that tickets to the entitlement of the officer should only be bought. Prepare a Tour Programme. Before finalising the date/time of flight/train the timings

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should be checked up with the Airlines/Railway enquiry. If the Tour Programme is being finalised in a short notice availability of seats/reservation should also be checked up.

The draft Tour Programme containing all details of travel & address at the place of visit alongwith Telephone Number/Contact person, should be shown to the boss and then the Tour Programme be issued either under the signature of PA/PS or the boss himself depending upon the status/rank of the boss as per prevailing practice. Distribution list of Tour Programme depends upon the nature of tour i.e. domestic/international.

The distribution list should be made after consulting the boss.

Arrangements for International Tour

1. Tour Note for approval of Minister.
2. Tour Itinerary with the approval of boss.
3. Block the seat as per the approved Itinerary.
4. Seek political clearance from Ministry of External Affairs & Vigilance Clearance from M.H.A.
5. Apply for - New/Renewal of Passport (P.V.Section) MEA & Get Visa Note. For Visa - get the visa forms from the Embassy(s)/High Commission(s) - Arrange photos of boss, passport & other relevant documents.
 - Approval from Screening Committee
 - Approval of Integrated Finance Unit
 - Get Admn. Sanction Order
 - Inform the Embassy/High Commission about the visit - request for Transport and reception; Accommodation
 - Security Arrangements
 - Arrange Foreign Exchange



- Collect Confirmed tickets etc.
- Prepare folder - Agenda, Briefs stationery
- Tour Programme for internal circulation
- Brief staff car driver for Onward/Return Journey.
- Preparation of Tour Report
- Submission of TA Bills

Arrangements for Domestic Tour

1. Finalising the date(s) of tour with the approval of boss.
2. Preparation of Tour Programme.
3. Approval of Tour Programme.
4. Blocking of Air tickets/Reservation of Railway tickets.
5. Get Exchange vouchers.
6. Security arrangements.
7. Transport & Accommodation at the place of visit
8. Preparation of Tour folder - Briefs of office/place of visit/Railway ticket, Tour Programme, Stationery files, papers.
9. Issuance of Tour Programme as per list.
10. Alternate arrangements.
11. On Return - Tour Report
12. TA/DA Bill - Submission

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Format of Tour Programme

Tour Programme of Shri _____, Joint Secretary,
Ministry of _____, Deptt. _____
to attend _____ meeting on _____ to be held at
_____ from _____ to _____

Date/Day	Time	Dep./Arr.	Station	By Flight No. /Train No. /Road
28/9/02	1820 Hrs.	Dep.	Delhi	I.C.405
	2000 Hrs.	Arr.	Bangalore	

Attend Meeting on _____

Contact Address

Hotel Address

(To all concerned)

(ABC)
PS TO JS
20/9/02

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Cancellation of tickets

Train tickets may be got cancelled from the Booking Office and money refunded to the Cash Section of the concerned Ministry/Department.

For Air tickets taken on exchange Order, a formal letter canceling the air tickets may be sent to the Airlines Booking Office and a cancellation slip obtained and later forwarded to Cash Section for reconciliation. (A photocopy of the Cancellation slip may be kept in the personal section in TA Bill file).

Those officers who avail the services of travel agents, PS/PA may return the air tickets for cancellation to them. Same will be applicable for train tickets.

ARRANGEMENTS

Rail/Air Tickets

As far as Rail tickets are concerned, these can be obtained after taking necessary advance from the Cash Section. The ticket may be purchased for the class to which the officer is entitled to travel.

The Air India International and the Indian Airlines Corporation provide the facility of issuing air tickets on credit to the various Ministries/Departments/Offices of the Government of India. Air tickets under this facility are obtained through a prescribed form which is known as 'EXCHANGE ORDER FORM'. A photocopy of this Form is attached at APPENDIX-II. Such Ministries/Departments/Offices are allotted a CODE NUMBER by the Airlines. The Airlines add all the orders received by them under the particular CODE NUMBER and send a consolidated bill to the

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concerned Ministry/Department/Office for settlement, periodically. Accordingly, air tickets under EXCHANGE ORDER may be obtained from the Airlines booking offices in the following manner:

- 1) Obtain an Exchange Order Form set, if an Exchange Order Book is not available in personal section. Normally Exchange Order Forms are available in the Cash Section of the Ministry/Department/Office.
- 2) Before filling the EXCHANGE ORDER FORM, read the INSTRUCTIONS given on its reverse side, carefully.
- 3) Fill the Form as per columns (after finalizing the tour programme and after checking the flight numbers from the Airlines Office). In the last column viz. 'Extra Information e.g. 'First/Tourist'', it can be mentioned whether the boss is a 'VIP' and also whether he is traveling by 'J' class (commonly known as Executive Class) in case he is travelling by Airbus in which this facility is available. This will depend upon the status of the boss.
- 4) Below the words 'EXCHANGE ORDER' the Code Number of the Ministry/Department given by the Airlines may be mentioned clearly.
- 5) In the column 'bill to.....' the name of the officer dealing with Cash Section may be mentioned thus 'bill to Under Secretary (Cash), Ministry of

In the case of those offices who do not use Exchange Order Form and avail the services of travel agents, the PS/PA may send the details of



Distribution list

The distribution list of the Tour Programme shall be made after consulting the Minister/Officer. Normally, for internal distribution of the Ministry/Department, detailed Tour Programme need not be sent. A small note may be sent saying that so and so will be on tour from such and such date to such and such date. However, detailed Tour Programme may be sent to senior officers for their information.

In Tour Programmes abroad, the distribution list can be finalised in consultation with the Ministry of External Affairs of the Government of India and Indian Mission in the destination country or countries.

The following papers/documents etc., may be prepared (preferably in consultation with the boss) in the form of a folder and given to the boss personally.

- a) Air, ticket/Train ticket
- b) Detailed Tour Programme
- c) Telephone list of important officers of the Ministry/Department
- d) Telephone numbers of concerned authority at the place of the destination
- e) Relevant files, papers, invitations, etc.
- f) Passport (for tours abroad)
- g) A writing pad, blank demi-official letter-head, typing papers, carbon papers, etc.

* In case of VVIPs, if PS/PA is accompanying on tour, custody of these things is his responsibility.



the journey, containing names of officers, dates, destinations, etc., for obtaining air tickets. Same will be applicable for train tickets.

Facilitation

For Ministers/VIPs there is a 'Facilitation' counter at the airport who render help in boarding the plane or receiving on arrival. Their assistance may be taken while conducting the VIPs.

Diagrammatic presentation of various facilities available and activities to be carried out at the domestic/ international airports is given in the Figure-1 and Figure-2.

By Train

Departure time/platform number may be checked before the Minister/Officer leaves for the railway station and the same may be communicated to the boss and the driver.

Sometimes trains/flights are cancelled at the eleventh hour. Hence, the driver must be instructed to wait at the railway station/airport till such time the train leaves or the flight takes off. This must be adhered to particularly in case of Ministers/VIPs, who need security cover.

By road

If the boss is travelling by road, the staff car must be serviced before the start of the journey. Necessary tour advance may be drawn and given to the boss/driver. For Ministers/VIPs the district police may be informed for security, if required.

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PREPARATION OF TA PARTICULARS

Preparation of TA Bill is the responsibility of the Cash Section of the concerned Ministry/Department/Office. However, preparation of TA particulars is the responsibility of the PS/PA, particularly with reference to the correctness of the particulars.

A separate file may be opened for maintaining details of TA particulars.

On completion of the tour, the tour folder along with the tickets, etc., may be collected from the boss. Any TOUR NOTES recorded by the boss may be returned to him for further necessary action. It may be ascertained from the boss whether he followed the itinerary as given in the Tour Programme or any change took place. In case of any change

- a) in the timings or
- b) days of journey/halt,

the same may be incorporated in the spare copy of the Tour Programme kept in a separate folder. This folder may contain copy of every Tour Programme with changes, if any.

Based on the final itinerary, TA particulars may be prepared in the prescribed proforma, a specimen of which is given at APPENDIX. These particulars may be got signed by the boss and sent to Cash Section in duplicate for processing/payment. Used air tickets/cancellation slips of air tickets, etc. may also be sent to Cash Section (a photocopy of cancellation slips of air tickets may be kept in the TA Bill file).

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CANCELLATION

Cancellation of Tour Programme may become necessary due to:

- a) exigencies of work; or
- b) some developments necessitating the presence of the boss at the Headquarters.

In case of cancellation of Tour Programme, the Air/Train tickets must be got cancelled first. The cancellation slip of Air Ticket may be kept in the file meant for preparation of TA Bill. The intimation of cancellation of the Tour Programme may be sent to all those to whom the Programme was sent as per the distribution list. For outstation authorities, telephone, fax, wireless, telex, telegram, etc., may be used so that they may not make arrangements unnecessarily, and take steps to cancel arrangements well in time.

Running record of tours

On completion of the tour, details of the tour may be added in a running record of tours as per the actual tour programme so that movement of the Minister/Officer can be traced at a glance, at a later date, if required.

A separate folder may also be maintained for keeping the spare copy of every tour programme. This can later be modified, if any change had taken place in the original programme. Details of the payment of TA/DA, i.e. cheque No., date, amount, etc., may also be entered on this copy. This will help in calculating total amount claimed on this account in any financial year.



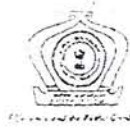
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This may be done as quickly as possible so that the TA Bill may not become time-barred.

When payment is received, the details of cheque/amount may be entered in the spare copy folder (referred to in para 3 above for record (this becomes useful for the boss while finalizing income tax returns, etc., at the end of the financial year)).

The amount of TA advance drawn, if any, may also be entered in the TA particulars.



OFFICIAL MEETINGS - ROLE OF PERSONAL STAFF

Organising meetings, making agenda and framing minutes of the meeting forms an important function of the personal staff i.e. PS/PA. Planning and preparing for meetings really calls for liaising with other agencies, officers, teamwork and better coordination abilities. In brief, facilitating large meetings require possessing good inter-personal relations and managerial capabilities. Even a small slip may cause tremendous damage to the image of the Chair/Boss/Office.

As we all know, official meetings form an integral part of the day-to-day functioning of any office. It facilitates smooth functioning of the Office. The objectives of conducting meetings are:-

1. To take decision on important or urgent matters.
2. To take periodic reviews/checks on delays.
3. To collect and generate ideas/views.
4. To solve problems.
5. To sort out matters where several agencies are involved.

Official meetings are of two types, namely, formal meetings and informal meetings.

Formal meetings can further be classified in three broad categories:

1. A meeting convened by your Boss.
2. Inter Ministerial/Departmental meetings
3. Internal or intra Ministerial/Departmental meetings.

In the first category, i.e. a meeting which is convened by your Boss really demands active involvement of the personal staff. For other two categories some section/branch is assigned which will take care of all the activities involved.

Any formal meetings constitute the following four essential components:

1. Convening a meeting.
2. Agenda of the meeting.
3. Arrangements of the meeting.
4. Minutes of the meeting.



A key to organizing the meetings or for that matter anything, is that the responsibility is seen as a commitment and not just handed over further to some other functionary. Some guidelines have been enumerated in the form of checklist, which have been prepared to assist you with the organization of meetings. These may reflect good practice and may offer pointers for future conduct of such meetings.

CONVENING A MEETING : (Steps to be followed)

Planning the meeting:

- Take two or three tentative dates with time with consultation of the Chair/Boss for the meeting. This is essential when more than one agency/Ministry/Department/Officers are involved in the meeting so as to make it convenient for them to attend the meeting. If only one date is earmarked perhaps it may be difficult for everybody to attend because of his or her own rigid engagements.
- As far as possible, avoid the days, period of rigid commitments like Parliament Session, Question Day/other important engagements, the likely official tour, leave, etc. of the Chair/Boss.
- Ascertain the names/levels of invitees/agencies to be called for the meeting.
- Ascertain the exact subject and the likely duration of the meeting.
- Select an accessible venue – the venue may be decided upon the on the number of participants.
- Communicate telephonically these tentative dates & time to your counterparts/officers along with the likely duration of the meeting so that they can block these dates. Request them to revert back informing their probable convenient date.
- When the probable conveniences from all the participants are received, finalise the date in consultation with the Boss/Chair.
- Enter in his engagement diary and release the other two days blocked for the purpose.
- Confirm to the participants/your counterparts telephonically about the date, time, venue and the exact subject of meeting as finalized.
- Prepare the list of participants with their Official address, telephone number (including mobile no.), etc.
- Issue formal notice. In case the subject is dealt with by some other officer under the boss send a note to this effect for issuance of formal notice along with the list of participants.



- Open a file put all connected papers on the subject along with the list of participants and a copy of notice.

If the meeting is of the other two categories, the above actions will be taken care of by the concerned officials.

AGENDA

Agenda is simply a schedule of details of business to be transacted in order they are to be taken.

It is useful because:

- It helps you to plan the meeting.
- It helps to through the business of the meeting efficiently.
- It helps the people attending the meeting to follow what is going on.
- It gives the participants to think about the meeting in advance.

If the Boss convenes the meeting and he has to make the Agenda the responsibility of preparing, compiling and dispatching the agenda lies on the personal staff.

How to prepare the Agenda.

- The bulk of the agenda will simply be the items meant to be discussed. Make each important matter a separate item.
- Look through the minutes of the last meeting. Are there any things to report back on, or any items that need to be discussed again.
- Agenda may also include an item i.e. **'minutes of the last meeting'**. The purpose of this is to agree that the minutes of the last meeting are accurate and reflect what happened.
- Some meetings have **'standing items'** on their agendas. These are items that are always on the agenda at every meeting. They are usually the reports from officers.
- **'Any other issues with the permission of the Chair'**. It allows the people to raise issues that are not covered in the agenda.

In what order the items should go in?

- It is general practice to put the short, easy to deal with items at the start of the agenda so that these items are quickly disposed



of and the important issues can be concentrated upon. However, there are not hard and fast rules about this. It depends on what way the Chair/Boss think will work best at any particular meeting.

The agenda folder should contain:

- Date/Time/Venue/Subject on the cover.
- Table of contents
- Properly page numbered/flagged.
- Additions/deletions, if any.
- Corrigendum, annexure if any.
- Reception pass/car parking label, etc.

In case any item has to reach from other officer/agency, it may be ensured that it reaches well in time. The Agenda thus prepared should be dispatched well in advance and its receipt ensured. Keep few spare copies with you.

If the Agenda has come from outside, i.e. from other Office/Ministry/Deptt., ensure it contains all the pages, whether there is any missing item, additions, supplementary items etc. have been incorporated.

ARRANGEMENTS FOR THE MEETING.

For the convenience of preparing for the meeting, the arrangement part can be divided into three categories:

- Arrangements to be made Before the meeting.
- Arrangements to be made During the meeting.
- Arrangements to be made After the meeting.

Arrangements to be made before the meeting (a checklist).

- Check the venue – If you are using an unknown venue, visit the venue to check the facilities. Otherwise also check Audio-visual aids, slide projector, OHP, laptop/computer – arrange connected stationery.
- Arrange seating plan, nameplates (according to protocol) and placards/banners.
- Arrange Media, Security etc., and their sitting arrangements (if required).



- Arrange Stenos/PAs/Reporters for taking verbatim report of the proceedings, interpreters/translators & space allocated for their sitting.
- Note for TA/DA advances for participants/honorarium to staff (if applicable).
- Routine Office Stationery applicable for the meeting.
- Telephonic reconfirmation of invitees or their representatives.
- Arrange for extra staff for Reception/Transport.
- Arrange reception passes/visitor passes.
- Book refreshments/lunch.

Arrangements to be made During the meeting (a checklist).

- Reception/Registration/Attendance
- Distribution of Agenda (spare copies) if required
- Rotation of Reporters/PAs/Stenos - for taking verbatim
- Serve refreshments
- Ensure presence of supporting staff like electrician/ photocopy operator/Staff Car Driver/ Dealing Assistant dealing the subject along with the file.

Arrangements to be made After the meeting (a checklist).

- Collect Attendance sheet/Registration Forms
- Collect vouchers and disburse TA/DA payments;
- Deliver return tickets - assist in confirmation/ tele-check in etc.
- Issue Press Brief
- Return reception passes
- Certificates to security staff/ relieve additional staff
- Collect the left over agenda folders/other personal items and arrange to deliver to the concerned participant.
- File agenda folder in file/Return agenda
- Download the presentation
- Arrange Transportation of Participants.
- Return the equipment borrowed
- Handover the venue to the concerned authorities.



MINUTES OF THE MEETING

Minutes are the notes of the proceedings of the meeting and are kept to preserve brief, clear record of the business transacted.

It is a permanent record and serves as a reference material at a later stage when the matter is reviewed and to find out why certain decisions were taken.

While the format of the minutes may differ depending upon the importance and level of the meeting, formal or informal, there are some common items which constitute the minutes:

1. Date & Time
2. Members Present
3. Decisions taken
4. Actions agreed
5. Who will carry out the action
6. Action deadline
7. Date & time of next meeting
8. Vote of thanks

Minutes of the meeting should be drafted in a crisp manner stating the basic issue, decision taken and whose job is to carry them out and person who should take the follow up action. Avoid using jargons - use everyday language so that there is no ambiguity. The minutes should be framed at the earliest so as to get the accurate form - to avoid additions, deletions and distortions.

A checklist for making minutes:

1. Take details notes during the meeting and write them up into minutes straight after the meeting
2. Keep the notes as a backup until the group approves the minutes at the next meeting
3. For key decisions that are really important, may be highlighted.
4. Keep the minutes short and to the point
5. Circulate the minutes at the earliest, in any case before the next meeting.

* * * * *



NOTING & DRAFTING

NOTING

What is a NOTE: According to Manual of Office Procedure a note means the remarks recorded on a case to facilitate its disposal and includes a precise of previous papers, a statement or an analysis of the questions requiring decision, suggestions regarding the course of action and final orders passed thereon.

Appendix to Note: Appendix to Note in relation to a file means a lengthy summary or statement containing detailed information concerning certain aspects of the question discussed on the file, incorporation of which in the main file is likely to obscure the main point or make the main point unnecessary lengthy.

Appendix to Correspondence: Appendix to Correspondence in relation to a file means lengthy enclosures to a communication (whether receipt or issue) on the file inclusion of which in the correspondence portion is likely to obstruct the smooth reading of the correspondence or make the correspondence portion unwieldy.

GUIDELINES FOR NOTING:

1. Notes should be concise and to the point
2. Simple and direct style of writing should be adopted.
3. Notes and orders should normally be recorded on Note Sheets
4. Wherever a running summary of facts is available on the file it should be referred to without repeating any part of the facts in the note.
5. Note should always be in a business-like language. Even if some errors, mis-statements or opinion has to be criticised it should be in courteous and temperate manner.
6. Any remarks of the Senior Officer on the receipt should be first reproduced while docketing the receipt.
7. A self-contained summary of the case should always be put up with every submission submitted to a Minister. It should bring out briefly but clearly all relevant facts, views of other Departments and the points on which orders of Minister are sought.
8. When a PUC raises several major points which require detailed examination, orders on each point it will be noted separately in "Sectional Notes".



9. Dealing hand will append his initials with date on the left below his note. Officer will sign on right with name, designation and date.
10. Note will be divided in Paragraphs of convenient size, numbered and may have brief titles.

TYPES OF CASES

1. Ephemeral Cases - No/Very little Importance.
Action:- No noting required. - Filed
2. Routine or Repetitive Cases - Standard Process Sheet-Standard Skeleton note (Tel.etc.)
3. Action-In-Correspondence Cases - No detailed noting - Brief note on issue under consideration and suggested action.
4. Problem solving cases - Detailed Note
 1. What is the problem
 2. How has it arisen
 3. What is the Rule, Policy or precedent
 4. What are the possible solutions /critical analysis
 5. Which is the best solution and why
 6. What will be the consequences of the proposed solution
 7. Concluding Para - Suggest course of action.
5. POLICY & PLANNING CASES - Less in Number, dealt at higher levels. Thorough Examination with MAXIMUM amount of Noting developed and requires.



DRAFTING

DRAFT

A draft is a rough sketch of a communication to be issued after the approval of the Officer concerned.

Searching Questions:-

1. Is a draft necessary
2. Who will be the addressee and who will address
3. Relationship between sender & receiver
4. Form of communication
5. Is something to be conveyed or to be called for
6. Are all details available
7. What is the intention of the decision
8. What should be the recipient's response
9. Does the language convey
10. Has referencing been done
11. Is it logically sequenced
12. Does it have proper urgency, security grading

IMPORTANT POINTS FOR DRAFTING

A draft should:-

1. Carry the exact message sought to be conveyed
2. Be clear, concise and incapable of mis-construction
3. Be lucid, brief and complete
4. Result in the desired response from recipient
5. Be divided into paragraphs according to logical sequence of ideas expressed
6. Have coherence of flow of ideas
7. Contain reference to previous correspondence if any.



CHECKLIST FOR DRAFTING

A draft should contain/indicate

1. File No. _____
2. The name, designation, Tel.no. Fax No. & complete portal address of the sender organisation.
3. The name/designation of the addressee with complete portal address.
4. Salutation (i.e. Sir, Dear.....) where required.
5. Subject.
6. Number & date of the last communication in the series (from the addressee or from the sender)
7. The enclosure which are to accompany the fair copy (A short oblique line in the margin will indicate that enclosures are to be sent along with the fair copy)
8. Subscription (i.e. your's faithfully, yours sincerely etc.) where required.
9. Mode of transmission e.g. fax, By Regd. Post, By spl messenger
10. Urgency grading, if required
11. Endorsement, where necessary

FORMS OF COMMUNICATION

1. LETTER
2. DEMI-OFFICIAL LETTER
3. OFFICE MEMORANDUM
4. INTER-DEPARTMENTAL NOTE
5. TELEGRAM
6. TELEX MESSAGE
7. EXPRESS LETTER
8. OFFICER ORDER
9. ORDER
10. NOTIFICATION
11. RESOLUTION
12. PRESS COMMUNIQUE/NOTE
13. ENDORSEMENT

* A. J. K. MENON, Assistant Director

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FORESIGHT & SECURITY

· Fire prevention is better than fire fighting

- Possession of the quality of foreseeing various aspects of any matter helps in smooth functioning of the office under all kinds of situations
- PS/PA must develop the habit of analyzing various situations from both the sides, i.e. positive and negative

“The quality of a person's life is in direct proportion to their commitment to excellence regardless of their chosen field of endeavour”

- Vince Lambordi

(A) Visualizing Emergency

“One of the tests of leadership is the ability to recognize a problem before it becomes an emergency”

- Arnold Glassglow

- Agile & Alert PS/PA makes forward planning to cope with any unforeseen situations
- Helps in smooth completion of any activity thereby escaping disruption or unnecessary inconvenience

Examples

- Provision of emergency lights in the chamber of Boss or in the conference/meeting room
- Asking the driver to remain at the airport/railway station till the actual departure of the flight/train during Tours of the officer.
- Ascertaining weather conditions at the destination point of the tour of Boss to help him in his preparations for any Tour.

H. GOVIND.

* ASSISTANT DIRECTOR, ISTM

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Examples (assessing capability of others)

- Assigning handling of telephone calls/buzzers from the Boss to restricted and capable persons especially in the personal section of Ministers/Senior officers

(E) Simultaneous action

- Once various parts of any activity are foreseen, simultaneous action can be initiated

This helps in (Simultaneous action)

- Full & proper utilization of time
- Division of load of work evenly on all members of the personal staff
- Monitoring of all the parts of any activity becomes easy and in case of any need for any change in division of work, the same can be effected well in time

Advantages of Foresight

1. Avoids last minute rush
2. Helps in adhering to time schedule
3. Prevention of recurrence of any untoward situations
4. Full & proper utilization of time
5. Earning goodwill of others
6. Builds good image of the organization where serving
7. Brings in perfection particularly while arranging function etc.
8. Helps in maintaining secrecy & confidentiality like visualizing in advance about the person (s) approaching to gather classified information of that of DPCs, security meetings etc.
9. All round economy of man-hours

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SECURITYOfficial Secrets Act

- Section 5 of the Act states "if any person having in his possession or control any document or information to which he had access owing to his position as a person who holds or has held office under Government:-
- Willfully communicates to a person to whom he is not authorized to communicate it; or
- Uses it for the benefit of any foreign power or in any other manner prejudicial to the safety of the state; or
- Retains it when he has no right to retain it;
- Fails to take reasonable care of it or so conducts himself as to endanger its safety

He is liable to be punished with imprisonment upto 3 Years or with fine or with both

CCS (Conduct) Rules

- Rule 1.1 of the Rules prohibits the Government servant from communicating directly or indirectly any information acquired by him in the course of his official duties to any person including another Government Servant Except :-
- (A) In performance in good faith of his duties
- (B) Under general or special orders
- The Govt. Servant is also not expected to keep in personal custody official documents for personal purposes

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4. Don't take official documents home. If you have to, don't forget that its security is your responsibility
5. Don't have classified Maps, Graphs, Charts, Photographs etc. displayed on the walls in your office. Keep them covered or locked
6. Don't encourage rumours and quarrelling. On the contrary suppress them firmly
7. Don't put your neck into a noose by signing receipts for secret papers without careful scrutiny
8. Don't throw classified papers into the waste paper basket. Tear such papers into small bits and ensure that all the waste paper from your room is collected and burnt before shutting up
9. Don't keep spare secret papers unless you must
10. Don't forget to destroy all drafts, rough notes, spare copies, steno's notes, carbon papers etc. when you get your fair copy ready
11. Don't leave your room unlocked or unwatched at any time
12. Don't send secret papers through peons unless they are locked in boxes or sealed in double covers
13. Don't make notes on secret subjects in your diary. If you must destroy them at the earliest
14. Don't discuss secret subject on the phone which is a public service, not a secret service
15. Don't fully close the doors of safes, cabinets or cupboards unless they are locked. A closed safe may give the impression that it is locked while actually it is not.
16. Don't forget your keys. Security depends on the safe custody of the keys
17. Don't write official secrets in your private letters. Remember the Official Secrets Act
18. Don't display your knowledge of secret information. It will not impress anyone who counts, but it might put you in trouble

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ORGANISING WORK AND MANAGING TIME.

Time Management is managing the time in a very effective and judicious manner. The objective of Time Management is to manage the most scarce resource i.e. *time* to enable you to develop as the most valuable person in the organisation. There is no such thing as not having enough time - only not having enough commitment. All get the same amount of this perishable commodity. As a professional PS one is expected to organise the work and manage the time in such a way so as to derive effective and efficient output of his day-to-day work thereby resulting in reducing stress, wasteful expenditure. But managing time effectively is not something one can do entirely of his own. Others have a legitimate call on his attention like colleagues, subordinates, visitors, telephone calls and the Boss and some illegitimate users of his time too. If one wants to start a new regime of time management then one must gain the cooperation of all i.e. the colleagues, subordinates and the Boss.

Time management is a habit pattern characterised by :

- (1) Making a written list of "THINGS TO DO",
- (2) Organising the work in order of priority,
- (3) Doing the things in priority order to the maximum possible extent,
- (4) Adding items of tasks to the list as they arise and crossing off others as they are completed

Time Management requires to break down the priorities into key tasks and determine doing first things first. For that categorise the tasks into :

1. 'MUST DO' - the key tasks (very few only)
2. 'SHOULD DO' - assign larger number to this category
3. 'MIGHT DO' - a still larger number assigned to this category.



The basic requirement of Time Management is to know what you are aiming at. If you don't know where you are going it does not matter much when, or if you get there. The objectives must be clear so that the priorities which enable you to achieve them can be identified. Determine the priorities to be done only by you personally - these are the 'right things' which you need to allocate much of your time. The three basic methods for doing this are:

1. Time Saving
2. Work Shedding
3. Time Budgeting

(1) **Time Saving** : Reducing interruptions. As PS, while going to the Boss for disposal of some receipt, call for the file, connected papers etc which will reduce the interruptions. The more you value your time and seen to be doing so, the more others will value too.

(2) **Work Shedding** : To subordinates/sections. A question can be asked whether a particular task really needs to be done by you or whether it can be delegated to some subordinate or Section. But ensure the subordinate/Section has the ability, information and willingness to do the task. Give them the power and authority to carry out the task.

(3) **Time Budgeting** : (Time Planning) This method requires investment of time because it starts with keeping details of how one uses his time. One can use the Day Planner. The steps to be followed are to determine priorities, identify key tasks and allocate time. Keep a careful log of actual time spent on the task and the tasks completed. Compare this to the plan until you learn to budget more accurately. An effective time manager make choices about how to spend time and about how to get highest return. He will scrutinise all 'Miscellaneous' activities and time wasters and eliminate them if they do not meet some reasonable pay-offs.



Time Management is one of those ideas which seem excellent at the time and one can't understand why he have not done all these activities before. The answer is probably availability of time. But time is abstract and elusive whereas interrupters are constantly present. To maintain the good intentions of Time Management it is essential to frequently review the list of things, the progress and reinforce the methods regularly.

The factors leading to effective Time Management and better organisation of work are:

1. **Observance of Punctuality** : The first and foremost factor which lead to Time Management is maintaining punctuality. To achieve the desired results of Time Management it is imperative to adhere to punctuality which leads to implementing and adhering time schedule for execution of task.
2. **Knowing the Job**: Joining a new organisation or on acquiring higher responsibilities collect information about the job, the organisation, its executives and its functioning etc either by meeting personally or through the publications available like Annual Report, charter of duties, organisational chart.
3. **Prioritising & Planning** : While prioritising and planning the tasks one has to keep in mind the existing policies and priorities. However, one can examine the importance and urgency of the task case-by-case.
4. **Flexible Plan** : At the stage of planning and prioritising allow 20 to 30 per cent flexibility for crises, unforeseen work and priority interrupters. Don't be disheartened on not being able to adhere to priorities according to your planning. Use the planning as a guide and not as a compulsion. As PS the major concern is to save the boss's time. To enable your boss to perform with maximum efficiency tackle the most pressing and important job first and keep adjusting your plan so as to meet the deadlines set by your boss. Remember, your plan is governed by your boss's goals and deadlines.

PERSONAL TIME MANAGEMENT

Time passes, quickly. This article looks at the basics of Personal Time Management and describes how the Manager can assume control of this basic resource.

The "Eff" words

The three "Eff" words are (concise OED)

- Effective-having a definite or desired effect
- Efficient-productive with minimum waste or effort
- Effortless-seemingly without effort; natural, easy

Personal Time Management is about winning the "Eff" words: making them apply to you and your daily routines.

What is Personal Time Management?

Personal Time Management is about controlling the use of your most valuable (and undervalued) resource. Consider these two questions: What would happen if you spend Government money with as few safeguards as you spend Government time, when was the last time you scheduled a review of your time allocation?

The absence of Personal Time Management is characterized by last minute rushes to meet dead-lines, meetings which are either double booked or achieve nothing, days which seem somehow to slip unproductively by, crises which loom unexpected from nowhere. This sort of environment leads to inordinate stress and degradation of performance it must be stopped.

Poor time management is often symptom of over confidence, techniques which used to work with small projects and workloads are simply reused with large ones. But inefficiencies which were insignificant in the small role are ludicrous in the large. You can not drive a motor bike like a bicycle, nor can you manage a supermarket-chain like a market stall. The demands, the problems and the payoffs for increased efficiency are all larger as your responsibility grows; you must learn to apply proper techniques or be bettered by those who do. Possibly, the reason Time Management is poorly practised is that it so seldom

forms a measured part of appraisal and performance review; what many fail to foresee, however, is how intimately it is connected to aspects which do.

Personal Time Management has many facets. Most managers recognize a few, but few recognize them all. There is the simple concept of keeping a well ordered diary and the related idea of planned activity. But beyond these, it is a tool for the systematic ordering of your influence on events, it underpins many other managerial skills such as Effective Delegation and Project Planning.

Personal Time Management is a set of tools which allow you to; eliminate wastage be prepared for meetings refuse excessive workloads monitor project progress allocate resource (time) appropriate to a task's importance ensure that long term projects are not neglected plan each day efficiently plan each week effectively and to do so simply with a little self-discipline.

Since Personal Time Management is a management process just like any other, it must be planned, monitored and regularly reviewed. In the following sections, we will examine the basic methods and functions of Personal Time Management. Since true understanding depends upon experience, you will be asked to take part by looking at aspects of your own work. If you do not have time to this right now-ask yourself: why not?

Current Practice

What this article is advocating is the adoption of certain practices which will give you greater control over the use and allocation of your primary resource: time. Before we start on the future, it is worth considering the present. This involves the simplistic task of keeping a note of how you spend your time for a suitably long period of time (say a week). I say simplistic since all you have to do is create a simple table, photocopy half-a-dozen copies and carry it around with you filling in a row every time you change activity. After one week, allocate time (start as you mean to go on) to reviewing this log.

Waste Disposal

We are not looking here to create new categories of work to enhance efficiency (that comes later) but simply to eliminate wastage in your current practice. The first step is a

critical appraisal of how you spend your time and to question some of your habits. In your time log, identify periods of time which might have been better used.

There are various sources of waste. The most common are social: telephone calls, friends dropping by, conversations around the coffee machine. It would be foolish to eliminate all non-work related activity (we all need a break) but if it's a choice between chatting to Harry in the afternoon and meeting the next pay-related deadline. Your time log will show you if this is a problem and you might like to do something about it before your boss does.

In your time log, look at each work activity and decide objectively how much time each was worth to you, and compare that with the time you actually spend on it. An afternoon spend polishing an internal memo into a Pulitzer prize winning piece of provocative prose is waste; an hour spent debating the leaving present of a colleague is waste; a minute spent sorting out the paper-clips is waste (unless relaxation). This type of activity will be reduced naturally by managing your own time since you will not allocate time to the trivial. Specifically, if you have a task to do, decide before hand how long it should take and work to that deadline-then move on to the next task.

Another common source of waste stems from delaying work which is unpleasant by finding distractions which are less important or unproductive. Check your log to see if any tasks are being delayed simply because they are dull or difficult.

Time is often wasted in changing between activities. For this reason it is useful to group similar tasks together thus avoiding the start-up delay of each. The time log will show you where these savings can be made. You may want then to initiate a routine which deals with these on a fixed but regular basis.

Doing Subordinate's Work

Having considered what is complete waste, we now turn to what is merely inappropriate. Often it is simpler to do the job yourself. Using the stamp machine to frank your own letters ensures they leave by the next post; writing the missing summary in the latest progress report from your junior is more pleasant than sending it back (and it lets you choose the emphasis) Rubbish!

Large gains can be made by assigning secretarial duties to secretaries: they regularly catch the next post, they type a lot faster than you. Your subordinate should be told about the missing section and told how (and why) to slant it. If you have a task which could

be done by a subordinate, use the next occasion to start training him/her to do it instead of doing it yourself-you will need to spend some time monitoring the task thereafter, but far less than in doing it yourself.

Doing the work of Others

A major impact upon your work can be the tendency to help others with their's. Now, in the spirit of an open and harmonious work environment it is obviously desirable that you should be willing to help out-but check your work log and decide how much time you spend on your own work and how much you spend on others'. For instance, if you spend a morning checking the grammar and spelling in the training material related to you last project, then that is waste. Publications should do the proof-reading, that is their job, they are better at it than you; you should deal at the technical level.

The remaining problem is your manager. Consider what periods in your work log were used to perform tasks that your manager either repeated or simply negated by ignoring it or redefining the task, too late. Making your manager efficient is a very difficult task, but where it impinges upon your work and performance you must take the bull by the horns (or whatever) and confront the issue.

Managing your manager may seem a long way from Time Management but no one impacts upon your use of time more than your immediate superior. If a task is ill defined- seek clarification (is that a one page summary or a ten page report?). If seemingly random alterations are asked in your deliverables, ask for the reasons and next time clarify these and similar points at the beginning. If the manager is difficult, try writing a small specification for each task before beginning it and have it agreed. While you can not tactfully hold your manager to this contract if he/she has a change of mind, it will at least cause him/her to consider the issues early on, before you waste your time on false assumptions.

External Appointments

The next stage of Personal Time Management is to start taking control of your time. The first problem is appointments. Start with a simple appointments diary. In this book you will have (or at least should have) a complete list of all your known appointments for the foreseeable future. If you have omitted your regular ones (since you remember them anyway) add them now.

Your appointments constitute your interaction with other people; they are the agreed interface between your activities and those of others; they are determined by external obligation. They often fill the diary. Now, be ruthless and eliminate the unnecessary. There may be committees where you can not productively contribute or where a subordinate might be (better) able to participate. There may be long lunches which could be better run as short conference calls. There may be interviews which last three times as long as necessary because they are scheduled for a whole hour. Eliminate the wastage starting today.

The next stage is to add to your diary lists of other, personal activity which will enhance your use of the available time. Consider, what is the most important type of activity to add to your diary? No:- stop reading for a moment and really, consider.

The single most important type of activity is those which will save you time: allocate time to save time, a stitch in time saves days. And most importantly of all, always allocate time to time management: at least five minutes each and every day.

For each appointment left in the diary, consider what actions you might take to ensure that no time is wasted: plan to avoid work by being prepared. Thus, if you are going to a meeting where you will be asked to comment on some report, allocate time to read it so avoiding delays in the meeting and increasing your chances of making the right decision the first time. Consider what actions need to be done before AND what actions must be done to follow-up. Even if the latter is unclear before the event, you must still allocate time to review the outcome and to plan the resulting action. Simply mark in your diary the block of time necessary to do this and, when the time comes, do it.

Scheduling Projects

The most daunting external appointments are deadlines: often, the handover of deliverables. Do you leave the work too late? Is there commonly a final panic towards the end? Are the last few hectic hours often marred by errors? If so, use Personal Time Management.

The basic idea is that your management of personal deadlines should be achieved with exactly the same techniques you would use in a large project:

- Check the specification-are you sure that you agree on what is to be delivered
- Break the task down into small sections so that you can estimate the time needed for each, and monitor progress

- Schedule reviews of your progress (e.g. after each sub-task) so that you can respond quickly to difficulties

Like most management ideas, this is common sense. Some people, however, refute it because in practice they find that it merely shows the lack of time for a project which must be done anyway. This is simply daft~ If simple project planning and time management show that the task can not be done, then it will not be done-but by knowing at the start, you have a chance to do something about it.

An impossible deadline affects not only your success but also that of others. Suppose a product is scheduled for release too soon because you agree to deliver too early. Marketing and Sales will prepare customers to expect the product showing why they really need it-but it will not arrive. The customers will be dissatisfied or even lost, the competition will have advanced warning, and all because you agreed to do the impossible.

You can avoid this type of problem. By practising time management, you will always have a clear understanding of how you spend your time and what time is unallocated. If a new task is thrust upon you, you can estimate whether it is practical. The project planning tells you how much time is needed and the time management tells you how much time is available.

There are four ways to deal with impossible deadlines:

- Get the deadline extended
- Scream for more resources
- Get the deliverable redefined to something practical
- State the position clearly so that your boss (and his/her boss) have fair warning

If this simple approach seems unrealistic, consider the alternative. If you have an imposed, but unobtainable, deadline and you accept it, then the outcome is your assured failure. Of course, there is a fifth option: move to a company with realistic schedules.

One defense tactic is to present your superior with a current list of your obligations indicating what impact the new task will have on these, and ask him/her to assign the priorities. "I can't do them all, which should I slip?" Another tactic is to keep a data base of your time estimates and the actual time taken by each task. This will quickly develop into source of valuable data and increase the accuracy of your planning predictions.

There is no reason why you should respond only to externally imposed deadlines. The slightly shoddy product which you hand-over after the last minute rush (and normally

have returned for correction the following week) could easily have been polished if only an extra day had been available - so move your personal deadline forward and allow yourself the luxury of leisured review before the product is shipped.

Taking this a step further, the same sort of review might be applied to the product at each stage of its development so that errors and rework time are reduced. Thus by allocating time to quality review, you save time in rework; and this is all part of project planning supported and monitored by your time management.

Finally, for each activity you should estimate how much time it is worth and allocate only that amount. This critical appraisal may even suggest a different approach or method so that the time matches the task's importance. Beware of perfection, it takes too long-allocate time for "fitness for purpose", then stop.

Monitoring Staff

Your Personal Time Management also effects other people, particularly your subordinates. Planning projects means not only allocating your time but also the distribution of tasks; and this should be done in the same planned, monitored and reviewed manner as your own scheduling.

Any delegated task should be specified with an (agreed) end date. As a Manager, you are responsible for ensuring that the tasks allocated to your subordinates are completed successfully. Thus you should ensure that each task is concluded with a deliverable (for instance, a memo to confirm completion)-you make an entry in your diary to check that this has arrived. Thus, if you agree the task for Tuesday, Wednesday should have an entry in your diary to check the deliverable. This simple device allows you to monitor progress and to initiate action as necessary.

Long term Objectives

There are many long term objectives which the good manager must achieve, particularly with regard to the development, support and motivation of his/her work-team. Long term objectives have the problem of being important but not urgent; they do not have deadlines, they are distant and remote. For this reason, it is all too easy to ignore them in favour of the urgent and immediate. Clearly a balance must be struck.

The beauty of Time Management is that the balance can be decided objectively (without influence from immediate deadlines) and self-imposed through the use of the diary. Simply, a manager might decide that one hour a week should be devoted to personnel issues and would then allocate a regular block of time to that activity. Of course if the factory is on fire, or World War III is declared, the manager may have to re-allocate this time in a particular week-but barring such crises, this time should then become sacrosanct and always applied to the same, designated purpose.

Similarly, time may be allocated to staff development and training. So if one afternoon a month is deemed to be a suitable allocation, then simply designate the second Thursday (say) of each month and delegate the choice of speakers. The actual time spend in managing this sort of long term objective is small, but without that deliberate planning it will not be achieved.

Once you have implemented Personal Time Management, it is worth using some of that control to augment your own career. Some quiet weekend, you should sketch out your own long term objectives and plan a route to them. As you would any long term objective allocate time to the necessary sub-tasks and monitor your progress. If you do not plan where you want to go, you are unlikely to get there.

Concluding Remarks

Personal Time Management is a systematic application of common sense strategies. It requires little effort, yet it promotes efficient work practices by highlighting wastage and it leads to effective use of time by focusing it on your chosen activities. Personal Time Management does not solve your problems; it reveals them, and provides a structure to implement and monitor solutions. It enables you to take control of your own time- how you use it is then up to you.

INTERPERSONAL BEHAVIOUR

The individual dimensions of organizational behaviour, viz. personality, perception, learning, motivation, attitudes and values, stress, shape an individual behaviour. These dimensions are changed to a certain degree when the individual comes in contact with others in the organization where he interacts:

1. on one to one basis
2. on one to group basis
3. on group to one basis
4. on group to group basis

In each basis of interaction, the individual faces different types of situations. Therefore, how he affects the behaviour of other/s and how his behaviour is affected by other/s differ. Various interactive dimensions of organizational behaviour are taken for the study in this part of the text. The present chapter takes interpersonal behaviour.

NATURE OF INTERPERSONAL BEHAVIOUR

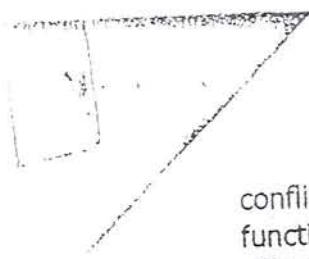
Interpersonal behaviour is concerned with interaction of two persons at a time. In this interaction, the individual behaves in a particular way, which may be either cooperative or conflicting. In order to improve interpersonal behaviour, various techniques have been developed. However, it may be mentioned that these techniques may be used in other types of interaction too. Interpersonal behaviour, as mentioned above, may be of two types: cooperative and conflicting.

Interpersonal Cooperative Behaviour

When the interaction between two persons is mutually gratifying, it is cooperative behaviour. In this case, both persons are engaged in complementary transactions, as discussed later. Out of this interaction, both persons get satisfied over the objectives of mutual interaction. Conditions necessary for cooperative interpersonal behaviour are mutual trust and respect, concern for each other's needs, and interaction with complementary ego states. In organizational setting, such behaviours are functional and lead to the achievement of organizational objectives providing satisfaction to the individuals at the same time.

Interpersonal Conflicting Behaviour

Out of interpersonal interaction, it is not necessary that only cooperative behaviour will result. Because of several reasons like personality differences, different value systems, interest conflict, role ambiguity, etc., interpersonal



conflict may arise in the organization. This type of behaviour may not be functional for the organization. Therefore, the managers should take effective steps to overcome such behaviours.

To analyse and improve interpersonal behaviour, transactional analysis technique has been developed. Its detailed discussion is presented here.

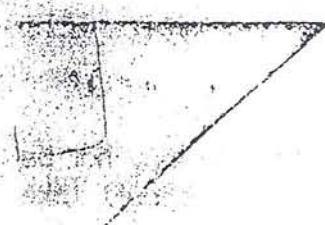
Transactional Analysis

People spend a large portion of their time in organizations interacting with others. They provide the connective tissues that help to hold together the subparts of the organization. While there are exceptions, in general, these are pair relationships, which the people conduct themselves, that is, they are two persons' contacts. The dyadic relationship involves the social transactions between them and the transactional analysis is an attempt to understand and improve such transactions.

Transactional Analysis (TA) offers a model of personality and the dynamics of self and its relationship to others that makes possible a clear and meaningful discussion of behaviour. When people interact, there is social transaction in which one person responds to another. The study of these transactions between people is called Transactional Analysis. TA was originally developed by Eric Berne for psychotherapy in 1950. He observed in his patients that often it was as if several different people were inside each person. He also observed that these various 'selves' transmitted with people in different ways. Later on, its application to ordinary interactions was popularized by Berne, Harris, and Jongeward. TA involves analysis of awareness, structural analysis (ego states), analysis of transactions, script analysis, and games analysis.

LEVELS OF SELF AWARENESS

The dyadic relationship can be thought of as composed of interself. Self is the core of personality pattern, which provides interaction. Such a concept is cognitive: it describes the self in terms of image, both conscious and unconscious. A central construct in the interself is the image of relationships those aspects of the codes and means of the interperson known and shared by its participants. Other portions of these codes are hidden to the members and yet may be known to others. Joseph Luft and Harrington Ingham have developed a diagram that gives to look at what one is conscious in one's social exchanges and what one is not. Their Johari window diagram (names by combining the first few letters of their names) is given below:



	Information known to Self	Information not known to Self
Information known to others	1 Open	2 Blind
Information not known to others	3 Hidden	4 Unknown

This model is made up of four different quadrants that together represent total person in relation to others on the basis of awareness of behaviour, feeling, and motivation. Each quadrant is defined as follows:

1. **The Open Self.** The open quadrant refers to states about an individual such as behaviours, feelings, and motives that he knows and is willing to share with others. Sometimes, in a relationship, the individual is straightforward, open and sharing. It is clear to both what he is doing, how he is feeling, and what his motives are.
2. **The Blind Self.** The blind quadrant refers to states about an individual known to others but not known to him. Other people know what is happening to him but he is not aware of it. Often such blind behaviour is copied by the individual from significant people unconsciously right since the childhood. Because such behaviour is copied unconsciously, people may not aware about it. Jongeward and Seyer observe that subtle bars to our personal effectiveness are often our blind quadrant. We may speak in certain way- with a tone of voice, a look on our face, a gesture – that we are blind to, but other people are acutely aware of it. In fact, our manner can affect how they perceive us and, they believe they can interact with us.
3. **The Hidden Self.** The hidden quadrant refers to states about the individual known to him but not known to others. This is private and only the person concerned knows what is happening. The hidden self is within the vision of the individual but he does not want to share with others. People learn to hide many feelings and ideas right from their childhood.
4. **The Unknown Self.** The unknown quadrant refers to states that neither the individual nor other people know about him. The unknown self is mysterious. Many times, motives and feelings go very deep and no one, including the person concerned, knows about these. People often experience these parts of life in dreams or in deep-rooted fears or compulsions. These acts, feelings, and motives remain vague and unclear to people until they allow them to surface.

Change in Awareness

The awareness about self is not static, rather, it changes continuously. As awareness changes, quadrant to which the psychological state is assigned also changes. Jongeward identified eleven principles of such change.

- 1) A change in any one quadrant will affect all other quadrants.
- 2) It takes energy to hide, deny, or be blind to behaviour which is involved in interaction.
- 3) Threat tends to decrease awareness; mutual trust tends to increase awareness.
- 4) Forced awareness (exposure) is undesirable and usually ineffective.
- 5) Interpersonal learning means a change has taken place so that the quadrant 1 is larger, and one more of other quadrant has grown smaller.
- 6) Working with others is facilitated by a large enough area of free activity. It means more of the resources and skills of the persons involved can be applied to the task at hand.
- 7) The smaller the first quadrant, the poorer the communication.
- 8) There is universal curiosity about the unknown area, but this is held in check by custom, social training, and diverse fears.
- 9) Sensitivity means appreciating the covert aspects of behaviour in quadrants 2, 3 and 4, and respecting the desire of others to keep them so.
- 10) Learning about group processes, as they are being experienced, helps to increase awareness (enlarging quadrant 1) for the group as a whole as well as for individual members.
- 11) The value system of a group and its members may be observed in the way the group deals with unknowns in the life of the group itself.

In addition to image, there is a structure associated with the Interself. This consists of those elements of each personality in the Interperson which affect directly its processes on interaction. The Interself of the organizational interperson, then, is derived from the fact that two selves, two personalities, come together in an instrumental relationship. In addition to its structural dimensions, a second aspect, as discussed earlier, is the image of the relationship in the minds of the participants. This affects the type of interpersonal behaviour.



Management of Stress

* Sh. M.N. Kundu

Stress is an everyday event of life. From the Neolithic era to the nuclear age human civilization has advanced a lot but stress has continued to remain a common factor of life. Ever since we are born and till we die our life consists of innumerable stress, succumbing to stress, and coping with stress.

The origin of the concept of stress predates antiquity. Selye has defined stress as, "the non-specific response of the body and mind to any specific demand made upon it." The concept of "stress" has been borrowed from the natural sciences. During 18th and 19th century stress was equated with "force, pressure or strain exerted upon a material object or person which resists these forces or attempts to maintain its original state". Thus stress in engineering is known as "the ratio of the internal force brought into play when a substance is distorted to the area over which the force acts."

The term has been used to refer to:

- (i) stimulus i.e. external force acting on the organism
- (ii) Response i.e. changes in the physiological/psychological functions
- (iii) Interaction between external force and the resistance opposed to it.
- (iv) Comprehensive combination of all the above factors.

Hans Selye, the first major researcher on stress was able to trace exactly what happens in our body during emergency response of fight or flight. A series of biochemical changes prepare us to deal with the threat or danger or run away from it. Any problem, imaginary or real can cause the cerebral cortex (thinking part of the brain) to send an alarm to the hypothalamus (the main switch for stress response, located in the midbrain). The hypothalamus then stimulates the sympathetic nervous system to make a series of changes in the body. The heart rate, breathing rate, muscle tension, metabolism and blood pressure all increase. Hands and feet get cold, blood is directed away from digestive system into larger muscles that can help us to fight or run. The pupils dilate to sharpen the vision, hearing becomes more acute, diaphragm and anus get locked.

While all these are going on something else also happen that can have long-term negative effects if left unchecked. Your adrenal glands start to secrete corticoids which inhibit digestion, reproduction, growth, tissue repair and response of immune and inflammatory systems. In short, some very important functions that keep your body healthy begin to shut down.

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All stress is not bad, it is rather a great motivator and mother of all achievements. In fact, stress is not only desirable but also essential to life. Whether the stress you experience is the result of major life changes or cumulative effect of minor everyday worries, it is how you respond to these experiences that determines the impact stress will have on your life.

We experience stress from the following five basic sources:-

- (I) Our environment bombards us with demands to adjust. We must endure bad weather, noise, pollution, traffic problems etc.
- (II) The social factors like relationships, deadlines, financial problems, disagreements, loss of loved ones etc.
- (III) The third source is physiological. Illness, aging, accidents, poor nutrition, obesity, sleeplessness all the body problems. The rapid growth of adolescence, menopause in women can also result in stressful symptoms.
- (IV) Organizational factors also cause a lot of stress in us.
- (V) The fifth source of stress is your thoughts, Your body and mind interprets and translates complex changes and determines when to turn on the emergency response.

Organisational membership is a dominant source of stress. Pareek Pioneered work on role stress by identifying as many as ten different types of organisational role stress. They are described here briefly:-

- i) Inter-role Distance Stress (IRD) is experienced when there is a conflict between organisational and non-organizational roles, as role of an executive versus the role of a husband etc.
- ii) Role Stagnation (RS). This kind of stress is the result of gap between demand to outgrow his previous role and to occupy new role-effectively. It is the feeling of being stuck in the same role. Such a type of stress results into perception that there is no opportunity for one's career progression.
- iii) Role Expectation Conflict (REC). This type of stress is generated by different expectations by different significant persons about the same role, and the role occupant is ambivalent as to whom to please.
- iv) Role Erosion (RE). This type of role stress is the result of the role occupants feeling that some functions which should properly be belonging to his own role are transferred to or performed by some other role. This can also happen when the functions are



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performed by the role occupant but the credit goes to some one else.

- v) **Role Overload (RO).** When the role occupant feels that there are too many expectations for the significant roles in this role set, he experiences role overload. There are two aspects of this stress, Quantitative or Qualitative. The former refers to having too much to do, while latter refers to too difficult functions.
- vi) **Role Isolation (RI).** This type of stress refers to psychological distance between the occupants role and other roles in the same role set. It is also defined as role distance which is different from inter role distance. Among various roles occupied by the same individual, role isolation is characterised by the feeling that others do not reach out easily, which is indicative of the absence of strong linkages of one's role with other roles.
- vii) **Personal Inadequacy (PI)** This type of stress arises when the role occupant feels that he does not have the necessary skills and training for effectively performing the functions expected from his role. This is found to happen when the organisations do not impart periodic training to enable the employees to cope with the fast changes both within and outside the organisation.
- viii) **Self Role Distance (SRD).** When the role person occupies goes against his self concept then he feels self-role distance type of stress. This is essentially a conflict arising out of mismatch between the person and his job.
- ix) **Role Ambiguity (RA).** It refers to the lack of clarity about the expectations of role which may arise out of lack of information or understanding. It may exist in relation to activities, responsibilities, personal styles and norms and may operate at these stages:-
 - (a) when the role sender holds his expectations about the role
 - (b) when he sends it.
 - (c) When the occupants receive these expectations.
- x) **Resource Inadequacy**

Burnout and Rustout

All gainful activities classified as work or job are fraught with stress. Burnout stress syndrome (BOSS) is the awareness of a high level of job stress, personal frustration and inadequate coping skills. BOSS is a debilitating psychological condition brought about by unrelieved work stress as indicated below:

Depletion of energy reserves.
Lowered resistance to illness.
Increased dissatisfaction and permission.
Increased absenteeism and inefficiency at work.

Some personality factors have been found to contribute to burnout. A personality orientation called Type A have been found to be associated with burnout. More recent research has shown that some specific elements in Type A personality contribute to burnout: cynicism (low interpersonal trust) and a sense of loneliness. Other personality factors contributing to burnout are externality, low self-esteem, rigidity, alienation and machiavellism (manipulative orientation). One research has shown that stress tolerance is higher in individuals with great impulse control or self-control.

Several factors contribute to burnout phenomenon. The opposite of these contribute to the phenomenon of glow up. For each contributing factor there is a conversion strategy. Development of inner directedness (self-obligating orientation) achieves the optimum level of stress – one factor contributing to glow up.

Rustout Stress Syndrome (ROSS)

Researchers have observed a phenomenon which is the opposite of Boss that is indicative of stress underload. It occurs when there is a gap between what the executive is capable of doing and what he is required to do. The concept of role erosion is close to the concept of ROSS. Stress underload can arise due to both qualitative and quantitative aspects of work. Clearly a situational appraisal is a prerequisite for countering stress.

Coping with Stress

Two different approaches to the study of coping with stress have been perused by various investigators. On the one hand, some have emphasised general coping traits, styles or dispositions, while others have preferred to study active ongoing strategies in particular stress situation.

Coping traits refer to a disposition to respond in a specific way in situations that are stressful. Coping traits are thus stable characteristics of the persons that transcend classes of situation. Coping style tends to imply a broader, more encompassing disposition. Trait and style refer to a characteristic way of handling situations, they are stable tendencies from which a prediction is made about how the person will cope in some or all types of stressful encounters. A person's coping style or disposition is typically assessed by personality test, not by actual observation of what the person says or does in a particular stress situation.

The emphasis on process distinguishes the approach from most others which are trait oriented. Psychologists have identified two major ways in which people cope with stress. One way is that the person may decide to suffer or



deny the experienced stress, this is passive approach, or a person may decide to face the realities of experienced stress and clarify the problem through negotiations with other members. This is active approach.

Managing Stress

Each individual needs a moderate amount of stress to be alert and capable of functioning. Given that presence of stress is inevitable it is necessary to prevent its negative consequences. Coping is defined as an adaptive response to stress, a response intended to eliminate, ameliorate, or change the stress producing factors or intended to modify the individuals reaction to stressful situation in a beneficial way.

There are basically two ways of managing stress:

- (1) What an organisation can do.
- (2) What an individual can do.

What an Organisation can do?

- (1) Stress Audit of employees
- (2) Clinical diagnostic interviews.
- (3) Improve organisational design variables i.e. physical work environment, technology, role pressures etc.
- (4) Improve interpersonal variables – leadership styles, group cohesion etc.
- (5) Improve career variables – entry, mid-career, retirement, demotion, stagnation, obsolescence etc.

Stress Reactions :

Organisational.

- (1) Low job satisfaction
- (2) Job tension
- (3) Absenteesm
- (4) Accident
- (5) Output problems (Qualitative/Qualitative).

Individual

- (1) Cardiovascular Reactions – high blood pressure, hypertension, cholesterol, rapid heart beat, coronaries etc.
- (2) Allergy – Respiratory Reactions – asthma, skin disorders etc.
- (3) Oral Reactions – alcoholism, obesity, pill popping, excessive smoking etc.
- (4) Emotional Distress Reactions – depression, suicide, insomnia.
- (5) Low Self Esteem
- (6) Low Trust.

What an Individual can do?

Pareek has suggested 'approach' and avoidance strategies. Generally effective coping strategies are 'approach' strategies, to confront the problem of

stress as a challenge and to increase capability of dealing with it. Ineffective strategies are escape or avoidance strategies to reduce the feeling of stress by denying the existence of stress through use of alcohol, drugs, or other escapist behaviour.

Research has shown that social and emotional support available to the person helps him or her to effectively cope with stress. Persons maintaining close interpersonal relationship with friends and the family are able to use appropriate coping strategies. Social support includes both material and emotional support.

The following strategies have been effective to overcome stress application:

- (1) *Take a hard look at yourself. Critically examine your own contribution to stress.*
- (2) *Stay alert – do things other than your job which give you a source of meaning and satisfaction.*
- (3) *Take risks – growth and productivity result from taking risks.*
- (4) *Avoid Isolation – Keep the channels of communication open with colleagues, friends and the family.*
- (5) *Overcome obsolescence - update your knowledge and skill to face the challenge.*
- (6) *Stretch for success – make an effort with the hope to achieve your goals.*
- (7) *Cutback on excessive hours.*
- (8) *Exercise/Eat/Sleep properly.*
- (9) *Pamper yourself – Most of us know how to pamper other people when they experience a life crisis. We send flowers to a friend in hospital and pay special attention to people in need. Pampering yourself can have the same effect. The key object is to break the routine.*
- (10) *Get involved – a boring job can lead to burnout as easily as a challenging one.*
- (11) *Practice relaxation techniques – normally we do not know how to relax. Progressive relaxation technique can relieve much of our tension.*
- (12) *Learn to visualise – as an effective tool visualisation can be used for coping with stress.*
- (13) *Prayer and meditation – are the most useful ways to tackle with stress in any situation under any circumstances. Meditation is an effective method to elevate anybody to a level which is beyond*



stress. It needs attitudinal changes, a set of value system and the proper techniques to practice depending on the ability of the person.

Stress is like a rose bush. You may look at it as a treacherous plant as its branches are covered with sharp thorns or you may see the rose bush as all roses with a few thorns underneath – and even those thorns crumble when you hold the bush forcefully with a gloved hand. As per your own perception you may fall a victim to stress, or make it work for you.

EFFECTIVE PRESENTATION

* S.C.SEN

MAIN STAGES :-

PREPARATION

PRESENTATION

CONSOLIDATION

Stages may be further sub-divided. These notes cover the main features. Time and effort devoted to each will vary with the circumstances, knowledge and awareness of the target group. Not all the points listed may be used in every presentation.

PREPARATION

- Major stage - others fail if this is not done well.
- Can be sub-divided into general and specific.

STEPS - GENERAL

1. ASSESS GROUP

- purpose of assembly
- needs of group/organization
- range, depth of knowledge
- likely interest
- background

2. SELECT TOPIC

- relevant to group needs
- interesting
- within own competence

3. SET OBJECTIV

- action verb
- learner oriented
- achievable and assessable

4. SET DURATION

- adjust to group
- If purely verbal - keep short
- lengthen if aids, etc. used

5. ASSEMBLE INFORMATION

- sources (libraries, own knowledge)
- write points as they arise - any order
- check for relevance to topics
- avoid introducing own likes, dislikes
- select major and supporting points
- separate clearly; discard irrelevant
- watch number of points - keep low
- add examples, illustrations, etc.
- check steps 1 - 5

6. CHECK

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STEPS - SPECIFIC

1. LAYOUT NOTES
 - major first then add supporting points
 - note form - omit superfluous words
 - decide form - sheets, cards, etc.
 - PRINT - large letters
 - use colour (strong)
 - space words for easy reading
 - keep simple, brief, clear, accurate
 - read through and revise
 - do final form
2. SELECT AIDS
 - appropriate
 - no gimmicks
 - use only if essential, relevant
 - can they be seen?
 - can you use them?
3. SELECT REPORTS, HANDOUTS, ETC.
 - relevant
 - expansion of topic
 - consolidation
 - decide distribution time
 - have more than needed
4. DO DRY RUN
 - check time, timing
 - check aids, reports, handouts, etc.
5. FINAL CHECK
 - just prior to actual session
 - check all ready

PRESENTATION

1. INTRODUCE
 - state topic/title
 - introduce self, other relevant information
 - give format, duration etc.
 - re-state title
 - display title (on board, projector, etc.)
 - outline main features, aim
 - state objective, depth, etc.
2. DEVELOP
 - state major points one by one
 - expand each major, add supporting points

- display each plus supporting
- use aids, illustrations, etc.
- summaries each major, link with title and previous point
- repeat till all dealt with
- be prepared to exclude/ include as time, reactions dictate
- final summary
- close

3. STYLE

- use language group understands
- avoid unexplained jargon
- choice of words - simple
- speech - speed, pitch, accent, clarity use of pauses, articulate
- stance - comfortable, able to look at group
- Use aids
- avoid elaborate aids
- writing - large, print preferably
- use humour judiciously
- avoid mannerisms which might distract

CONSOLIDATION

- during and after
- each major point
- ask/invite questions
- allow enough time
- distribute handouts/performance aid, etc.
- gather equipment, unused handouts etc.
- leave area as you found it

HELPING RELATIONSHIPS

- P. Prabhakaran

In all inter-personal or inter-group transactions, relationships are evolved between individuals or groups. In order to facilitate the transaction of business among individuals and groups, it is desirable that these relationships are hearty, cordial and helpful. Carl R. Rogers defines a helping relationship as :-

' a relationship in which at least one of the parties has the intent of promoting the growth, development, maturity, improved functioning, improved coping with life, of the other. The other, in this sense, may be one individual or a group. To put it in another way, a helping relationship might be defined as one in which one of the participants intends that there should come about, in one or both parties, more appreciation of, more expression of, more functional use of, the latent inner resources of the individual'.

This is a comprehensive definition of both long-term and temporary helping relationships. Long-term relationships would include the relationships between father and child, teacher and pupil, physician and patient, administrator and his junior colleagues, and so on. Examples of temporary relationships are those between a reception officer and a visitor, a postal registration clerk and a customer, the railway reservation clerk and a would be passenger, or any public servant and a member of the public who calls on him in connection with his official work. We shall examine some of the factors which are conducive to the development of helping relationships in such transactions.

2. Requirement of a helping situation

- (i) Mutual Trust and acceptance. In the case of temporary contacts such as those between the reception officer and a visitor or between a registration clerk and a customer, looking upon the public with suspicion, as if they are going to snatch the earliest opportunity to hoodwink the public functionary, sets up a road-block between the two individuals. Such an attitude of distrust prevents the public servant from doing his utmost to help the public. Psychological acceptance of the public as deserving of all possible assistance impels us to go sometimes even out of the way to help them. Trusting and accepting the other person is not however easy or automatic in practice. Different persons evince different degrees of trust in strangers and acquaintances. Though the degree of trust and acceptance which an individual exhibits in his relationships with

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others is normally a function of his psychology and personality, this can be developed and improved in desired directions by conscious efforts by developing an awareness of one's values and attitudes.

- (ii) Openness. Frank and uninhibited dealings will help establish confidence in the public. Spontaneous reactions openly expressed will in the long run develop credibility in public officials. Sidetracking of issues and concealment of feelings will only lead to the postponement of saying or doing unpleasant things, if that is what is absolutely warranted by the situation in the public interest. But candid expression of facts does not mean rough and rude dealings with the public. Even an unpleasant truth can be given expression to in a polite and inoffensive manner. False promises create problems for the future, immediate or distant.
- (iii) Interest and concern for the client. Genuine concern for the public and an abiding interest in their welfare are expected to be the hallmarks of the performance of duty by public officials. Assistance to the public in meeting their demands is the sine-qua-non of public service, as it is implied in the term 'public servant', and this help is to be rendered to them by virtue of the very implications of the terms and conditions of government service. Every public servant is to develop this concern for his clientele, which can help him understand the latter's problems and gauge their feelings and anxieties. Only such an attitude will enable the development of a proper appreciation of other's difficulties not only at the cognitive level but also at the feeling level which alone can set up the same wavelength between the helper and those in need of help.
- (iv) Willingness to listen to the other's point of view. Unless we listen to what the other man has to say we shall never understand their problems. The capacity and willingness to give a patient hearing to all those with whom we have public dealings is therefore an essential imperative for all public officials. Listening is not merely paying attention to the words they utter but also to pay heed to their facial expressions, gestures, voice tone and other unspoken but nevertheless eloquent expression of ideas. In practice this is a difficult exercise because we are generally more interested in hearing our own voice rather than in listening to others. But listening, and that too with empathy, is an essential prelude to any helping endeavour on the part of anyone. In the process of listening, keying, responding and guiding must become almost second nature to anyone desirous of dealing positively and helpfully with the visitors.

3. Steps towards achieving helping relationships.

- (a) The first step in equipping ourselves with the necessary expertise comprising the appropriate mental framework and professional

competence is to develop an understanding and awareness of one's own values, attitudes, needs, motivations and expectations. One of the practical methods of acquiring such an awareness is to obtain the feedback on ourselves and our behaviour from those with whom we come in contact. This feedback will not be freely forthcoming from others unless we are serious and sincere in seeking and accepting it. Provided we make it clear to others that we value their opinions and comments, honest feedback will become available and we have an opportunity to see ourselves as others see us, with all our weaknesses and strengths. Such an insight is essential for all our dealings with others, as our self-concept colours all that we say and do, hear and see. How and to what extent we respond to the needs and feelings of others will depend on our perceptions of our own needs and feelings.

- (b) The next step is an awareness and acceptance of the values, attitudes and needs of others. We should have a genuine respect for their needs, motivations and feelings. Only in such a context of accepting their total personality without a judgmental approach can we develop empathy for their difficulties which alone will generate the drive and enthusiasm in us to seek and provide solutions to their problems.
- (c) A certain level of psychological maturity on our part will help smoothen all our public relations and dealings. One of the outcomes of such a measure of maturity is the adoption of an attitude and approach of self-confidence which reassures the other person and makes him feel that our behaviour is no psychological threat to him. To secure this objective, we should free ourselves completely of any evaluative or judgmental approach to the attitudes and feelings of others.
- (d) It is true that our interactions with people arise from our official dealings with them. It is equally true that in finding solutions to their grievances and problems we have to deal with them in a professional way. This however does not mean that our attitudes and relationships should also be professional in nature. Infact a more satisfying solution to any problem can be found if only the relationships are personal in the sense that it is a transaction between two individuals who value each other as persons and not having to do with each other only in an official capacity. Official approaches breed impersonality, distance, and an attitude which looks upon the other person as an object, an official case. Personal attitudes, on the other hand, develop warmth, liking, caring, regard and respect.
- (e) An over-degree of sympathy may be perceived as unhelpful and inconsistent with the other person's self-respect and dignity. While no help should be forced on anybody, the help that is rendered should not appear as an act of charity on our part. Activities of

public servants are part and parcel of their public responsibilities and they should not behave as if they are going out of their way to oblige the public. As far as possible helping endeavours should be non-directive and voluntary.

4. Motivation and helping relationships.

The motives of the helper and the receiver of help play an important part in making the helping relationship more effective. In the context of public service the receivers of help belong to innumerable categories which almost baffles any systematic analysis of their motivations. We shall therefore refer to the motivations of the helper with which we are more directly concerned in our effort to understand how we can make our public relationships more helpful and useful to the community.

The motivations and behaviour of individuals can be broadly classified under three categories, namely, (i) Power motivation (ii) Achievement motivation and (iii) Affiliation motivation. Persons actuated by power motivation are concerned with establishing superiority over others and influencing and controlling people. Achievement motivation consists in a concern for the achievement of goals, striving for excellence, and improving upon established standards. People with affiliation motivation have a desire to be in the company of people, sharing their experiences, enjoying their company and making their association with them useful, comfortable and mutually beneficial, by having due regard to their feelings.

In the context of helping relationships, it may be said that the helper should not be so much concerned with power motivation, that is with controlling and influencing the other person, as to forget the common task of the relationship and the accomplishment of the task. As regards achievement motivation, the main concern should be how best to accomplish the client's task, and not to think in terms of one's own personal ambitions and tasks. Similarly with regard to affiliation motivation, the helper must try to gauge the feelings of his client, understand his difficulties sympathetically and try to find out a solution by mutual exploration with a genuine concern for the person and his problems.

Effective helpers have moderate levels of power, achievement and affiliation motivation. Influence, concern for the task, and a sense of intimacy and understanding are all necessary for effective help to be rendered. However, there is a higher need for affiliation than for power and achievement. Ineffective helpers are highly motivated in power and achievement areas and low on the affiliation side.

5. We have already stressed the need for developing an awareness of one's own values, attitudes, motivations and expectations. Such an awareness helps the formation of an appropriate self-image or self-concept. This self-concept should not be merely perfunctory or based only on our knowledge, skills, and experience. It should be a 'gut level' insight based on our attitudes, motivations

and perceptions. In addition to self-concept, one should have a clear idea of the relationship between self and the organisation in which one is working. This revolves round the basic question whether there is congruence between the goals of the organisation and the goals of the individual. As government's primary goal is the achievement of the welfare of the citizen, service to the public is the rationale and justification for the existence and sustenance of the government servant. Apart from this, there is also an imperative need for developing and maintaining pride in the organisation, that is, government and for generating the determination continually to refurbish the image of government in all our endeavours and activities.

6. Some of the barriers to giving effective help which should be eliminated from the self image of one who is desirous of developing helping relationships are:

- Aggressiveness and an autocratic approach to men and matters.
- Cynicism
- Impatience
- Need for domination over others and a feeling of importance arising therefrom
- Insensitivity to others.
- Talkativeness in excess.
- Absence of humour
- Retiring as against outgoing temperament

7. In a democratic State, the public have a legitimate right to expect all reasonable assistance and help from government and its functionaries. The government in a Welfare State has a commitment and obligation to smoothen the rigours of the common man's day-to-day life, particularly in view of the fact that Government's sphere of operations extend to almost all aspects of the citizen's life. To meet the revolution of rising expectations on the part of the people, and to fulfil government's primary responsibility of catering to the needs of the public, it is essential that every public servant should understand and imbibe the real significance and spirit underlying the term 'public SERVICE', not only cognitively and intellectually but emotionally and with genuine feeling and empathy. Public service will have very little credibility and impact unless it is imbued with a sense of trust, concern and positive acceptance of the public, which alone can lead to effective helping relationships.

MOTIVATION

"When an institution, organisation or nation loses its capacity to evoke high individual performance, its great days are over".

-John W. Gardner

The primary task of any organisation is the achievement of its overall objectives. Assuming that two organisations have similar resources of finance, material and even personnel in number and capabilities, what distinguishes one organisation from the other, in terms of efficiency and output, is the desire for achievement shown by the employees and the corresponding effort put in by them. This emotional strength, which is intangible but, nevertheless, very effective for successful management, is the outcome of proper motivation of employees.

2. Motivation people is the task of creating and sustaining the desire and willingness in employees to perform their allotted task with utmost efficiency for the achievement of the objectives of the organisation. Motivation is an emotional drive springing from human desires, interests, aptitudes and needs. It is aimed at the generation of organisational energy from the creativity, ambition and emotional involvement of employees.

3. Motivation is closely allied to the state of morale in one organisation. Morale is a mental attitude which causes people to give of their best to their organisation without external pressure and to subordinate their personal goals willingly to organisational objectives, in cooperation with colleagues. Morale could be described as a frame of mind resulting from the presence of properly motivated individuals. It is the capacity of a group of people to pull together in pursuit of a common purpose. "Motivation refers to the urge or drive in an individual towards a particular behavioural pattern, whereas morale describes an individual's overall mental framework which facilitate action in cooperation with other individuals and groups for the achievement of established objectives."¹ "Motivation provides the potential for morale, which can be defined as the state of mind of a well motivated person functioning in cooperation with other individuals and groups in an organisation.

4. A Theory of Motivation "Hierarchy of needs"

Dr. A.H. Maslow has enunciated a theory of motivation on the basis that there is a hierarchy of needs which motivates human behaviour. Man is described as a wanting animal, and his wants are insatiable. Human needs have been classified into five different levels in a hierarchy of relative prepotency, that is, the lowest unsatisfied need dominates as individuals behaviour until it is reasonably satisfied, at which stage the need at the next higher level emerges. These needs are physiological needs, safety needs, esteem needs and the need for self-actualisation.

¹ Glenn Stahl, Public Personnel Administration.

5. The physiological needs are at the starting point of the motivation theory. These needs include the need for food, sleep, rest etc. If these needs are not satisfied, an individual will strive his utmost for the gratification of these needs and his behaviour will be conditioned by his efforts to satisfy them. A man who is extremely hungry has no other interest but food. "He dreams food, he remembers food, he perceives only food and he wants only food."² Once these needs are met, they are no longer motivational drives, and the next level of needs namely, safety needs come to the surface. These include protection from physical danger, the demand for economic security, job security and conditions which ensure reasonable and justified advancement in professional life. Examples of safety needs are the common preference for a job with a tenure and protection, the desire for a savings account and for insurance of various kinds. When both physiological and safety needs are fairly well satisfied, there will emerge the love needs, consisting of the need for love, affection and belongingness. At this stage, an individual will feel keenly the absence of friends, a spouse or children. He will long for affectionate relations with people in general. These needs also relate to an individual's desire to be associated with his fellowmen on and off the jobs. ~~There is a desire for acceptance by those with whom he frequently comes in~~ contact, be they friends, relatives or colleagues at work. At the next stage in the hierarchy of needs come the esteem needs. To a certain extent, these needs overlap the special needs. Esteem needs manifest in two forms, namely, self-esteem and the esteem of others. The need for self-esteem consists of the desire for personal worth, competence, achievements, independence and dignity. Satisfaction of the self-esteem needs leads to self-confidence and strength in facing the world. The urge for the esteem of others is reflected in the individual's desire for the recognition by others of his reputation, importance and prestige. If all the above needs are satisfied, at the apex of the hierarchy is the need for self-actualisation. This is the need for an individual to grow to his fullest potential and reach the maximum height which he is capable of attaining. This is the desire to become more of what one is, and to become everything that one is capable of becoming. It is the desire for self-fulfilment.

The five levels of motivational needs are inter-related in a hierarchy of prepotency.

6. The basis principles of Maslow's theory of motivation are:-

- (i) What a man wants at a given time depends on wants at previously satisfied, so that unsatisfied needs constitute the real motivating drive; and
- (ii) when wants at a lower level are satisfied, those at the next higher level surface for satisfaction. The general idea behind the hierarchy of motivational needs is that, so long as needs at a particular level are not satisfied, the urge for the satisfaction of those needs constitute the relevant motivating factor. Once those needs are satisfied, needs at the next level demand gratification as a

² A.H. Maslow, A dynamic theory of Motivation, from C.L. Stracey and M.F. De Martino, Understanding Human Motivation.

motivational drive. The extent of motivation which can be created in an individual depends on the level of unsatisfied needs in him. In order to motivate a person properly, it is necessary to understand his immediate needs the satisfaction of which alone will produce the appropriate drive towards the performance of his job willingly and to the best of his ability. It is the responsibility of management to understand those urges and aspirations of employees and take suitable steps to motivate them properly. "The essential task of management is to arrange organisational conditions and methods of operation so that people can achieve their own goals best by directing their own efforts towards organisational objectives."³

7. For the vast majority of employees, the basic motivational needs are physiological and safety needs. These needs depend for their satisfaction on the financial compensation an employee receives from management. The pay, allowances and other monetary compensations therefore acquire the pride of place among the factors of motivation in a large number of employees, particularly in the lower income brackets. In these days of spiralling costs, these needs become prominent even in the case of higher income groups, though these needs by themselves cannot provide all the motivation they need.

8. Apart from financial incentives, one of the basic requirements of a sound personnel policy which can produce the required enthusiasm for work is to assign to a person the type of work for which he is most fitted. This is the basis of a systematic scheme of career management. In practice, it is really difficult to provide all persons with congenial jobs of their choice. But an earnest effort can be made in this direction so that the special qualities and abilities of persons are allowed fullest expression while on the job. Instances are not rare in which persons who were not faring so well in certain jobs have been found to do exceptionally well in some other jobs.

9. Job satisfaction is a major factor in motivating people in their work. This is partly derived from doing a piece of work which is after one's heart. A major factor in job satisfaction consists in the feeling that one's job is challenging and worthwhile. This feeling can be inculcated into people by giving them an idea of how their individual jobs fit into the overall objectives of the organisation. The mason labouring at the wall of a temple is not just building a structure in bricks and mortar but is really engaged in constructing the abode of God. Similarly a clerk who does the routine jobs of typing the pages of a book should get the feeling that he is not just typing the pages of a book but helping in the publication of a source of knowledge. The inculcation of this feeling into employees is management responsibility, and efforts should be made to create an environment in which pride in one's job is part of the organisational culture.

10. Building on the strengths of employees affords opportunities for the development of appropriate motivation. If the strong points of an employee are emphasised and given sufficient scope for application on the job, not only will

³ Douglas M. McGregor.

he feel a sense of importance but he will also be performing his job more efficiently. While the weak spots do require rectification, continual emphasis on them does not contribute to the employee's morale. It is better that persons are not deployed on jobs where their inherent weaknesses are likely to show up and lead to overall inefficiency. For example, a person with a natural abhorrence for figure-work is better not put on budgeting and accounting jobs.

11. Motivation is the responsibility of management and practices of motivation vary with styles of management. It is, therefore, worthwhile to enquire as to which style of management will be most conducive to create the right type of motivation in employees. The conventional approach of management is considered inadequate to create appropriate motivation in employees. The conventional conception of management tasks in harnessing human energy for organisational requirements is summarised in McGregor's theory 'X'⁴ the main propositions of which are:

- (1) Management is responsible for organising the elements of productive enterprise – money, materials, equipment, people – in the interest of economic ends.
- (2) With respect to people, this is a process of directing their efforts, motivating them, controlling their action, modifying their behaviour to fit the needs of the organisation.
- (3) Without this active intervention by management, people would be passive – even resistant – to organisational needs. They must therefore be persuaded, rewarded, punished, controlled – their activities must be directed. This is management's task – in managing subordinate managers or workers. We often sum it up by saying that management consists of getting things done through other people.

Behind this conventional theory, there are several additional beliefs-less explicit, but widespread

- (4) The average man is by nature indolent – he works as little as possible.
- (5) He lacks ambition, dislikes responsibility prefers to be led.
- (6) He is inherently self-centred, indifferent to organisational needs.
- (7) He is by nature resistant to change.

⁴ Douglas McGregor. The human side of Enterprise.

As against Theory 'X' which outlines the conventional approach to management, McGregor has put forward his Theory 'Y'⁵ with following.

As against theory 'X', which outlines the conventional approach to management, McGregor has put forward his theory 'Y' with the following prepositions:-

- (1) Management is responsible for organising the elements of productive enterprise -- money, materials, equipment, people -- in the interest of economic ends.
- (2) People are not by nature passive or resistant to organisational needs. They have become so, as a result of experience in organisation.
- (3) The motivation, the potential for development, the capacity for assuming responsibility, the readiness to direct behaviour toward organisational goals are all present in people. Management does not put them there. It is a responsibility of management to make it possible for people to recognise and develop these human characteristics for themselves.
- (4) The essential task of management is to arrange organisational conditions and methods of operation so that people can achieve their own best by directing their own efforts toward organisational objectives."

Whereas Theory 'X' postulates that it is the duty of management to motivate people by directing and controlling their action, so as to modify their behaviour to suit the needs of the organisation, Theory 'Y' believes that the motivation and the readiness to direct behaviour towards organisational goals are latent in people and that there is no need for management to bring in these qualities from outside. The responsibility of management is to make it possible for people to recognise and develop these human characteristics for themselves.

12. The main thrust of McGregor's Theory 'Y' is that management should be participative so as to provide opportunities for the development of individual and to allow individual ambitions to merge in organisational objectives. Motivation is regarded not as an exercise in coercion and threats, typified by the carrot and stick approach, but as a process of creating opportunities and providing guidance to enable people to direct their efforts and energies towards the realisation of organisational objectives. The participative style of management encourages mutual trust, free communication and collective decision-making. The participative approach emphasises "frequent consultation by the supervisor with his staff, guiding them to arrive jointly at decisions and providing the free environment in which they become accustomed to apply their own intelligence rather than to receive instructions on every detailed step or task".⁶

⁵ Douglas McGregor, The Human Side of Enterprise.

⁶ Glenn Stahl, Public Personnel Administration.

13. Frederick Herzberg suggests that the primary motivation for work must come from the job itself. According to him, the real motivators are the jobs content, responsibility, achievement, advancement, participation, recognition and the chance to grow. He classified factors such as the environments of a job, administrative facilities, pay, and other working conditions as the "hygiene" factors as distinguished from the motivating factors.

14. Recent researches have centred round the "Expectancy theory" of motivation. This theory is concerned with the conditions under which motivated behaviour occurs rather than what needs energise behaviour. According to this theory, effective performance depends not only on the individual's willingness or motivation to display efforts but on what is perceived as the relationship between effort, performance and reward.

15. The following steps are expected to motivate people to greater levels of performance:

(1) Decentralisation and delegation of opportunities to subordinates for assuming responsibilities and taking decisions on their own. This satisfies the egoistic needs of employees, who acquire a feeling of importance and a confidence that senior management consider them capable of independent action.

(2) Job enlargement: This provides opportunities to accept more challenging responsibilities in one's job.

(3) Better communication: As a person knows more about his job and its environments, he evinces greater interest in and concern for his work. If management communicates more freely with employees, it gives them a feeling that they are considered important. If, however, information is withheld, it is almost clear that it is of no significance whether or not people are put in the know of what is happening. Effective communication therefore makes work more purposeful.

(4) Principle of recognition: Recognition for good work will make people work hard consistently. The modes of expression of this recognition depend on the environment and culture of the organisation. Gentle praise for a piece of work well done, and tactical and persuasive ways of identifying and correcting the fault of employees with the primary aim of improving their performance are practical motivations in work.

(5) The safety needs in the hierarchy of motivation refer not only to financial and physical security, but also to professional security. Personnel in an organisation should feel confident that their legitimate avenues of professional advancement are not blocked. This implies that the organisation should have sound personnel policies of selection, performance appraisal, promotion and so on, and these policies should be implemented objectively and impartially.

16. The normal tendency in individuals is to seek fulfilment and satisfaction of individual needs first and foremost. Group needs are assigned only secondly.

1. What a manager expects of his subordinates and the way he treats largely determine their performance and career progress.
2. A unique characteristic of superior managers is their ability to create higher performance expectations than subordinates' fulfillment.
3. Less effective managers fail to develop similar expectations and, as a consequence, the productivity of their subordinates suffers.
4. The subordinates, more often than not, appear to do what they believe they are expected to do.⁸

18. In conclusion, it may be stated that "there is increasing agreement that for people to be effectively motivated, they should have:

- (1) *challenging work*
- (2) *the opportunity to accomplish or achieve something significant*
- (3) *the prospect of having at least some of their skills and abilities utilised*
- (4) *opportunities to be involved in decisions and changes which affect them*
- (5) *recognition for their accomplishments*
- (6) *opportunities to advance*
- (7) *the chance to grow and*
- (8) *the potential of assuming additional responsibilities down the road".⁹*

⁸ J. Sterling Livingston, "Pygmalion in Management", Harvard Business Review, July-August, 1969.

⁹ Frank M. Sterner, Nourse, Sterner & Associates, Milwaukee, Wisconsin.

Values in Administration

When we talk about administration, we have in our mind the Public Administration only. Invariably it has to do everything with the whole Government set up and its variety of activities. All these activities are undertaken to provide all types of social, economical, and utility services to its citizens for the all round development of the people. Not only this, Administration is required to have capability of acquiring a sustained growth and to cope with new continuous change towards the achievement of progressive political, economical and social objectives, thus leading to National building.

Can you think of an activity, which is outside the ambit of administration?

We hardly find any activity, which does not fall within the sphere of administration. One word, which is now becoming increasingly popular, is Governance. Governance is what the Government does. Basically, good Public Administration can only lead to good governance.

The success or failure of activities of the state depends upon the proper execution of national plans and programmes. No plan, however, good it may be can be successful without clean efficient and impartial Administration. However, today we find ourselves to be a part of the administration, which is neither clean nor impartial. We find corrupt practices, low morale, and favouritism, culture of high consumerism, casteism, and nepotism all around us. To an extent, we are also part of it. That is why we could not progress in all walks of life, the way we should have.

In the organisation, we are laying much stress on skills-development, which of course is required to keep pace with the changing technology and requirements. At the same time, efforts to some extent are also being made to develop positive attitude of the government officials towards the desired acts and behaviours. However, little is achieved through all the efforts made in this direction. Today, we find lot of gap between theory and practice, belief and action. This gap leads to hypocrisy. This contradiction leads to tensions and stress in the society. The contradiction between our thought and practice fetters us. We are able to realise what is ethically wrong and wish to remove it. But our own doings fail it. According to Gandhi, social development must aim at removing as far as possible this contradiction.

Present day administration and politics widely acknowledge that corruption and power abuse weaken the nation. The obvious solution is better, more transparent and accountable administration. Such an administration can be trustworthy only when it is based on deeply felt human values. Because, unless values are inculcated within human beings, their attitude and behaviour cannot be changed through superficial efforts. Our national leaders were conscious of this felt need and had been emphasising the human values. Shri Rajagopalchari, has thus observed:

"National character is the keystone on which rests the fate and future of our public affairs, not this or that 'ism'"

"If the parched field of Indian policies and administration has to get fresh green life and grow, we need the monsoon of purity in national character. And the monsoon consists of little drops falling and uniting to make the rain. Individual purity of character alone can revive the parched field"

The need for inculcating values has also been emphasized in the Parliamentary Standing Committees and many other Committees. If sound, positive, noble human values are nurtured within the process of human development, ethical behaviour tends to become natural, spontaneous and almost instinctive. Quality of human values within the individual influence the cognitive rationality, which is reflected in their behaviour. Such values only can lead to Good governance.

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(To see complete material pl.visit website www.persmin.nic.in/otraining/indexundp.html)

Values in Administration

Values and ethics have a significant role to play both in our personal life and day-to-day official activities. We need to understand and put the knowledge of our Indian philosophy into practice for self-growth towards Holistic Competence. This holistic Competence only can lead us to Good Governance as well as self-Governance. We need to understand the real nature of our being and have a feel of it in the Mind Stilling Exercise, the practice that helps us build a balanced personality.

1.3 VALUES

Values flow from the highest of our own self. For each one of us, there are values rooted in the finest part of the self from where we radiate outwards. These values are an inbuilt mechanism, which distinguishes the right from the wrong, the Do's and Don'ts of any action, **even when no one is looking**. Values are concerned with character and conduct of a person and evaluate the voluntary and habitual actions of individuals with reference to their being right or wrong. They are moral principles or standards, which define what is right and good in human conduct.

There is another view on the values, that this self-managing mechanism is not intuitive, but it is acquired from the environment by continuous teaching and the behaviour of others, especially the superior in age and status, as perceived by an individual. We cannot deny the impact of environment, society and family on an individual for the values he imbibes. At the same time, we cannot deny the fact that **the source of values is within**, which guides one in making choice in acquisition of learning from the environment. We can say that there are uniform (Universal) values inbuilt in each one of us. They flow out of the highest of our own self, our ultimate holistic potential. They refer to our intrinsic humanness. Individual or personal values vary to the extent one is conscious towards this inner source and the extent to which one tends to compromise with it in the given cultural environment and other compulsions. Thus both the source within and the cultural environment are important for inculcation of values.

Further some degree of variance is possible in value systems in different social environments, in which a person lives and acts- be it the family, the neighbourhood, the place of work, the community or the country at large. However, at the root of all the value systems, there are certain Universal Values, which are uniformly accepted. Such values lead to the betterment of the entire humanity. In the given culture, some deviations may come in the value-system due to the compulsions of the circumstances then prevailing. Such deviations hold good in those circumstances and time only, but do not hold good forever.

For example wearing of five symbols of Sikhism were made compulsory during the wartime in eighteenth century. Marrying upto four women in Muslims was allowed when male population had reduced drastically due to war. Such customs are not relevant in the modern times, but due to conditioning, they keep following the same practices. Many social evils like untouchability, child marriage and caste-system also become part of a value system. Thus none of the value systems is perfect in absolute terms. The nearer a value system is to the Universal values, the better it is in terms of virtues and righteousness. The deviations in the value systems only lead to conflicts and wars and are against human development. There are certain qualities/emotions, which are accepted as Universal Human Values such as non-violence, gratitude, humbleness, forgiveness, integrity, honesty, patience, innocence etc.

The set of traits as are not desirable are greed, anger, envy, arrogance, vindictiveness and vanity etc. Such qualities or traits, lead to destructive actions. When practiced over a period of time, they build into habits. Desirable values derive a person to use his capabilities for positive actions, i.e. actions useful to humanity (and not self alone),

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while the undesirable values derive them for negative actions, which may result in his own benefit or fulfilment of desire, but are in a long run harmful to both the society and the doer. Values guide us in deciding what is to be done and also the means that should be used for such action.

THE VALUE OF VALUES

Let us go into the analysis as done by Swami Dayananda to explain the impact of "Values vis-à-vis our actions" on development of our personality:

'Most of us have a well-assimilated personal value for money; whereas, when it comes to speaking truth our value often is general and half assimilated. When this is the case, what happens if there is a conflict between the money-value and the truth-value? What if a situation arises where by telling a lie I can make an extra Rs. 500 ? Perhaps



someone has offered to pay me the same amount of money for an item that I had Originally paid for it. I had paid Rs 1,000 but I easily can say that I paid Rs. 1500. for this small lie I will gain an extra Rs.500. I know what that extra Rs. 500 can do for me, what comforts I can buy with it. On the other hand, it is not very clear to me what benefit speaking truth in this situation will be to me. Should I tell the truth or should I lie? Which value will win? Very likely the assimilated value for money will be the victor. But, all the same, something goes on murmuring inside, "Speak truth, speak truth."

I may lie but I will not be comfortable, because I will not be able to avoid what happens when I tell a lie. What happens? First, there is conflict; then there is guilt. I can ignore conflict but I cannot avoid guilt because I cannot escape my half-value for truth. Guilt is a great irritant-greater than chilies! It is a very great irritant. Once I have guilt I cannot have a fully comfortable self. Fulfilling an immediate end at the expense of a general value may bring some passing comfort but, in the long run adds to the discomfort for myself by increasing my accumulation of guilt, large and small.

The Knower-Doer Split

Does anything else happen when I ignore general ethical standards? Yes. I create a "knower-doer" split in myself. For instance, when I lie, I become a speaker: speaking is an action, so as a speaker I am an actor-a doer. At the same time, I know what I am saying. I am aware that what I am saying is something contradictory to truth. Therefore, I, the knower, am in one position and I, the doer, am in another position. By my lie, I create a split, a division, between the knower-I and the doer-I. Everyone has a few lies like this. What is your age? What is your income? What are your qualifications? When I make a series of lies like this I create a split in myself, the knower being one and the doer another. I am not integrated. I have divided myself into an 'ideal' knower who values one course of action and the 'actual' doer who does something else. I have created a Dr. Jekyll-Mr.Hyde conflict within myself. Living with Jekyll and Hyde one cannot get anything out of life. It is impossible. Even in small things, the knower-doer split does harm. The knower begins condemning me. I tell myself that I am useless, that I cannot do what I want to do, that I am not the person I want to be.

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When I am 'split' I cannot fully enjoy anything..... The quality of my life always suffers whenever I become 'split'. To appreciate the beauty of life, to really be available to enjoy its comforts, I need to be 'together'. 'Together' is a good Western expression, which shows an intuitive appreciation of the problem of 'split'. When my universal values are only half values, they will always have the potential of destroying my 'togetherness' producing a 'split' in me, when they yield to some immediate situational value.

The above analysis makes it clear that values are universal, absolute and beyond the situational, cultural, race and creed disparities. Our outer behaviour reflects how far we abide by this inner value-system. We can say that whatever our conduct ought to be when we are in tune with this inner source is what we term as Ethics. The more our conduct is in consonance with the inner values, the better composed and integrated our personality is.

1. ETHICS



'Do not do unto others as you would not be done by' (Atmani Pratikulani pāreṣham na samachary), is the principle given in 'Mahabharat'. The definition of Ethics is well concretized in this maxim. The same principle is repeated in Christianity -

'Do unto others as you would, they would do unto you.'

Thus we should behave with others in the same manner as we expect them to behave with us. We can say Ethics are a code of conduct that we expect of others and so logically from ourselves also.

This means that we should not do anything, which is a deviation from our intrinsic humanness — **Swabhav**. If we are able to do this, our inner core will spontaneously manifest itself. Ethics is human conduct in the light of moral principles, which may be viewed as the individual's standard of conduct or as a body of social obligations and duties. Our behaviour outside is a reflection of our values within, which we radiate outwards thorough our action and deeds. Thus if the Values guiding an action are positive the results are positive. One the other hand if the values guiding a particular action are negative the ultimate outcome will be negative only.

Idealists such as PLATO have contented that there is an absolute good to which human activities aspire. Moral codes or ethics have frequently been based on religious absolutes. The source of an ethical criterion has been variously equated with religion and the good of the individual or a group. Religion has its influence on a society. It ensures that the members follow the religious percept. As already mentioned all religions originated in their times to guide us to the virtuous path for the well being of the humanity. They form the base of all values. The decline of religion in modern societies has led to erosion of values.

Seen with reference to Administration, Ethics is the system of moral principles/ Code of conduct, acting in the manner consistent with which is upheld as virtuous. Ethics are reflected in such right actions/deeds. Our conduct Rules give a general rule that the Government Servants should not do anything, which is unbecoming of a Government Servant.

We have seen that 'Ethics in practice' derive and flow from values in the being. We can sum-up the values and ethics relationship as follows:

➤ **Universal Values are absolutes beyond the dimensions**

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of time and space. They stand alone, self-validated in their immutability. They flow out of the highest of our own self, our ultimate holistic potential, the acme of our existential reality.

- *Ethics is when we reflect this inner excellence in our attitudes decisions and action.*
- *The play of values in the world is Ethics.*

1.5 SIGNIFICANCE OF VALUES IN AN ORGANISATION

The effectiveness of a person depends on two factors. One is skills i.e. ability to do and the other is the values within that guide such action. In other words, however talented a person may be; his contribution to the society directly depends on the values he has imbibed. If the values are negative like anger, ego, greed jealousy, vindictiveness etc., the higher skill will result in higher negative contribution. Charles Sobharaj, Osama Bin Laden, Harshad Mehta and the like are examples of such high skill and low values. The following figure makes the position clear:

+V	
HIGH VALUE LOW SKILL (CAN IMPROVE)	HIGH VALUE HIGH SKILLS (THE BEST)
-S	+S
LOW VALUE LOW SKILL (DONOT MATTER MUCH)	LOW VALUE HIGH SKILLS (THE WORST)
-V	

In the modern era, we have very high skills in all the spheres. But the decline in value system all around is deteriorating the situation and resulting in overall unhappiness, insecurity and tensions. These in turn lead to all sort of health problems – physical, mental emotional and psychological.

Our country is one of the oldest civilizations with a rich cultural and ethical heritage. However, there have been phases of degeneration of values in our history. At present, perhaps we are passing through one of the worst such phases. Our Constitution as well as all our religious books are full of codes and directives on high values and ethics to be followed by the state as well as the society. Notwithstanding these, there is perceptible change in the mind-set of the people towards achieving materialistic goals and prosperity irrespective of the "means" to be adopted. Ironically, the society also respects material prosperity only because of visible glamour attached with it with little regard to value of simplicity, honesty, hard-work, character building etc.

1.5 Where to start now?

The question thus arises from where should we start now? Swamy Vivekananda in his book: The Vedanta explains: This world is like a dog's curly tail, and people have been striving to straighten it out for hundreds of years. But when they let it go, it curls up again. How could it be otherwise? So we should always remember the instance of the curly tail of the dog. We need not worry or make ourselves sleepless about the world. It will go on without each of us. Our worries will not help it. But when we stop worrying about the world, then alone will we be able to work well. It is the level-headed man, the calm man of

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good judgement and cool nerves, of great sympathy and love, who does good work and so does good to himself. The one who is complaining all the time is foolish and has no sympathy. He can never straighten out the world, nor can he improve himself.

Exercise of Discretion

Let us again have a look at the whole gamut of happenings mentioned at page 14-15. All these spheres are such with which we feel concerned. The spontaneous reaction is what can I do for improving the things. **Can you do something? Will there be any impact?** What influence can you have? Many a times we do have the ideas for how the things can improve. But we are not really able to help them out, as everything is not in our control.

We can start from our own self only, without looking at what others around are doing and how. This may be coupled with a **positive attitude** towards the world, which is explained as a **curly tail of dog**. This means we should **not reject** the world, but **accept** it the way it is. Thus in every situation where we are required to perform or act; we should not get upset by the various problems created by the systems and people around; but accept and visualize calmly the whole situations/conditions/problems around and think: **'Given the situation what best can I do and how?'**

The way a river that originates from a high mountain makes its path through all the barriers on the way; keeps gaining in volume and might; and ultimately reaches its destination in the peaceful arms of the vast ocean. We never find it grumbling. All its way, it gives pleasure to the beholders, sweat water to the thirsty and charming music to the passersby. In fact, the whole nature of the **Creator** works without trouble, because of the total **harmony**. Let us also try to maintain this **natural rhythm**.



As is well said by Marlyn ferguson:

No one can pursue another to change. Each of us guards a gate of change, that can only be opened from inside. We cannot open the gate of another, either by argument or by emotional appeal.

Thus, we shall concentrate on developing our personal effectiveness and enhancement of personal capabilities ourselves. You may question, why should I as a person be interested in values? The basic answer to this is 'for my own personal development. Because, I want to become more peaceful and integrated person. For getting relief from day to day tensions. This is a kind of selfishness, which primarily helps me and in course of time, goes to help others in the family, society, organisation and the nation on the whole. Because it is the individuals who make a society, an organisation or a nation.

Thus: Σ Individuals = Organisation.

Values serve true, permanent, long-term self-interest. And at the same time, this journey of mine towards values will serve greater interests. Another thing, that is clearly to

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be borne in mind is that by my efforts to inculcate values in myself, I am not undergoing any sacrifice or doing any charity. It is my own interest. As is clear now, the source of values is within a human being, the need is to look within, work on self, by myself to improve the quality of my life. Some practice is also deliberately introduced, as an activity, which we normally do not perform. This will help in engaging with self and for withdrawing for some moments from the external situations, so that the mind can relax and recharge its energies.

1.6 INDIAN THOUGHTS



In our work situations, the organisational behaviour theories of the west guide us. As is obvious, these theories and practices which deal with only one-ninth of the Indian population while the eight-ninth of the Indian population is traditional (normative). The men in the fields of India are guided by the insights embedded in the structure of Indian thoughts. Thus the western thoughts have not been able to lead us much ahead. It is important to look into our own Indian thought and find solutions therein. The Indian philosophy has set the ultimate goals for humans and Indian psychology provides practical methods in graded steps to march towards these goals. Thus Indian psycho-philosophy deals with both of these aspects to bring in holistic development of the individual.

Doubts may arise as to whether it is possible to progress and achieve the desired results by following the Indian thoughts and practices. Also whether it is possible to practically work on those principles in the today's scenario. Whether our indigenous thoughts are result oriented or not. For clarification we have to look into the Indian history and in the times when it was known as Golden Bird (sone ki chidia) for all its prosperity and richness. The credit goes to all the saintly kings, from king Janaka to Ashoka, Akbar, Harshabardhan and the like; who had put into practice human values ideology as given in *Vedanta* and the other ancient Indian thoughts. It is because of these values that we could sustain ourselves through all adversities and cruelties of the earlier invaders and the British Rule. Our leaders like Tagore and Gandhi have lived the human values like purity and holiness, non-violence and moral courage. Gandhi forcefully and convincingly demonstrated the power of spirit over material things. His greatest leverage was his command over the Indian masses. He gained such a command because the simple folk could understand that he was inspired from within. They called him 'Mahatma'. Merely by his hunger strike, the Mahatma could control behaviour of millions of people. He firmly derived his political activities from dharmic principles and refused to compromise with what was wrong.

Coming to the present times; we see all over the world that even the most developed countries as are at the top of materialism have started realising that material prosperity is not development of Human beings in true sense. A realization has now come that unless we are developed as better human-beings, other forms of development have no meaning. From USA to UK, Indonesia and Malaysia to the Philippines, serious attention is being devoted to religion in order to revive human values. Even USA has realised the absurdity of the assumption that education can be carried out without a moral framework. American corporate management has begun to have managers learn various mind-centering exercises to cope with stress and have a clear mind. They have clearly recognised that a manager with a calmer mind and free from tension can handle problems with considerably greater lucidity and competence.

In Indian organisations, both private and public, a realisation has come that value based management and administration only can save us from the adverse consequences of

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the present situation. Unless these values are imbibed both in theory and practice, by all the individuals who work for an organisation, the system cannot change.

How can we inculcate the Human Values and how can they be put into practice in the organisational set up?

Our Indian Insights have the answer to this in **purification of mind**. Values emerge spontaneously and effectively only from a purified mind. The basic Indian goal of self-transformation towards a more refined spiritual consciousness and purer mind with its many paths and practices are more pertinent to many of the issues and problems of Indian Administration than the current western models. To quote Shri C. Rajagopalchari again:

"National character, again, depends on and in fact is individual rectitude. Movements for the encouragement of personal rectitude, for purifying individual character, are therefore not irrelevant in the context of politics but are vitally connected with our hopes in respect of national affairs".

Meditation provides us an opportunity to withdraw for a time being from the outer world and be with our inner source of values, the highest and the finest part of our own self. It also gives us a chance to introspect our own acts and deeds and rectify them by changing our thought process, withdrawing our mind from the vicious thinking and applying it in accordance with this higher source of values. This leads to purification of mind. Thus the effort to apply right thought for right actions in the organisation can only slowly go to improve our administration. Such an effort then goes to have a multiplier effect.

17. HOLISTIC COMPETENCE

This journey towards imbibing values (and not only discussing them) is based on ancient Indian classical work in the area of philosophy and psychology. Unlike in other countries where these two are dealt as separate subjects the Indian psycho-philosophy developed together. The deep philosophical outputs are dealt with psychological experiences, which help the seeker to internalise them. They enable the learner to learn how to put into practice these rich thoughts so as to enhance practical effectiveness.

Such value based competence is much more efficient than the Professional competence. Professional competence is based only on development of skills and do not take care of means and thus the results are more visible and immediate, but are short lived as the approach is not holistic. As against these, when the skills combined with values are used in wholesome manner, they result in long-term gains, though for a short-term it may be painful or more demanding. Skills, which are not value-based may often be misused. Thus in a long-term they are the failure. One has to choose between '**short-term gain and long-term pain**' or '**short-term pain and long-term gain**'. In value based skill development, we expand the definition of success, making it long-term, sustainable and wholesome. Such value-based skill development leads to '**Existential or Holistic Competence**'. Thus:

Skills Development leads to Professional competence

Skills & Values Development leads to Holistic competence.

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Value based actions also help in conservation of energy; where as the actions based on negative values dissipate our energy. The modern education and training both formal and informal, take care of professional competence only and there is no scope for development of existential competence. While about 50 years back, development of such holistic competence was imparted in natural way in the family, society and educational institutions. With increase in materialism, we have started chasing the worldly things, thus withdrawing our attention from consideration if our actions are morally sound or not. Moral education has slowly been taken away. That is why today many of the successful persons are apparently successful, but are not real winners within themselves. Holistic/Existential competence ensures both the success outside and survival within. Thus one should hold on to the values even if they do not give the conventional pay off. We can see in the history also that the civilizations and cultures like Indian and Chinese, which have upheld values are able to survive, while those like Greece and Rome which were high in skills but poor in values have vanished. The success of Japan is based on values similar to Indians, using seishin kyooiku (Spiritual education) to counter the evils of industrialization and integrating the family values into management of organisations. We have to make a conscious effort to enhance Holistic competence and effectiveness by (a) developing sensitivity to human values and (b) by imbibing those values. All our efforts towards clean administration and good governance can bring about the long-term improvements only if the individual functionaries are derived from within to take right actions. This goal can be achieved through all the effort on self (I) only.

Let us go through a butterfly's lesson on the next page.

1.8 VALUES AND EMOTIONS

He is (feeling) **jealous**. I am (feeling) **angry**.

My heart filled with (the feeling of) **gratitude**.

We should have (the emotion of) **universal brotherhood**.

In all the above statements, we are talking about feelings, which are much more linked with heart than brain. Values have much to do with emotions. A computer, which is artificial intelligence, is devoid of all these feelings. Let us have a look at the following two domains of emotions:

Domain A

Compassion
Gratitude
Humanity
Patience
Selflessness
Sincerity
Honesty
Integrity

Domain B

Greed
Anger
Arrogance
Envy
Jealousy
Vanity
Lust
Vindictiveness

We do have sense of the values in both of these domains. We feel comfortable in the ambience of emotions given in domain A and are uncomfortable in the atmosphere filled with emotions given in domain B. There is affluence in the quality of emotions in domain A. They have a sense of fulfillment and have positive vibrations. We call them positive values or Human-values. The domain B emotions have some sort of poverty in quality and have negative vibrations. They give a sense of deficiency and we feel uncomfortable and tend to get away from people in that emotional state. We may call them dis-values or negative emotions.

Thus for values-orientation (change/transformation), we have to work on emotions. Naturally the effort required is much more. On the one hand we have to develop/imbibe positive values and at the same time we should be aware of our negative emotions also, so that we can work to get rid of them. It is very difficult to see into one's own negative

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emotions. Because, one has some justification for everything that one does. Say if 'A' is angry, the rationale for being angry may be some one else has done something wrong; or everybody is angry, so what if I feel angry. Another factor is when negative emotions overpower us, we are not able to think properly and do proper reasoning. As is well said:

"Greed (negative emotion) robs learned man of his wisdom"

The Geeta also warns:

"Desire, anger and greed are the gateways to the hell"

The word 'emotion' tends to be commonly used in a pejorative, negative sense. 'That person is emotional' is a way of stigmatizing him or her. Hence the proclaimed emphasis on intellect or reason. We should however also ponder over the fact that impact of both emotions and intellect can be positive or negative. When an emotion has a virtuous basis, e.g. compassion or *maltri* for the unhappy, it can inspire the intellect to act usefully, but when an emotion is vicious, e.g. envy, it can drive the intellect to act destructively. Emotion is indeed the motive power behind intellect. This is what must have promoted:

(a) Einstein to declare: *'And certainly we should take care not to make intellect our God..... The intellect has a sharp eye for methods and tools, but is blind to ends and values.'*

(b) Russell to warn: 'Science is no substitute for virtue.... If men were rational in their conduct.....intelligence would be enough to make the world a paradise.....But men are actuated by passions which distort their view.....That is why the heart is as important as the head.....Where they (kindly impulses of the heart) are absent, science only makes man more cleverly diabolic.'

(c) Vivekananda to affirm: *'But the professor is bent by his intellect, and he can be a devil and an intellectual at the same time; but the man of heart can never be a devil; no man with emotion was a devil.'*

(d) Toynbee to detect that *'The effect emotion exerts on human actions is as strong as-perhaps stronger than- that of reason. Consequently, emotion can get the upper hand and suppress theoretical knowledge, which is dependent on reason.'*

The unanimity amongst some of the best contemporary eastern and western minds about the heart or emotion not itself being the arch villain, and about the intellect or reason not by itself being the supreme hero is remarkable. Unless our emotions, our hearts are adequately cultured, intellect tends to play havoc. As already explained, intellect applied with negative emotions like jealousy, ego, selfishness brings disasters. While the application of intellect cannot be ignored at all, the same need to be applied with positive emotions. Thus for inculcation of values, a proper training for bringing emotional balance in a personality is required. Infact a proper integration of emotions and intellect can only result in right and holistic actions. Our Indian psychology lays emphasis on *chitta-shuddhi*, i.e. purification of heart or *hridaya-vritti* as the more important and prior requirement in human development. The edifice of intellect or *buddhi-vritti* can be safely mounted only on such a base of pure heart only. We are lately talking of emotional and spiritual intelligence because we are now able to realise their importance in the human development in real terms.

THE POWER OF THE HEART

Man is endowed with organized, reflective consciousness and intelligence unlike the instinctive intelligence of a tiger or the underdeveloped mental system of a tree. Our brain keeps functioning even when we are sleeping. Even the thought process rarely stops. Neuropsychology in West today has rediscovered the truth that the human brain has two distinct but complementary powers These are:

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I
Rational, Sequential, logical
Segmented, Inductive, Analytical

II
Emotional, Spatial, Intuitive,
Synthetic, Impulsive, Holistic

The first set, according to them is confined to the left hemisphere of the brain, and the second to the right. Now, the modern knowledge-oriented educational system puts exclusive emphasis on the development of the left hemispheric powers of the brain. There is much more emphasis on development of analytical, logical and rational powers of the brain, while the development of emotional, intuitive and holistic powers of right hemisphere of brain is almost totally neglected.

Many really creative persons or genuine entrepreneurs are usually found to be comparatively less formally educated, or have somehow been able to retain their natural intuitive capacity even in the face of awesome analytical atmosphere. In March, 1985, JRD Tata was asked by a management student as to what he thought was the secret of his legendary success as India's foremost industrialist. The first confession he made was that he had no formal, professional management education like the one the fortunate student was having. Yet it was quite apparent from the tone of his reply that he did not regret this too much. In the sphere of art and literature, the most towering figure in modern times like Rabindranath Tagore, Aristotle, Shakespeare and John Keats had negligible formal education. Pure intuition was their prime asset. The original ideas and hypothesis of the greatest scientists too are intuitive flashes of pure consciousness in the first place.

As the values have much to do with emotions, the left hemisphere does not help in the transformation of values. While logic, intellect and reasoning can help us to see what is wrong and what is right, it does not give us capability to shun what is wrong and pursue/ follow that is right. As is well said by Albert Einstein:

"The intellect has a sharp eye for methods and tools but it is blind to ends and values."

Further, even if the intellect tells us about what is right and what is wrong, it does not ensure one's propulsion towards the right and withdrawal from wrong. As in Mahabharata, Durayodhana tells Krishna:

*I know Dharma, but I am not inspired to pursue it.
I know Adharma, but I am not able to withdraw from it.*

All the factors in category-1 above are very important for skill development. (when we say skills, knowledge is part of it). The modern educational system has all its focus on developing the faculties of the left side of the brain - intellectual, rationale, logical thinking; while those of right side are almost ignored. This educational system can therefore, not help us in inculcating or transformation of values, which are emotions in nature. Unless the culture of noble values becomes part of educational system, values will remain a lip service only. Our brain and mind are two principle instruments, which are employed for doing work. If the mind is not pure and the brain is half developed, the results naturally are going to be poor. Thus the felt need is to develop the faculties of right hemisphere i.e. emotional, impulsive. When we say feelings we automatically link them with heart. Thus purification of heart is required for inculcating Human Values. As Christ Says:

Blessed are those who are pure in heart.

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Transformation of emotions from negative to positive emotions based on values comes through purification of Heart (chitta-suddhi). A consistent effort through introspection for transformation of emotions from present state to noble emotion is required. Mind-stilling exercise, meditation (Dhyana) helps in self-introspection and transformation. This leads to purification of mind (chitta suddhi).

Sri Aurobindo: An unpurified heart, an unpurified senses, an unpurified life confuse the understanding, disturb its data, distort its conclusions, darken its seeing, misapply its knowledge.

So the power of brain is pure heart, or pure character.

Thus Chittashuddhi is important for effectiveness. We thus have to see within, introspect our own self and discipline our selves. In the materialistic world, our attention has gone completely outwards, no attention is paid to the self within. The need is to interiorise our attention to our own fine self, the consciousness. As is well said:

"Problem is not in the world, it is in our consciousness".

"There is only one sin - Lapse of consciousness".

How can we distinguish between mind and brain?

We may commonly say our mind is depressed or restless, but we do not say this for the brain. Moreover, the brain is a part of our physiology, while mind is a psychological concept. The nervous system in the brain may be receiving many signals from outside, but unless the mind is linked to them through the sense organs, they fail to make an impact. Finally, the surgeon can operate on the brain but not the mind. We shall discuss mind further in Unit II.

1.10 INTERIORIZATION

Let us take an example of an emotion, say 'anger'. Is it harmful to be angry? Yes because when anger overpowers us, our consciousness lapses. We are not able to think and decide properly. As against becoming angry, there are wise and balanced people, who can use 'anger' as a tool. They show anger for minding the people or children, but they actually love them and want their benevolence, such balanced people know how far to show anger and in what manner. When anger is used as a tool, it does not overcome the consciousness. This balance can be achieved through inward and outward movement of the consciousness. Just as a child who is whirling a stone tied to his finger with a thread can keep it whirling because the outward force on the stone (centrifugal force) is balanced by the inward force (centripetal force) given by his finger. Movement of a satellite around the earth is also maintained in the balance of inward and outward force. The moment inward force of the finger (in case of child) or the gravitational force (in case of satellite) becomes less than outward force; the circular movement will get distorted and lost. In the same fashion, inward movement of consciousness or Introspection is very important for maintaining balance in life. When this inner connection is lost, we get swayed in the outward world. Thus what is required is to sit with one's own-self. And be one with our consciousness, the values within. **The values do not erode. Only our capacity to live up to those values erodes.**

A great 'Introvert' will know at the same time how to be a great 'Extrovert' (here the example of Vivekananda seems to me to be conclusive). Interiorization has never led in principle

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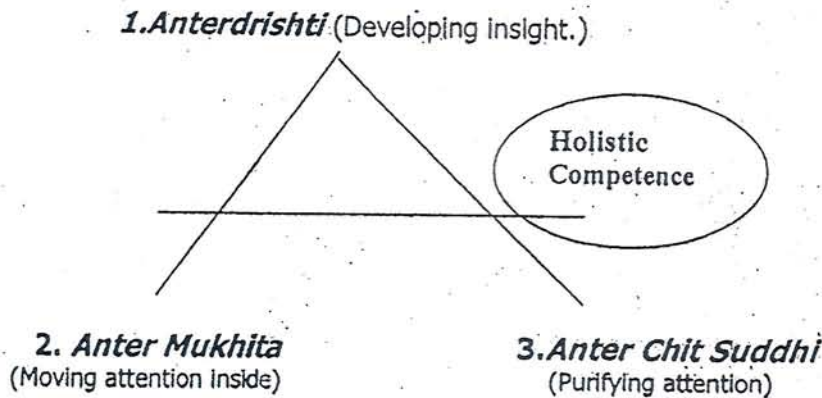
to diminution of action. Arguments drawn from the suppression of social passivity of mystic India are entirely erroneous. The physical and moral de-vitalization of India during several centuries is due to quite different factors of climate and social economy. But we shall see with our own eyes that her Interiorization, where the fires of her threatened life have taken refuge, is the principle of her national resurrection.

--ROMAIN ROLLAND

Thus Indian psycho-philosophy is a complete science of interiorisation practiced by highly disciplined and altruistic minds down the ages of human history. When such minds project themselves into the network of human relationship, they can do nothing but good and only good.

There are many ways to interiorise our consciousness. We need to withdraw our attention from the outer world and move it inside so that we can develop insight to realize our own drawbacks. Only then the effort can be made to overcome them. The introspection process involves the following three sequential steps, which lead to inculcation of values and thus developing Holistic Competence:

1. **Anter Mukhita** (Moving attention inside)
2. **Anterdrishti** (Developing insight.)
3. **Anter Chit Suddhi** (Purifying attention.)



In to-days world, there is lot of mental disturbance and agitation. For developing concentration of mind, it is necessary to gradually calm and still the mind. But the mind, which is constantly torn amid a riot of passion, emotions, ideas and desires, cannot become calm. This mind has to be made progressively clean and pure by consciously watching the thoughts, which are arising and up-lifting. We shall now under-go a process to make our mind calm and still.

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1.1 MIND STILLING EXERCISE

Sit on a chair or on ground in a comfortable posture. If you are wearing something, which is tight on your body, you can loosen it, relax, close your eyes..... feel from your toe to head that you are relaxed. Your mind is relaxed and you do not feel like moving any part of your body.



Keep your attention on the fontanel area of your head, i.e. on the top of the head where small children have soft bone. Relax your mind and body. If any thoughts come just let them go.

- > Suggest to yourself that you are becoming calm and peaceful
- > You may continue to sit so for 5-10 minutes or still longer.

Let us read the following story from *The Hitopadesa*

THE TRAVELLER AND THE TIGER

Once upon a time in the southern forests there dwelt a certain old tiger. Everyday he would take a ceremonial bath and, gathering some sacred grass in his paw, he would call out to the passers-by as he sat at the edge of a pond: come travellers, come! Someone come and take this gold bracelet which I am giving away free!

This attracted a traveller, but he felt some hesitation. He thought within himself, "bonanza here! But there may be a trap. Therefore, I must not be hasty where a risk is involved. People say, the result of getting a desirable object from an undesirable source is not good; indeed, even nectar, when tainted with poison, brings about one's 'death'. But then, any enterprise involves risk. Playing safe, you win nothing. To gain success you must take calculated risks. Let me examine this offer closely". There upon he called aloud: "Where is your bracelet?"

The tiger stretched out a paw and showed it to him, but the traveller said: How am I to trust someone with a murderous nature like Yours?" The tiger replied: "My friend. Your doubts and fears are certainly justified I was killer once. In my youth I killed so many human beings and cattle that my sins destroyed my wife and children. and now". I am without heirs. Then, by Divine Grace, I met a holy man, who gave me wholesome advice. Obeying him, I repented all my sins, gave away all I had in charity. I am old, my teeth and claws are gone: no one need fear me. I spend my time in ritual baths and alms giving. The Holy Books prescribe the eightfold path of virtue - sacrifice, religious study, charity, penance, truthfulness, patience, forgiveness, and lack of greed. Of these, the first four may be practiced merely for ostentation, but the last four belong to the truly great. And I, being, free from greed, wish to give away, somehow to someone this gold bracelet, my last possession. I admit it is difficult to refute the belief that tigers eat people. For the world never thinks for itself, but blindly does what has been done before. But I have studied the Holy Books diligently, and I follow their teachings. Let me remind you of them. It is said:

1. "As rain to a desert, as food to the hungry, so satisfying is a gift to the poor",
2. "As one's life is dear to oneself so is life dear to every creature. The good think of others as themselves, and show compassion".

3. "While giving or while refusing, in joy or in sorrow, in liking, or in disliking. A man should 'judge by placing himself in the other's position'. You are a poor fellow, and so I would like you to have this bracelet".
4. "Give to the needy, do not add wealth to the rich. The sick man needs medicine. What use of it to one in health"
5. "The best charity is giving for giving's sake, at the proper place and time, to one who deserves it, and from whom nothing is expected in return".
- 6.

Therefore, have a Holy bath in this lake, and then take this golden bracelet as a gift from me.

The traveller felt confidence at the tiger's words, but no sooner did he enter the pool in order to bathe than he found himself stuck fast in the mud and unable to run away. When the tiger saw him held deep in the mud he said: Oh! You have fallen into the mud; I will just lift you out of it. With these words he gently approached the traveller.

As the tiger seized the traveller, he (the Traveller) thought to himself, "That a vile person reads moral texts, or studies the Holy Books, means nothing. Only his natural disposition counts, - as a cow always gives sweet milk. I was a fool to trust this killer. I did not do well in having faith in this murderous beast. So fate ordains it, and who can wipe out the decrees of fate?" With these and other thoughts passing through his mind, the traveller was killed by the tiger and eaten.

... (translated by V. Balasubramanyan, IIM-Kolkata.)

The above story proves how greed robs learned man of his wisdom. It also tells us that animals do not deviate from their instinctive behaviour - **Swabhav**. However, human beings have intellect and power of discretion, which when used in deviation of their value based instinctive behaviour (**Swabhav**), lead to all sort of problems. Further talking about values cannot improve the situation (as is done by the tiger). One has to live up to them, for which rigorous effort and consistent practice is required. Mind-stilling exercise helps us in this effort by withdrawing from the exterior, looking into the inner source of values to live up to them. Then only the effort to improve upon them can start, one by one. An affirmation is made to self to stop doing unwanted deeds and to do the noble ones.

1.12 LESSON SUMMARY

we have seen that:

- all types of efforts being made to improve our administration or Governance are not able to bring the desired results because our actions are not based on human values.
- Our leaders had been conscious of the individual character-building based on human values on which rests the fate of our public affairs.
- These values are instinctive to all human beings, but are ignored in order to meet immediate and personal ends. This leads to contradiction within our personality.
- The only way to inculcate these values again is to start with our own self only. Consistent effort is required to inculcate and apply these values in our own Zone of discretion (Area of Influence). We resolve to undertake this effort (**sadhana**) for holistic self-development, which can lead us to Inner peace and harmony, and improvement in both private and public affairs.
- These values lead us to development of a holistic personality, which is prepared to undertake short-term pains for achieving long-term gains.

By: Vinod Jindal, Joint Director, ISTM

(To see complete material pl.visit website www.persmin.nic.in/otraining/indexundp.html)

Values in Administration

- ❖ The Indian philosophy and Insights help us in getting conceptual clarity on human values and describes the means to inculcate this purity and strength of human character.
- ❖ Values and emotions are closely related and are linked with the development of right hemisphere of brain. However, our education system lays emphasis on development of the left hemisphere only and has almost no scope for inculcation of values.
- ❖ Our brain can function in an upright manner only when it is guided by the pure mind and pure heart. Self-introspection and mind stilling exercise help us to purify our mind (**Chitta Shudhi**) and to develop right kind of emotions.

The President of India

DR. A. P. J. Abdul Kalam's Speech in Hyderabad

"I have three visions for India.

In 3000 years of our history, people from all over the world have come and invaded us, captured our lands, conquered our minds. From Alexander onwards, the Greeks, the Turks, the Moguls, the Portuguese, the British, the French, the Dutch, all of them came and looted us, took over what was ours. Yet we have not done this to any other nation. We have not conquered anyone.

We have not grabbed their land, their culture, and their history and not tried to enforce our way of life on them. Why? Because we respect the freedom of others. That is why **my first vision is that of FREEDOM**. I believe that India got its first vision of this in 1857, when we started the war of independence. It is this freedom that we must protect and nurture and build on. If we are not free, no one will respect us.

My second vision for India is DEVELOPMENT. For fifty years we have been a developing nation. It is time we see ourselves as a developed nation. We are among top 5 nations of the world in terms of GDP. We have 10 percent growth rate in most areas. Our poverty levels are falling. Our achievements are being globally recognized today. Yet we lack the self-confidence to see ourselves as a developed nation, self-reliant and self-assured. Isn't this incorrect?

I have a **THIRD** vision.

India must stand up to the world. Because I believe that, unless India stands up to the world, no one will respect us. Only **STRENGTH** respects strength. We must be strong not only as a military power but also as an economic power. Both must go hand-in-hand. My good fortune was to have worked with three great minds. Dr. Vikram Sarabhai of the Dept. of Space, Professor Satish Dhawan, who succeeded him and Dr. Brahm Prakash, father of nuclear material. I was lucky to have worked with all three of them closely and consider this the great opportunity of my life.

I see four milestones in my career:

Twenty years I spent in ISRO. I was given the opportunity to be the project director for India's first satellite launch vehicle, SLV3. The one that launched Rohini.

These years played a very important role in my life of Scientist.

After my ISRO years, I joined DRDO and got a chance to be the part of India's guided missile program. It was my second bliss when Agni met its mission requirements in 1994. The Dept. of Atomic Energy and DRDO had this tremendous partnership in the recent nuclear tests, on May 11 and 13. This was the third bliss. The joy of participating with my team in these nuclear tests and proving to the world that India can make it, that we are no longer a developing nation but one of them. It made me feel very proud as an Indian. The fact that we have now developed for Agni a re-entry structure, for which we have developed this new material. A very light material called carbon-carbon.

By: Vinod Jindal, Joint Director, ISTM
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Values in Administration

One day an orthopaedic surgeon from Nizam Institute of Medical Sciences visited my laboratory. He lifted the material and found it so light that he took me to his hospital and showed me his patients. There were these little girls and boys with heavy metallic callipers weighing over three Kg. each, dragging their feet around.

He said to me: Please remove the pain of my patients.

In three weeks, we made these Floor reaction Orthosis 300-gram callipers and took them to the orthopaedic centre. The children didn't believe their eyes. From dragging around a three kg. load on their legs, they could now move around!

Their parents had tears in their eyes. That was my fourth bliss!

Why is the media here so negative? Why are we in India so embarrassed to recognize our own strengths, our achievements? We are such a great nation. We have so many amazing success stories but we refuse to acknowledge them. Why?

We are the first in milk production.

We are number one in Remote sensing satellites.

We are the second largest producer of wheat.

We are the second largest producer of rice.

Look at Dr. Sudarshan, he has transferred the tribal village into a self-sustaining, self-driving unit. There are millions of such achievements but our media is only obsessed in the bad news and failures and disasters.

I was in Tel Aviv once and I was reading the Israeli newspaper. It was the day after a lot of attacks and bombardments and deaths had taken place. The Hamas had struck. But the front page of the newspaper had the picture of a Jewish gentleman who

in five years had transformed his desert land into an orchid and a granary. It was this inspiring picture that everyone woke up to. The gory details of killings, bombardments, deaths, were inside in the newspaper, buried among other news.

In India we only read about death, sickness, terrorism, crime. Why are we so NEGATIVE?

Another question: Why are we, as a nation so obsessed with foreign things? We want foreign T.Vs. We want foreign shirts. We want foreign technology. Why this obsession with everything imported. Do we not realize that self-respect comes with self-reliance?

I was in Hyderabad giving this lecture, when a 14 year old girl asked me for my autograph. I asked her what her goal in life is. She replied: **I want to live in a developed India.** For her, you and I will have to build this developed India. You must proclaim. India is not an under-developed nation; it is a highly developed nation.

Do you have 10 minutes? Allow me to come back with a vengeance. Got 10 minutes for your country? If yes, then read; otherwise, choice is yours.

YOU say that our government is inefficient.

By: Vinod Jindal, Joint Director, ISTM

(To see complete material pl.visit website www.persmin.nic.in/otraining/indexundp.html)

Values in Administration

YOU say that our laws are too old.

YOU say that the municipality does not pick up the garbage.

YOU say that the phones don't work, the railways are a joke, The airline is the worst in the world, mails never reach their destination.

YOU say that our country has been fed to the dogs and is the absolute pits.
YOU say, say and say. **What do YOU do about it?**

Take a person on his way to Singapore. Give him a name - YOURS.

YOU walk out of the airport and you are at your International best.
In Singapore you don't throw cigarette butts on the roads or eat in the stores.

YOU are as proud of their Underground links as they are. You pay \$5 (approx. Rs.60) to drive through Orchard Road (equivalent of Mahim Causeway or Pedder Road) between 5 PM and 8 PM.

YOU come back to the parking lot to punch your parking ticket if you have over stayed in a restaurant or a shopping mall irrespective of your status identity.

In Singapore you don't say anything, DO YOU?

YOU wouldn't dare to eat in public during Ramadan, in Dubai.
YOU would not dare to go out without your head covered in Jeddah.
YOU would not dare to buy an employee of the telephone exchange in London at 10 pounds (Rs.650) a month to, "see to it that my STD and ISD calls are billed to someone else."

YOU would not dare to speed beyond 55 mph (88 km/h) in Washington and then tell the traffic cop, "Jaanta hai main kaun hoon (Do you know who I am?). I am so and so's son. Take your two bucks and get lost."

YOU wouldn't chuck an empty coconut shell anywhere other than the garbage pail on the beaches in Australia and New Zealand.

Why don't YOU spit Paan on the streets of Tokyo?

Why don't YOU use examination jockeys or buy fake certificates in Boston??? We are still talking of the same YOU.

YOU who can respect and conform to a foreign system in other countries but cannot in your own. You who will throw papers and cigarettes on the road the moment you touch Indian ground. If you can be an involved and appreciative citizen in an alien country, why cannot you be the same here in India?

Once in an interview, the famous Ex-municipal commissioner of Bombay, Mr. Tinaikar, had a point to make. "Rich people's dogs are walked on the streets to leave their affluent droppings all over the place," he said. "And then the same people turn around to criticize and blame the authorities for inefficiency and dirty pavements. What do they expect the officers to do? Go down with a broom every time their dog feels the pressure in his bowels? In America every dog owner has to clean up after his pet has done the job. Same in Japan. Will the Indian citizen do that here?" He's right.

By: Vinod Jindal, Joint Director, ISTM

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Values in Administration

We go to the polls to choose a government and after that forfeit all responsibility. We sit back wanting to be pampered and expect the government to do everything for us whilst our contribution is totally negative. We expect the government to clean up but we are not going to stop chucking garbage all over the place nor are we going to stop to pick up a stray piece of paper and throw it in the bin. We expect the railways to provide clean bathrooms but we are not going to learn the proper use of bathrooms.

We want Indian Airlines and Air India to provide the best of food and toiletries but we are not going to stop pilfering at the least opportunity. This applies even to the staff who is known not to pass on the service to the public. When it comes to burning social issues like those related to women, dowry, girl child and others, we make loud drawing

room protestations and continue to do the reverse at home. Our excuse? "It's the whole system which has to change, how will it matter if I alone forego my sons' rights to a dowry." So who's going to change the system?

What does a system consist of? Very conveniently for us it consists of our neighbours, other households, other cities, other communities and the government. But definitely not me and YOU. When it comes to us actually making a positive contribution to the system we lock ourselves along with our families into a safe cocoon and look into the distance at countries far away and wait for a Mr. Clean to come along & work miracles for us with a majestic sweep of his hand or we leave the country and run away.

Like lazy cowards hounded by our fears we run to America to bask in their glory and praise their system. When New York becomes insecure we run to England. When England experiences unemployment, we take the next flight out to the Gulf. When the Gulf is war struck, we demand to be rescued and brought home by the Indian government. Everybody is out to abuse and rape the country. Nobody thinks of feeding the system. Our conscience is mortgaged to money.

Dear Indians, The article is highly thought inductive, calls for a great deal of introspection and pricks one's conscience too.... I am echoing J.F.Kennedy's words to his fellow Americans to relate to Indians....

"ASK WHAT WE CAN DO FOR INDIA AND DO WHAT HAS TO BE DONE TO MAKE INDIA WHAT AMERICA AND OTHER WESTERN COUNTRIES ARE TODAY"
Let's do what India needs from us.

Thank you,

Dr. Abdul Kalam

(PRESIDENT OF INDIA)

(To see complete material pl. visit website www.persmin.nic.in/otraining/indexundp.html)

By: Vinod Jindal, Joint Director, ISTM

(To see complete material pl. visit website www.persmin.nic.in/otraining/indexundp.html)



MANAGEMENT OF CONFLICT IN ORGANIZATION

-Dr. A.N. Chakravarty

Conflict refers to the opposition of persons or forces that gives rise to some tension. It occurs when two or more parties perceive mutually exclusive goals, values or events. Each side believes that what it wants is incompatible with what the other wants. When the motives of management and staff are incompatible intense conflict may erupt.

A world without differences and disagreement is unthinkable, therefore, conflict exists, where two or more people are gathered together. Much of conflict in the world stems from the basic lack of recognition of this, and inability to address it in ways designed to alleviate its effect or better still, identify the positive and beneficial potential that is inherent in most situations.

Conflict can also take place at the individual level when a person has to decide between two incompatible choices. For example, a person might have to choose between accepting a job transfer and remaining in town with family and friends. Refusing to transfer would amount to indiscipline and departmental action, whereas accepting the transfer would mean less contact with family and friends. Conflict has enough emotional content to lead to stress for the individuals involved.

This paper concentrates on levels of conflict, sources of conflict, and various methods, including negotiations, for resolving conflict.

Levels of Conflict

The levels of conflict may be distinguished as argument, competition and warfare. Argument and competition may be either positive, healthy and creative or negative, unhealthy and destructive. Warfare is always destructive. The nature symptoms and causes must be understood and these then become a focus for management action in striving for productive and harmonious place of work. It is useful, therefore, at the outset to establish the presence of conflict in organization (as in all human situation). Conflict may be seen as positive and beneficial, a force capable of being harnessed for the greater good and contributing to organizational effectiveness. It is also clearly negative in many forms. Three distinctive variations on the theme are also apparent.



Argument, discussion and debate

This takes place between groups of two or more people and brings about (whether by accident or design) a better quality, more informed and better balanced view of the matter in hand. Provided that it is positive, the process of argument and debate leads to a better understanding also of the hopes, fears and aspirations of other group members. Argument, discussion and debate become unproductive, if not structured. At the very least this leads to group dysfunction and disharmony in the particular situation.

Competition

Competition exists between individuals and groups within organizations. It also exists between organizations. It is positive or negative, healthy or unhealthy. At its best, competition sets standards for all to follow, whether within the organization or within the entire sphere in which it operates.

In organizational behaviour term, competition is more likely to be fruitful and productive if it is open and if the rewards for competing effectively are available to all. Competition is likely to degenerate into conflict where, for example, competition for resources or accommodation is closed and one party succeeds at the expense of the others.

Warfare

Warfare exists where inter group relations have been allowed to get out of hand, where the main aims and objectives of activities have been lost and where great energies and resources are taken up with fighting one's corner, reserving one's position and denigrating other departments and functions.

Sources of Conflict in Organization

Most organizational conflict can be traced back to one or more of the following:

1. Competition for resources and the basis on which this is conducted.
2. Lack of absolute standards of openness, honesty, trustworthiness and integrity in general organizational behaviour and in dealings between staff



departments divisions and functions, between different grades of staff and between seniors and subordinates, lack of mutual respect.

3. Lack of shared values, commitment, enthusiasm, motivation and low morale.
4. Unfairness, unevenness and inequality of personal and professional treatment, often linked to perceptions (and realities) of favouritism and scapegoating.
5. Physical and psychological barriers, especially those between seniors and subordinates and also those between departments, divisions and functions.
6. Inability to meet expectations and fulfil promises, this is always compounded by the use of bureaucratic (meaty-mouthed) words and phrases.
7. The nature of work and its professional expert and technical context.
8. The structure of work, and the division and allocation of tasks and jobs.
9. People involved, their hopes and fears, aspirations, ambitions, beliefs, and attitudes and values.
10. The presence of vested interests and pressure groups.

Conflict Behaviour

According to Blake, Shepard and Mouton Model, there are three attitudinal sets or basic assumptions that people can have towards inter-group conflict: (i) Conflict is inevitable, agreement is impossible; (ii) Conflict is not inevitable, agreement is impossible; (iii) Although there is conflict, agreement is possible. These attitudinal sets will lead to predictable behaviour depending upon the way the people involved see the 'stakes', that is the extent to which they see what the conflict is over, as important or having value.



are high and that they can predict that the stakes in this conflict are high and that they think agreement is impossible. At the same time, if you learn that people think that a certain conflict is inevitable, but agreement is impossible and the stakes are high in this situation, you can predict that if the conflict occurs the situation will deteriorate to a win-lose power struggle. If such a win-lose power struggle occurs one possible intervention might be to attempt initially to lower the stakes so that the conflicting parties will at least permit a third party intervention. When that intervention is made, efforts can be directed toward changing the assumptions of the people involved to "although there is conflict, agreement is possible." When that is done, an attempt to increase commitment again will tend to move them into an active problem-solving mode.

Conflict Management Styles

There are five styles of handling conflict, based on a combination of satisfying one's own concerns (assertiveness) and satisfying the concerns of others (cooperativeness).

1. *Competitive.* The competitive style is a desire to win one's concerns at the expense of the other party, or to dominate. A person with a competitive orientation is likely to engage in win-lose power struggles.
2. *Accommodative.* The accommodative style favours appeasement, or satisfying the other's concerns without taking care of one's own. People with this orientation may be generous or self-sacrificing just to maintain a relationship. A dissatisfied employee might be accommodated with a larger-than-average pay raise just to calm down the person and obtain his or her loyalty.
3. *Sharing.* The sharing style is halfway between domination and appeasement. Sharers prefer moderate but incomplete satisfaction for both parties, which results in a compromise. The term "splitting the difference" reflects this orientation and is commonly used in such activities as negotiating a budget or purchasing equipment.
4. *Collaborative.* In contrast to the other styles, the collaborative style reflects a desire to fully satisfy the desires of both parties. It is based on an underlying philosophy of win-win; the belief that after conflict has resolved, both sides should gain something of value. A win-win approach is genuinely concerned with arriving at a settlement that meets the needs of both parties, or at least does not badly damage the welfare of the other side. When a collaborative approach is used, the relationship between the parties improves.



5. *Avoidant.* The avoider is a combination of uncooperative and unassertive. He or she is indifferent to the concerns of either party. The person may actually be withdrawing from the conflict or be relying on fate. The avoidant style is sometimes used by a manager who stays out of a conflict between two team members, who are left to resolve their own differences.

Conflict Resolution Methods

Styles of dealing with conflict are closely related to methods of resolving conflict. For example, a collaborative style is a way of managing and resolving conflict. Here we present a sampling of conflict resolution methods by describing confrontation and problem solving, and several structural methods.

Confrontation and Problem Solving.

A widely applicable approach to resolving conflict is confrontation and problem solving, a method of identifying the true source of conflict and resolving it systematically. The confrontation approach is gentle and tactful rather than combative and abusive. Reasonableness is important because the person who takes the initiative in resolving the conflict wants to maintain a harmonious working relationship with the other party. D.H. Stamatis has developed six steps for confronting and problem solving:

- *Step 1: Awareness.* Party A recognizes that a conflict exists between himself or herself and Party B.
- *Step 2: The decision to confront.* Party A decides the conflict is important enough to warrant a confrontation with Party B and that such a conflict is preferable to avoiding the conflict.
- *Step 3: The confrontation.* Party A decides to work cooperatively and confronts Party B. At this point, Party B may indicate a willingness to accept the confrontation or may decide to gloss over its seriousness. Often the conflict is resolved at this step, particularly if it is not of a serious and complicated nature.
- *Step 4: Determining the cause of the conflict.* The two parties discuss their own opinions, attitudes, and feelings in relation to the conflict and attempt to identify the real issue. For example, the real cause of conflict between a manager and a team member might be that they have a different concept of what constitutes a fair day's work.
- *Step 5: Determining the outcome and further steps.* In this step the parties attempt to develop specific means of reducing or eliminating the



cause of the conflict. If the cause cannot be changed (such as changing one's opinion of a fair day's work), a way of working around the cause is devised. If both parties agree on a solution, then the confrontation has been successful.

- *Step 6: Follow-through.* After the solution has been implemented, both parties should check periodically to ensure that their agreements are being kept.

The collaborative style of conflict resolution meshes with confrontation and problem solving. A major factor is that trust builds between the two parties as they search for the real reason for the conflict.

Structural Methods

A structural method of resolving conflict emphasizes juggling work assignments and reporting relationships so that disputes are minimized. One structural method for resolving conflict is for a manager to have direct control over all the resources he or she needs to get the job done. In this way the manager is less likely to experience conflict when attempting to get the cooperation of people who do not report to him or her.

Conflict can often be reduced or prevented by one or more members from one organizational unit exchanging places with those of another unit. Working in another unit, such as shifting from purchasing to accounting, fosters empathy. Reassigning people in this way can achieve the benefit of different viewpoints in the affected groups. As the group members get to know each other better, they tend to reduce some of their distorted perceptions of each other. (As described previously, cross-functional teams accomplish the same purpose.) Exchanging members works best when the personnel exchanged have the technical competence to perform well in the new environment.

A longstanding structural approach to conflict resolution is an appeal procedure. When the person cannot resolve a problem with his or her manager, the person appeals to a higher authority. The higher authority is ordinarily the next level of management or a member of the human resources department. However, top management in some organizations maintains an open-door policy, in which an employee can bring a gripe to its attention without checking with his or her immediate manager. The open-door policy is a popular grievance procedure because it allows the problem to be settled quickly.



Conclusions

Understanding the sources and causes of conflict draws away from the hitherto accepted view that organizational strife is caused by troublemakers, trade unions, whistle blowers and other prima donnas or overmighty subjects or groups. Strategies and systems for handling and management of conflict clearly institutionalise rather than resolve conflict. They also tend to re-inforce (rather than dissolve) more deeply held negative attitudes of mistrust, dishonesty and duplicity.

The current view therefore, is that conflict is inevitable and that it is potentially present in all human relations and activities; this includes work. In organizations it is determined by physical lay-out, physical and psychological distance, inter group relationship, hierarchies, technology, expertise and by the interaction of individual group and organizational aims and objectives.

Rather than the use of channels, procedures, institutions and forms, the desired approach is to give everyone a common set of values, goals and purposes for being in the organization, which both recognise and transcend the presence of conflict and reconcile the differing aims and objectives. Destructive conflict is minimised and resources otherwise used in the operation of staff management and industrial relations systems are released to be put to more positive and productive effect.

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