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CONFERENCE ON FUNCTIONS OF REGISTRAR

(ADMINISTRATION)

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VERBATIM REPORT

Submitted By

Mr. Shivaraj S. Huchhanavar,

Research Fellow,

NATIONAL JUDICIAL ACADEMY

INDEX

Sl. No	Session	Page No.
1	Managerial Skills Need Diagnosis for Efficiency and Effectiveness By: Dr. Bharati Sharma	1
2	From Administrators to Managers: Challenges and Changing Imperatives By: Dr. Jerome Joseph	21
3	Role of Registrar (Administration) as Human Resource Manager of the High Court Registry By: Dr. Karma Pal and Dr. Bharati Sharma	38
4	Inter and Intra Personal Communication Skills /Transactional Analysis By: Dr. Vijay Vancheswar	62
5	Session5 and 6: Team Building without Time Wasting By: Mr. Sampath Iyengar	81
6	Supervision and Coordinating Role of Registrar (Administration) By: Dr. Abinash Panda	104
7	Optimum Utilization of Resources & Division of Labour By: Mr. Yaswant Kumar	112
8	Time Management By: Dr. Parul Rishi	120
9	Role of Registrar (Administration) in Maintaining Institutional Discipline By: Hon'ble Mr. Justice S.J. Mukhopadhaya	133
10	Leadership Role of Registrar (Administration) in Effective Management/Administration By: Ms. Michelle Mendonca	144
11	Feedback By: Dr. Geeta Oberoi	160

Session- 1: Managerial Skills needs diagnosis for efficiency and effectiveness

By: Dr. Bharati Sharma

Dr. Geeta Oberoi: Very good morning to all of you, as you see this is second program in this academic year for Registrar (Administration). This year we have planned 6 programs and repeat of the six program for Registrars, different kind of registrars. The first program like in Registrar administration which was held 29 to 31st July, we had everything about functions of Registrar the role of Registrar administration, what is he supposed to do, so what kind of issues faced by him and his work all this was discussed but it was discussed by Senior judges, who were in the Judiciary as you know, if you have attended and second program whenever we do a follow up program we don't discuss the same thing now the second program is always because we think that okay registered station will be coming again unless up course if there are two post of Registrar administration in some High Court, we always think that the same persons will be sent back again and the second program is, it is not a follow up, but it's actually giving after knowing your goal going out after know your role within that whole registry then we design what kind of actually skills building can be done which will help you in your work, judicial work that skill building work is done through experts those who actually are Experts in this field especially Management, Psychology, Organizational Behavior, they talk to you that how within particular official set up that structure, how if these skills you have things can actually I mean become more easier for you.

You already have hard work and hard task at your hands and how they can be actually facilitated with the skills because these skills are not given to us in our Law schools in our judicial training, wherever we go to the conferences. The second Registrar conference is always about skills learning from experts, now coming back to that first I would like to have that all of us introduce each other, also if you want to know those of you were coming for the first time I think three four of you are only repeating but most of your new, you are coming for the first time you want to know what we had done in that conference the first register administration which you have missed then you can go to a website National judicial Academy website there is section called concluded programs you will find everything in detail what we spoke about, in that conference what was take outs, takeaways what kind of shoes were discussed what kind of solutions and Strategies for proposed all that is there I mean Shivaraj can show you where it is exactly how to look at that on the NJAs's website with this I think we should first start with self-introduction that I would like to know if you are a Registrar (Administration) show you're not

Registrar (Administration) that means you're holding some other post or if even if you are not Registrar (Administration) at all, then what post your holding at present, so maybe we can begin sir with your introduction, to us a bit please keep siting, this is like I mean it is not a classroom atmosphere we are in dialogue with each other... Yes Sir.

Very Good Moring and I am S. T. Naiyyar Registrar establishment from Guwahati High Court, I am also mainly looking after bulk of administration, particularly establishment matters that promotion, appointments etc. (ok). This is a newly created Post actually, Registrar (Establishment), for the last four months I am holding this post. Prior to that I was Joint Registrar Administration. Registrar (Administration) last time he had been attending the seminars. Practically I am doing the similar work, (ok). So, what is difference between Registrar (Administration) and Registrar (Establishment)?

Practically establishment matters like promotion, appointment, display of actions are establishment matters and and administration, practically our duty has not been bifurcated till now, ok. Thank you so much sir.

Good Morning I am Ramchandrar D. Huddar from High Court of Karnataka, I am Registrar (Administration) since June 2015. So, far as Registrar (Administration) is concerned, prior to the 2007 the staff use to be promoted as Registrar Administration, from 2005 onwards a judicial officer is posted as Registrar (Administration) entire administration of the High Court including the writing of CRs of group D and C employees and other entire establishment etc. So, far as other concerns are concern that means I am writing the CRs of group C and D employees, Group A and B are concerns the Registrar General is looking after an entire affairs of the, even financial matters, now the Registrar (Administration) in Bangalore was, 25000, now last week it was increased up to 2 Lakhs. Just to lessen the burden of the Chief Justice because, above twenty five thousand we use to take the files to the Chief Justice but now, last onward the financial powers increased up to two lakhs and entire administration is looked after by Registrar (Administration).

Good Morning Madam, I am Joint Registrar (Administration), now I am looking after the administration of High Court of Manipur, there is post of Registrar is lying vacant anyway I am looking after the work of Administration side, of the High Court of Manipur. Thank You

Good Morning Madam, I am P.V. Dutta, joint Registrar Guwahati High Court, Itanagar Bench, There is no Registrar, I am looking after entire administration of the Itanagar Bench I am also CPC of the Arunachal Pradesh. Ok sir.

Good Morning, I am A S. Radhandhekar from Nagpur Bench Registrar (Administration) looking after the entire administration of Nagpur Bench a good morning one and all. I am Sham Chandak Registrar Administration at High Court of Bombay at Goa. I am also in charge Registrar Judicial There, in charge member secretary Goa State Legal Service Authority and Drawing and Disbursing authority and all. Thank you.

I am Manssor Ahamad Noor, Registrar (Administration) Chattisgarh High Court Bilaspur. Good Morning everybody, I am Farvez... Sri Nagar wing of JK High Court. My job is mostly listing of the cases before the Hon'ble Judges and...

Good Morning Madam, and good morning all I am Sanjay Parihar, Registrar (Judicial) Jammu wing of the J and K High Court. Basically, this Registrar Post in J and K high Court is on deputation means from the officer from the services, I am an officer of District and Sessions Judge. I am looking after the Jammu wing means J and K High Court has two wings one is in Jammu and another is at Sri Nagar, the office of Chief Justice is moving secretariat, for six months it is in Sri Nagar and for six months it is in Jammu. My, job is to manage the administration of Jammu wing besides the judicial work, all the judicial work whatever is there in the rules for Registrar (judicial) that I am performing besides that I look after the administration of Jammu Wing that includes the writing of ACRs of the subordinate officers, that includes the lower level forth class A B C D group employees this my assignment.

Good Morning Madam, I am Sushant Huddar basically I am from Madhya Pradesh Jabalpur, a have been working as Registrar (Administration) for last one and half years owing to some exigencies of work Hon'ble the Chief Justice directed me to look after the Registrar (Judicial)-II also, so presently I am looking both Registrar (Administration) and Registrar Judicial-II.

Good Morning everybody, I am Gulchand Khurana from Punjab and Haryana High Court, Chandigarh I am joint Registrar (Administration) assisting the Registrar and also presenting officer in the Departmental Promotion Committee. Some cases are routed through directly from me and some are routed through Registrar.

Hello, Good Morning all of you. Myself H D. Suttar, Registrar (administration) from Gujarat High Court. Recently I have been appointed as Registrar (Administration) post was lying since two and half year I have to mainly look after work relating to ACR and leave report and intimation regarding movable and immovable property.

Good Morning Madam, respected Resource Person of today's programme I am N.G. Shirpa, High Court of Sikkim and I have been looking after the Establishment, Protocol, Judicial Confidential and Library and holding additional charge of CPC and additional Director of Judicial Academy.

Very Good Morning to all myself Anil Kumar Roy, Joint Secretary Registrar Inspection form Jharkhand, presently the post of Registrar Administration is vacant and I have been asked to look after the matters of the Jharkhand high Court and all the matters relating to the Staff of the Jharkhand high Court.

Good Morning to all, I am Mr. Devashish Naik, Registrar Administration of Orissa high Court. Good Morning I am Jayprakash Narayan form Kerala High Court, I was holding this post for last two years and I am in charge of the entire matters except the judicial recruitment of Subordinate judiciary, all other matters related to the High Court with me.

Good Morning, I am ... from Tamil Nadu, looking after the Madurai Bench, Good morning I am H K Arora, joint Registrar, Delhi High Court.

Very Good Morning Madam and all of you present over here, I am J.K. Singh from Allahabad High Court, and there is no post in the name of Registrar (Administration) in our High Court and but Registrar General assigned this job, rather delegated job to several sections, one of the section is infrastructure I am officer heading from the judge cadre and at presently manning the affairs of the Infrastructure.

Dr. Geeta Oberoi: Should I presume that all of your judges or they are people who are none-judges also, in this group,.. You are from High Court Administration. How many are from, High Court administration over here, 3,4,5,6,7, ok so all of you are not judicial officer, ok. that is quite large number for the first time, so about myself I am Geeta Oberoi, Professor at National Judicial Academy, I am Bharati Sharma, I am Professor, when I was last retired, it is in Indian Institute of Public administration in New Delhi. I am Jerome Joseph... now I am visiting Professor at IIM, but I am also on my own, conducting training for various type of organizations.

Once again good morning to all of you this is Shivaraj, I am working as Research Fellow in National Judicial Academy, I have privilege to coordinate this conference on Registrar (Administration) thank you.

Dr. Bharati Sharma: Little more about my introduction, my education was in Delhi but I started by carrier in Guwahati University there as Lecturer I joined and then I became professor and left the Guwahati University I was professor and head of MBA Department Guwahati university, because of my personal reason I have to move to Delhi and there also I worked in few institutes like Lal Bahaddur Shastri institute of Management is the one and the NTPCs power management is the other one, and then finally I joined Indian institute of public administration and superannuated from there two years back. Here again like Professor Joseph I am freelance and taking up some consultancy assignments if I would give to that and Guest faculty to various institutions.

Now, today, topic is, before that I would just you know, when I was listening to the introduction two things administration and establishment and I am not really quite clear about the difference between the same, that is off course Prof. Joseph

Only the name difference in and then its ok that is of course structure Joseph is it just aid but I want you to give more interaction, because they actually in this kind of training sessions or this kind of sessions we learn more from earth from the participants because, our knowledge is you know little different and we try to have as much as a practical knowledge as possible from the participants always so I'm sure he'll help me and that. Now little bit theory but you can interrupt me at any time but you can interrupt me if you can give new input any small presentation 5-6 slides. But I want my more interaction "management is the process of' management skills now let me tell you know how I have organized this class first, what is management then what is the management skills required then if what is effectiveness and what is efficiency then how to become how can managers themselves become more effective and efficient and make the people who are working with them. I wouldn't say know subordinates or juniors but we say who are working with them, make them more efficient and effective. Management is the process of reaching organizational goals by working through people and other organizational resources. Number 1 it is a process number two to it has set some goals number 3 it has to deal with people and other sources. What you understand by these four things?

you must tell that to me, then only I can proceed, because every now and then we keep on using the word Management, water management, management human resource management financial management always have anything but you just add the word management but what is it this is this only definition kind of know but in the definition itself everything is included what are they ...what is going on yes ...but how do you make it go on is... not what is going on but how do you make it go on. Number is a process and achievements, achievements means goals. I will use the word in management and goals what you want to achieve out what you want to achieve and how do you achieve it that the whole process is called as management.

Process means a set of activities, a set of functions and goals as you get, I want a more input what do you mean by goals natures not that you know those who are you sitting on top somewhere you know in your office in your case it will be a Registrar General. You all the managers in your own right because you have something to manage, you doing something you dealing with the team you're getting work done so you're all the managers all of course your administrator, administration and management it will be dealt by Professor Jerome, I deal with it in details but it again more or less means the same thing there is slight difference off course, and then goals, what are your goals, decision making, in what? For What? For getting results and what are your results, what will be the result in your case, I will come to that little later, all they are set far. Even then works are already set, but still you know you have role to play, then people.

Certainly why dealing with process we have to deal with the people exactly and that is the most difficult in Management. Your goal is already set and a you have people and other resources, other resources means infrastructure finance and all that, that you already have most of the High Court has good infrastructure now a days but there may be some High Courts are lacking, somewhere that's the different thing but other resources actually is not real constraint the main constraint is the people and its everything being equal and the people, the motivated people lot of people in and around in an organization working under you makes the difference but in very small, five minutes you just take up one task, you take up one task you do and how do you go about it, how you go about doing it, you just mentioned that some task is already set for but some goals you have to set for example don't forget about the writing, some activity you have to take up in your High Court any activity, forget about your area, the simple.... exactly. Another thing very small example, I don't know whether you have role to play in that or not but, new chief justice is joining...

Participant: So far as High Court are concerned in Karnataka we don't have any Training Center or any academy for training the employees of the High Court, this year we have started in Karnataka training the officials, there are employees who are promoted from group D and from SDA to FDA and FDA to Senior Assistant like that, so we pick up those promotees and everyday five days programme every day in the afternoon from three to five thirty we conduct the training programme for all the employees who are promoted on different subjects of different branches we also call the concerned Assistant Registrars and Joint Registrars to speak on particular subject thereby we want form efficiency to excellency, exactly. Efficiency to Excellency that is now being introduced in the Karnataka High Court and every day we are training the officials in addition to the training being imparted by the Judicial Academy every year. Thank you.

Now coming to what are the functions of Management (1) is Planning, you have to set the Goal as you have said some goals are already set for you as you mentioned, (2) then Organize I will come to each one of them organize means suppose you have task in hand and how do you go, while going about it, off course this also in your organizational structure, that structure is already made and Organizing means assigning task to various people, but still even if it is already set, for the particular task you have to pick up some people right to assign that task although its even if you know structured organizations, very, very structured organizations like high court there also you have some scope for organizing as such because sometimes you know whom to assign what task, you are the one who knows, who know the people and organizing in very simple terms means assigning different task to different people and leading means, leading and influential very important role it plays in any management task because the leader is very enthusiastic suppose you have task and you have assigned people giving task to you, do this, you do that and you would assigned everybody there task to reach that goal. Whatever goal but you will.. little later you give me some concrete example but assigned the task and forget about it then the task actually is to be accomplished then you find that you know the task is half done and then you shout at the top of your voice and tell them that why did I have assigned you this task and why did not you do it. You know that doesn't help so you have to all the time lead from the front. that is you know keep reminding that it will come controlling that whether you take stock of thing, whether the thing is moving that activity is moving in the Right Direction so that on the last day it is not at chaos.

while leading we also sometime influencing but many people break it up in different in different way but this is the most simple way of dividing I mean functions of Management now, you tell

me, I will give you an example now, I don't know whether you have any role to play because, suppose a new chief justice joined, do you have you have role to play in that, you do, han, not really, I don't know those don't have any role to play for them it is different some may not have any role to play. But, I am sure all of us will have some role to play when chief justice joins and then what do you do. what do you do, what are the steps just tell me how do follow these steps, follow these functions in the swearing in of the chief justice, Mam, that is very defined job in our case it has been restricted to the Registrar (Protocol) that is all in all whole his job, rest of the Registry he mobiles everybody yes... from the arrival to taking oath till that and thereafter some guest are there their accommodation, all these things are to be ... arrived that we have to forecast assign this duty somebody. I am sure whole High Court Machinery is used because only protocol is not enough any way Madam, so swearing... So Registrars has to coordinate with the Governor's office and plan for that for even printing of invitation cards etc. and coordinate with all the governor officials thereafter there will be addressing of the Bar by the Chief Justice. I say new judge swearing in, that is your job even new judge also in Karnataka... the constitution says the governor has to administer the oath to the judge or he may delegate authority to the Chief Justice... the constitution says that it is the governor who has to administer the oath of the Office, that is the different thing I am in a different flow, my intention is little different not to go into the technicalities. First step is planning, I don't know who does it I mean how you do it I don't know, I just want to clarify the steps planning means, date. in planning what does one do is important you may be, but what does one do, in planning set a date, suppose a chief justice is coming to the particular High Court then you have to just see what is that chief justice and u have to take up the matter to the state government and govt. is to administer the oath, in the swearing in ceremony of the chief justice the oath has to administer by the Governor, and matter to be taken to the State govt. it is the function of State High Court, they have to take up the matter to the State Govt. Registrar General of the High Court they take up the matter with govt. decide the date then chalk out the plan that how and when the chief justice is to received and when he swearing in ceremony is to take place, guard of honor is to be given these are things are to be taken care of, planning is must. What does one do in planning here, date, venue, then, guest list, then invitations, then receiving of guest and then the invitation has to be delivered to particular judge thereafter see the comfort of the guest, sitting plan, lot of plan, you will do that plan, sitting plan is very important, sometime it may cause embarrassment and... then Organizing what do you do at the organizing stage now, entrusting these whatever job in context of that function of that function.... but otherwise any small dinner party or variety show any way

you know that date, place, guest, sitting plan, etc. delegation of duty, delegation is all the more important because leading and influencing part make some people responsible.

supervising, as per plan then that's all, because again is known suppose there is ten days left, assign task and supervise the delivery, decide who is to do what then after say two three days again get to gather have you done it , or any problem. again after three four days I am just giving an example, so that, on the last day everything goes on perfectly, off course near perfect there will be still you know mistakes, people makes some mistakes and mistake are made to learn from them, even if nothing ever goes perfectly, there is nothing called perfect and you should never aspire to be perfect, always, suppose we write paper, we read our paper again and again every time you know we find something missing we keep on adding then we never be able to write paper you know that way. but, aspire to be perfect, try to be a perfect pardon motivate sometimes you know yes, some big functions like, I am mean like Chief Justice swearing in you know up course some kind of the drill is needed president, prime minister swearing in, may be you know that is good in a way, like dress rehearsal some other functions also. Now Skills of manager is the same thing but planning goal setting, making decisions, at the time of planning only, then delegation and support, support mean this is there again so I am going quickly half the session sir Joseph will be taking some time I have to leave to him to also. Communication is concerned, planning up course we already mentioned, goal setting also that is usually done by you, specific target. What can be goal setting, but what can be goal setting in your context. what can be making decisions what kind of decisions because, thank you.

You have to help me giving your kind of example, ya some time we divide the work in different committee constituting small committee giving them the duties which these committee is look after in case we have particular day, for that we constitute different committees headed by District Judge, with help of these committees we get the jobs done, that committee is responsible to certain duties and after every three four days we take the stock, to what extent they have reached whether they are in any problems or in a way while working in such committee. this also helps a lot this division of work these are the small goals, which are to achieved with the help of different type of committee before programme, stock is taken about the work done through this different committees, this way we have worked at the big centers, and these constitution of small really works.

So you are doing almost all the functions controlling part mainly, yes at the different centers and not at the present centers... but while working previous station or the principal district judges

use to have such committees and even case of Mega Lok-adlat meetings, these committees look after the assigned work this helps the achieving goal, because they are small targets which are to be achieved by these committee which leads achievement of goal, like maximum settlement of cases, for that we have different committee, that committee work with different cases, civil appeal, criminal appeal, that is organizing, these kind of matters, dividing into different committees, this also many of the times work, similar way in case there is big programme, there are committee, like welcome committee, food committee, which High court you are from, actually I belong to Maharashtra Judicial Service, at present I am at High Court of Bombay at Goa. Ok, In Goa, I am Registrar Administration and also Registrar (Judicial) good, goof, thanks for the input, anybody else, would like to say something at this stage a planning , goal setting, making decisions, but delegation now, this very important many people can't delegate because they do not have trust on the people who you know will work for him, and they keep everything to themselves its very dangerous thing you should know how to delegate this is very relevant in your case in your context, is it relevant in your context, delegating ya... because and two things you know you don't trust them, or you don't empower them, trusting them how you will trust them, if you know that they are capable of doing it, how do you make them capable it is your duty to make them capable what would you do with incompetent, in capable bunch of people. I mean, because in your case you don't have to, or cannot through them out, you cannot check them you cannot dismiss them. so but you have to do work with them only, and what do you do for that, to delegate them what do you do, we normally select the skilled employees those who can we trust, trust means not we have to make them competent to function, yes that's what I am saying, that's where the Managerial skill is required, exactly so they are not competent they are in capable. But, still you know you have them only with you so you have to make them capable. With limited infrastructure or with the limited Staff you have to function yes yes, so how to make them capable? Motivate them, I am sure people have lot of capabilities, in fact we also have much more capability then, then what we actually make use of, so we always hold back of your performance all of us think about it.

You can do so much but all the time I think we are holding back our performance because of in an organization I am telling you. Because, you know, why the people working under your hand they perform their best I mean individually you talk to them. They are very bright people but when you assign task they don't do do their work. but, let me tell you likes to work, people are really want to work and I will give an example if you have given a beautiful room and all kinds of computers all infrastructure and you are not given any task to do. but, seat there from morning

to evening and come to office sit in your office and in front of all that whatever you have, and go back home at five O'clock, you will be the most unhappy person in the world. you will think that you know, people are not using, I am underutilized that feeling will be there so in my own case only we realized that, you want to work, but there is always complaint that, people don't work, people don't work, why don't they work we have to find out. Why don't they work? Some people always work and some people never work, that is off course there, some people are self-motivated.

But, as manager our task, what happens you know, those who work they keep on getting work, those who don't work, and those who don't work. You don't give them work, then they became more incapable, so you have to give them some task at least. Keep them mentally alert. Otherwise there will be, they will rust out. There are two words one is rusting out and burning out. The one who work you keep giving them work they will burn out, *muje hi sare kaam karna padatha hain*. that is very bad, other person think that person although self-motivated some time will have the feeling that why should I do all the work, the other one is not doing the job and he is getting the same salary and everything. You have to try to bring them up, as a manager it is very important task, it is very important skill, how you do it, you know it is different thing, different people needs to motivated in a different way, right because there is individual differences some people will be motivated some monetary incentive, off course you don't have it in your hand you can't do that but some people will not need money same salary same thing, little bit of appreciation they will do and I will give an example. In my institute there was programme on MCD Doctors, they were CMDs there and there is group coming for training. Management training on that, I was asking the same question you know how you motivate.

One person came with very interesting example he said one four grade employee never use to come on time and always fighting with people and then what that lady lady doctor and she did that attendance registrar she gave him the attendance registrar from tomorrow you keep record of who is coming where take it and it is your duty to keep track of who is coming at what time and get their signature and all from next day on wards you know he is to come on time and he is to see that everybody comes on time, everybody does work because you know that he got that he wanted that, it is just on one why so you will have to decide but you have to get work done from the assign and ask them or individually call them right because what would be done with incompetent bunch of people, otherwise not under control. Individually call them and ask them what is there problem, you have small group, you don't have very big group so those who don't

work identify them and find out and give them some task knowing full well that they cannot do it but I am sure you know they landed doing it if you give them in some task this way.

do you have any example like that, to make non performer performer any example anywhere, or not even if not in your job or even for example. You have to motivate them, you have to motivate them some are very bright children ... yes..ya but they don't perform well yes we do it it's up to you if I don't have a prescription for that but you have to do it don't keep the idle, idle mind is devil's workshop they will create morning since so you bring them and then the sign some task fully believe that's why this is this is very important for empowering people making them capable, empowering word is used for capacity building... to get things done we will engage busy person the other person is always idle but still some task not very important even if he does not do the task it is not question of life and death or you know that important didn't ask and keep them busy maybe if the person will come who knows then come support here comes support, you have to support them to do the work and support give give, give task to somebody and the person is not capable of doing it could do it then that kind of leadership style is not good finding fault with the person.

First make sure that the person is capable of doing it then only that ask for that person. Then communication, communication is the what what what is this what is communication in this context in managerial skills context what do you communicate how do you communicate, communicate and how do you communicate exactly. Clear instructions instructions clear instructions otherwise you know for example, you're busy han, writing something auditing something somebody comes and ask if I ask for some instruction give some instruction and the person is not able to really understand properly that happens that you are not serious giving that instruction to the person also the misunderstood you and finally I know he does something else not exactly after I said I said I ask you to do this that these what rubbish like that that is not good clear instructions to the person understands in communication sure there is one session on communication skills, there who sends the message and you are a sender.

Enter the message at the receiver is the person if what you are trying to convey is the same thing that the receiver receives that is very important that I said your writing or reading or whatever that is a communication barriers right sometimes is noise is physical and mental they can be many barriers physical and mental sometimes not the person cannot understand over the telephone you are given sum instruction there is some disturbance in the line, the person is not able to understand properly that means the message you are sending as a Center the receiver is

not able to receive it then we call it as communication gap. Communication gap takes place because of this is very, very important and sometimes you have some idea in your head, it is not exactly in your case but in corporate sector leader has something in his head but him or her not able to share it, keeps in your head.

Many a time we say knowledge is power, you know sometime to be more power full we don't want to share knowledge many times and remain more powerful but it is just opposite now a days. more you share more you are powerful, more you communicate, more you support, more you delegate again and they will become the people who are working for will become more capable. Delegating in management terms again I don't know it is relevant for you also, there are three things authority and responsibility. Authority and responsibility you can delegate but accountability will be yours you understand what I mean. if the job is not properly done then you will be held responsible your account able to understand that is very important that this is very important in management, management language or management field authority responsibility and accountability. When you delegate, you have to delegate in a way that the person take some authority if he again he has the authority to give instruction to the others also, some authority on them and matter in your case I don't know what could it be.

Power you are right power and responsibility, and once give the responsibility giving only responsibility is not enough you have to give some power to that person that is called authority but accountability you have to see to it that the one to whom you have delegated or one whom you have given the authority that my person is capable of doing it because if he or she make some mistakes it is it will not beep however much you scold him or I do whatever but you will be held responsible and accountable for that. So first be absolutely clear that a person is able to do it in the person is you know that you don't have anybody else to give the task you have to give that answer to that person then give give them in empower them or give them a kind of instructions or training I want it training here but the person in so many words would that a person is able to do it because because because because the accountability is yours you will be held accountable. Then control control is you know monitoring government and non-government a monitoring and evaluation supervising not just supervising you know thing ... right right

Again coming back to what is management, resource are always limited, because you have limited people, limited fund, whatever task you do your fund is allocated, some fund is allocated some people are there, infrastructure is you know limited whatever it is so you have to do it, you

have some constraint, you have, these are constraint, the limitation is the constraint you have to do work within that constraint the how best you can do it within that constraint that is the best management then comes there are two very important terms the programme director has used very important words. Effectiveness and efficiency they are usually used inter-changeably right. he is very effective he is efficient and effective you use you know same word usually but it is not that actually so you can ask me questions han, here effective business is the level of results of the actions of the people, effectiveness of the people has enormous impact on the quality of an organization. Effectiveness means, usually.... pardon... result oriented here all the management functions and all the management skills are apply. whether you are effective or not that will be decided at the planning stage, organizing stage, if you haven't make the right decision at the time of goal setting or starting the activity you will not be effective right, efficient you can be., efficient you can be, I will just put an one example, efficiency is time taken to do something. it is not the time taken... one can be efficient, I will give an example. you have to send out some letters for some function again han, you send out the letters quickly in no time you sent out the letters from the computer you took out the print out and everythingeven though he was efficient he was not effective and besides whether the letters reached the person or not that is effectiveness, if you sent out the letter and then forget about it very efficient so fats they have sent, exactly very simple example but you have to give more examples may be, you can send it by email also infrastructure you have with infrastructure you can become efficient with infrastructure you can.. Efficiency is you know actually we call it as doing the right thing, goal is achieved or not. Whether the goal is achieved or not if the goal is achieved the level of outcome this is very very important.

this point is clear, efficiency and effectiveness, within existing tools which are available, existing, you can't suppose you are registrar if you are having limited staff within that limited staff you have to achieve effectiveness and efficiency, both balance between the two you have to strike balance between the two you will not able to achieve it. You have to be both at the same time. this is most important it is not that you have to be effective because you have to be effective it has to reach the right people you go on taking time that is not you know good managerial style you have to be efficient also effective both.

Participant: Corporate management skill is different and skill which is required in judiciary in the High Court according to our system we have sixty six branches in the High Court a person...a person who has selected as SDA is been posted to one branch till retirement he works in the same

branch itself he will become efficient some excellence is required but he don't want to share his knowledge, that is the bottleneck which we are facing now because we say that second hand employee has to be prepared in his absence but what is happening in the High Courts is concerned that a person who is expert in some field like civil scrutiny of the cases coming to the courts so if he applies leave we have to depend upon others but others are not efficient so some second hand has to be prepared by the Registrar Administration so as to enable them, enable the other to learn the work but this work culture is now going on... corporate sector is different and our High Court is different our High Court is different we have got sixty six branches we have different branches we have the experts in their own branch so the circulation of these employees periodically so that let them learn in all the branches that is required.

We are facing so many bottlenecks in effective administration of High Court. In private there is concept of job rotation, one person is kept in a particular department for some time again moved to another department that's what you are meaning. What is happening madam even Registrar (administration) takes the charge or takes the decision to rotation we receive some communication also stop it like that from the superior officer? Two things (1) one is job rotation it is very important. Internal transfer is very important but I think, how can you do it, you have to give suggestion to your, don't talk about private now, because it is private today and in govt. tomorrow they will change but I don't know when they will change, they will implement all these I am sure someday because you people are you, it is good that you are raising issue and if you keep raising it in different forums may be... there are certain difficulties in those sections they will insist that this person must be here otherwise the work will affect, the Registrar will be afraid of restricting that person because the work will be affected so he will keep that person there everywhere those persons are insisting that no you don't transfer that person otherwise it will be so they are keeping that person in that particular section itself.

If he is allowed transfer from one section to another section then this problem may not arises, dependency on employee is more now, it may not be top person, top person goes little difficult little below so that he know he gradually learns it and go's up. That is there in delegation, some work the person who is an expert some person from other department is brought there and delegate some work and then the person does it gradually when the person comes up then he will be able to take over but in govt. I have noticed you know, delegation of power is always there, what I am saying because, the Registrar General is apprehensive and they won't able to do the task and that's why they don't bring that person bring it in a little lower level, not in the

highest level, then you know see whether the person learns or not. That can be done but who will bell the cat.

For every person there is god father, some judges, (Participant) as Registrar (Administration) I insisted one group 'D' employee to wear the uniform, I compelled wear the uniform, within 15 minutes of my instruction a telephone came to me he is my boy don't touch, now I am getting the point one more that is there because the person is closed to power and because that person is very powerful, that is one way of becoming powerful, they directly approach, last week or so, that is the constraint under which we have... even the class four employees is disobedient we cannot take action against... some patronage is there.

Actually one more thing I would like to share, sometimes around power centers they work very competently very responsibly and thereby earned the reputation of as greatest of the officials or the Staff but after this thing then i case something is committed by them...if they are blamed for that since that reputation they have gained or created that around power centers working good, then it is very difficult task to blame that person, that you have not did this well. If it is reported, they say no no he works very fine this and that but they are deliberate, they are quite strategic around power centers they work very hard, very good, very very good but at the other point of time they forget the responsibility or that sense of ability to work at.

we talk of source of power it is very important, source of power, so far the corporate sector is concerned there is apprehension of removal, but in our concern there is no, once the probation is declared they are permanent employees but I always say that this should have been a motivating factor, because your job is secured but it is just a other way round in govt. certain issues suppose madam, there are certain officers who are from establishments like in High Court a officer is appointed in lower rung then he goes up to the joint registrar, but in certain like in J and K High Court they registrar is generally from services, means he is judicial officer he comes deputation, chief justice brings him on deputation, there is heart burning within the administration that Registrar is an outsider he has come to control us that heart burning it remains there. We have seen, don't work whole heartedly don't put their best. Consensus must build up in every High Court let there be a Registrar administration who is within the establishments. He will look all the administration of the High Court as per as judicial side is concerned let there will be District Judge who can, he knows judicial function. Under High Court rules there are some power vested with Registrar (Judicial) that cannot be exercised by an officer from the administration, so there as to be effectiveness and efficiency can be brought by.....if they

are not supporting him... If all the Registrar are concerned all are from judicial service so there is no heart burning at all and from my experience I can say that there is no heart burning in Gauhati High Court is concerned.

Number two, but not only in the lower level at High Level also, it is standard practice, it is always is is like that there is no heart burning but at the same time those who are in the administrative side, if I am from High Court service I know who is who, therefore thirty two years I worked in the High Court I know who are the employees there how they work and how their functions are there I know better than any judicial officers coming there so that is correct, we are functioning in the administrative side will be more effective than the judicial officers it is fact also as far as administration is concerned , it has to be in personal view is that administrative side, so he knows everything.. he knows the art of managing that section so if he is put in the helm of affairs similarly from administrative side who knows how to account section is to be dealt, other section are to be dealt if he is promoted to the rank of Registrar (Administration) that will add more benefit to the organization and would add to the efficiency in any High Court.

TO improve effectiveness, initiative must be taken to provide thorough performance review dealing on employee's weakness through constructive criticism, ok. you saying something, effectiveness initiative, what is constructive criticism, constructive criticism means, you see you cannot always have critical approach, you have to an employee, you have to give helping hand to employee try to bring him.....point out his deficiency but what is your intention not to criticize him, criticism word is there, your idea is to bring him up get work done form him, telling him that you could have done it more better, in giving feedback there are ways to give feedback, while giving feedback always start with positive, always start with positive and suppose some work of somebody has you know, you dictated a letter and that person has made lot of mistakes and you getting furious about it so what do you do scold him right away something must be good there it is very small example but very relevant if you put, start abusing him, all kind so of thing he will be demoralized next time he will more mistakes you say your layout is good, whatever your, handwriting is good but typing, you can say you used good font or good layout or whatever you think what you say but then you start with negative, if you start immediately with negative, it is not only with.. Your children and to your colleagues and everybody and if you start with the positive the person is ready to take the negatives always keep this in mind.

Then improving efficiency necessary infrastructure tools need to be provided to perform the task efficiently. this I have discussed so,...then effective means delegate wisely as I said delegation is

very important otherwise you will overburdened you will be burnt out, then set proper goals communicate, give time to employees. I mean sometime you know listen to them they must be also human being they also may have problems, ask them what is wrong with you a few good words recognize their achievement. But we have miserly in appreciating and giving credit for peoples appreciations... even we are working in this field but still we are very very miserly, we can't, Indian people as national character, that they cannot praise people on their face, behind they will say he has done very good job, this, that do you agree with me... never on the face... very rarely but this is very important you appreciate a person in front of people you know if you want to appreciate in front of people, if you want to praise in front of people, if you punish call the person to you room then don't punish, don't say harsh things in front of people the person will be demoralize, unless you really want to humiliate and demoralize him or her ok.

Think about lasting solutions, quick solutions off course sometimes it is necessary to be effective, but in the long run it does not help, I don't know how it is relevant in your context I am sure you will understand. Make organization a fine place, don't be always have very strict face and people think that if I am strict If I look strict people will work better but for me you know I think it is other way around I mean up course it differs, everybody even if they want they cannot behave like that, you try to change your behavior

when you have to strict you be strict when you have to be joking, jokingly you can talk to your person...you should enjoy work you should think that this is my organization, this organization giving me bread and butter everybody and my livelihood I should wok whole heartedly for this organization and be happy because I will be here only I mean of course there are two things in Management entrepreneur and interpreneur, if you want to be entrepreneur if you don't like your job go and do something outside you, I don't like this job I don't care you are educated and you can go out but we are, we can't, we don't have that risk taking capacity so we can be interpreneur within the constraints make best use of the things possible, that's all thank you.

please sir, please sir,

...for instance you also raised the issue of job rotation, the question of promotions, the question of transfer also came up and then there is other issue of insider vs. outsider we have problems at IIMA also because the insider who is been in the institute knows the institute, ins and outs and also, because every organization has his own ethos even though we belong to the same profession

each of us are in different location, geography and every High Court would have its own internal working culture so that is also something has to preserved identified and transmitted from one generation to another, for instance in IIMA we talk about the Idea of ...founding faculty ...Ravi Mathai I think you hear that name before and Sarabai who was actually the founder of IIMA there ideas. The way they designed the organization something which all of us are proud of and we try to transmit that from one generation to another there are times when there is little turbulence when somebody disturbs and that has its own consequences for motivation moral even sometimes people leave they don't stay think for moving out kind of thing I think that was interesting session related to some other practical problem we face see the important thing to be kept in mind, you mention the private sector whether what happens to the private sector is of relevance to us kind of thing if you look at our High Court or even the District Court as an Organization and then within the organization there are different role responsibility, accountability at different levels then it is same everywhere as matter of fact in professional carrier as teacher, I see myself as teacher if there is another opportunity to live I would like to be teacher again, that is the fascinating thing, it is fascinating thing I work with educational administrators, hospital administrators then managers in small businesses, small and medium business, family businesses, pubic enterprises for instance several years of working with Hindustan Aeronautics they have their own peculiar problem the main thing kept in mind...

the business of management most of the concepts theories tools techniques have come from the private sector and private sector actually gets most of the theories from the Defense services for instance look at the performance appraisal system most of it has come from the defense services and that is transplanted into managing organizations and others begin to see whether we can make use of it. so in my session what we will do, we look outwards here we are looking inwards you try to see how some of these concepts techniques etc. we look out and then ask the question problem we are facing are they peculiar to our own setting or even other companies organizations face similar problem, then we will take look how they handle that and then see how we can learn from them. ok we will look outwards and what I will do is I will look at Jack Webs, you know and General Electric as matter of fact after making in India movement that General Electric is coming into India, and they want to be manufacturing coaches, railway coaches and locomotives within India, set up or manufacturing part that not the reason, why I am talking about it Jack Webs was CEO of General electrics from 1981 to 2001 and he is an insider, since he is an insider outsider came up and he joined general electric at the age of 23 and then he became chairman at the age of 43 in the USA whereas here when they became

chairman they are already around 60 or 59 only one or two years three years kind of thing.. anyway during the twenty year you know what he did how he did, how he went about it there are some interesting insights and then we will transfer that learning to our own environment and see what we can learn a kind of thing. Mainly some way I want to say thank you to you because I think you are part of very important institution within this democratic framework we have worked with so many organization, it is quite day in and day out you deliver various shall we say services within the judicial system so in a sense I would say I just want to some insights with you the hour that I will be spending with you... and that insight sharing is to say thank you to you.

I think I am in very sacred gathering compare to let's say other category, profit making sector for instance I have some views on that I will share that with you take a break and come back and take look at an outside world how we deal and then we will see some of the problem we are facing they are facing or so, that is the same with solutions, each of us is leader in our own environment. Have cup of tea and come back.

Shivaraj: Thanks giving to both Speakers

Session-2: From Administrators to Managers: Challenges and changing Imperatives

By: Dr. Jerome Joseph

Prof. Jerome Joseph: Okay good morning after an interesting first session where we look at some of the issues at the grassroots level. You know when I was asked to talk to talk on this and share some views with you on this topic when you know administrator adjudicator and Administration and talk about manager and leader so many terms which are used.

But, ultimately we have role, we have been assigned responsibilities we have and how do I go about it is what the whole thing is about label it's like the naming ceremony, when a child is born some reality is given him name and management decides that every now and then a new label comes in but the content more or less is the same. because ultimately it is all about the same packaging and marketing kind of an approach, therefore you know at the same time you see I have worked with civil servants and done programs for IAS officer Indian Police officers and now we also have a programmes for public enterprise manager senior level right up to front line and then you know, if at all there is difference I think it is because of the ecosystem within which we work, ecosystem and Ecosystem in which we work when it is driven by let's say rules and procedures when we have a set an environment and one has to be has to be functioning within the framework of rules and procedures within the Framework rules and procedures so whatever label we use administrator or Manager or leader ultimately it's about the ecosystem or rules and procedure then you have a private sector where they talked about role responsibilities and results, producing results and you know what results mean it means profit and profitability margins.

But then if you were to ask me question, we talk about the profit what they do, they produce something maybe soaps shampoos or fighter aircraft in the case of Hindustan Aeronautics public Enterprises. Now, what are we producing as a group, we are producing justice within the framework of the constitution and therefore you see we are also producing something and in order to produce we have an organization and within that organization we have certain roles, responsibilities we use the administrator cap, when we say when saying that we function within the framework of rules, procedures in our case there are it is the constitution and there are various statues, and then there are rules and there are procedures for everything, for instance

purchase anything you have to buy you have to go through the tender process , up course there are single vendor approaches also, but we need to explain under what grounds in a single vendor is the files for stationery item or whatever because you did mention that empowerment is on the increase you know.

Financial powers are on the increase I think one us said that, but then you know what we will do is for a while we just look outward as I said, let us look at what Jack Webs did at General electrics and then see you know whether these administrator, manager, leader all these caps what way they are different, and what are the similarities with our own environment because you know such programme there is just an opportunity to come out of rough and tumble of daily life because you know looking at pending cases one thing which I always thing is people talk about cases but that also is an indicator of you sitting here, you if you look at judges, the benches the same as a bar and then we have the registry the whole organization which is supporting the whole process work load must be very high in fact what is known as a cause list on a daily basis and I look at it when I look at that itself totally different subject and then I require the different understanding of the case law and every day to be able to dispose the work load is extremely high.

you know at judges level the kind of dynamic with you see around that's why my own view is us today for instance retirement age is 65, why not increase it to 70 because if the judge is fit physically and intellectually alive and vibrant at that point in time the level of maturity cannot matched by the person who just entering the bar I mean entering the bench so in the US for instance I think SC judges are for life time, so some of these things because after all there is so much pressure of course we will also come to that there are other ways of dealing with it disputes at least wherever it is possible, what we known as ADR movement you know Alternative Disputes Resolution movement isn't it even in commercial contracts they build in a four stage process if there is dispute first we will negotiate bilaterally and then if that is not possible mediation services and if that does not work out then arbitration, voluntary and statutory so there are whole host of possibilities before people go far adjudication kind of, because when I said as an Ordinary citizen if there is problem related to family related to family related to property, related to employment, then ultimately there is only hope is I will get justice by by going to the court, people talk match by someone was just entering the bar in the bank so I think therefore life will also come together are other ways of dealing with a disputed whenever possible and commercial contracts a building there's a dispute between negotiation bilaterally

that is not possible mediation voluntary and statutory people go for education because when I said that an ordinary citizen problem related to family related to property related to my employment people talk about the problem breaks No Hope no hear the system is so important function of a country like ours so much complexities so many problems so many difference so many disputes about everything. You can't utter word today without being questioned or challenged and ultimately that issue also goes to the court, for clarification as to what does it mean. Because I know for instance judges he is the master craftsman the world is concerned. the way they are able to, some other judgments in my are literary pieces not just judgment, I am great fan justice Krishna Iyyer, and I have collection of all his judgement entire, you know whatever he has put together kind of stuff, and it is fascinating really, it is almost like text book on employment relation or other related matter, so let us now move on and see what we can do.

See if you want a mantra kind of thing Jack Webb for him leadership is energizing others because one of the important thing I was looking at the figures in that little booklet that has been given, about the number of staff working in the various High Courts and it ranges from a little less than a thousand to in some cases I think two thousand five hundred. So, it is large number of people are working, and on daily basis to be able to energizes it will able to deliver whatever has to be delivered is a major task in the first session we are talking about doers, people will do without having...pushed, poked or cajoled those who are non-doer they will find million ways by which they won't do they won't to what they supposed to do but then there is also a third category in the Indian context, doer, non-doer, what is the third category, there is third category which also needs to be addressed, when we talk about energize what is that, is there another category which you have come across, another category of concern that is in the way of delivering is, doer, nondoer, it is an undoer though those who don't do at least are not coming in the way of whatever is happening because the doers will take care, as Mharasi has said one percentage of society is on the right path, societies will survive, so most of the time you know, there is something called 80:20 rule, 20 % work and take the load of remaining 80%. There is an undoer category also, negative, we will come to that, when we talk about the energizing doer, non-doer there is third category undoer.

In all organization, because I speak, I don't speak from a pedestal because I also belongs to an organization as which as human as any other organization. And if it is human it comes with all the baggage, positive as well as the negative and negative and the role of an administrator manager, is to balance. So, then managing by engaging, with people for instances all these three

category doer has to remain motivated otherwise you know they can also go into the under category or non-doer category, some simple example where a person was asked to take the attendance, that solves the problem of his own late coming and also he started acting like whistle, so making sure of everybody comes, these are, you Gandhi was good if this, practical creativity. Without any fancy concepts or theories or anything of that kind now lets move on.

let me to introduce an organization which he took over in 1981 as Chairman, as I said he was 23 when he joined general electric and then at the age of 43 he took over and this organization founded in the 1878 by Thomas Alva Edison, you know who he is, that's the kind of legacy the General Electric can claim and then it is most admire company in the world and very diversified they are into many business kind, they are not only in one, because we are also talking about diversified portfolio, which we have present, it was very diversified and then you see, look at the way they evolved in the 1930, they were highly centralized, rule by the lord kind of a thing, chairman, managing Director tightly controlled if you look at the 1950s delegation they went to the other extreme, total delegation of responsibilities, because they found that keeping tight control is therefore leads to all kinds of inefficiencies then by the 1970s the whole question of restructuring, reorganization, moving back and fore, horizontal structure flattened a little fewer levels of decision making and so on and you look at the size of the organization that ten group, 46 divisions, 190 departments, 43 strategic business unit that is independent profit center and then these are organizational sector etc. but at the same time General Electric even in America it is free market kind of, they were supposed to be a bench mark, whatever they do others will follow, in fact during the 1980s and 1990s whatever they did India started even the company like TATA where you know, working for TATA is like working for Govt. you need not to worry about hiring firing and all that, except on disciplinary ground, that to I remember GRB TATA came to IIM to give a lecture. Then in the course of lecture he said I give total power to manager they don't have to report to me, but he said there is only one decision comes to my table. The file has to come to my table, then he asked students, faculty members, what you think that is, what you think. It is termination decision, where based on inquiry, domestic inquiry conducted and termination and then. he said I never looked at that file, I only say that file has to come on my table because you know the whole idea was that if a decision is made it should be absolutely on sound grounds there can be arbitrary, discriminatory, firing of employee so, but then in the 80s, 90s they also started adopting, will come to that what are some other practices which they are talking about.

But remember what he wanted to do is lead by energizing and manage by engaging and then will see how he went about. and then if you really see, his predecessor was CEO of the decade and he took over at the age of fort five from someone who already had very high reputation, that is his former boss, let's move on. when he took over the economy in recession, high interest rates, high unemployment rates, and dollar was also strong in the sense that it affects trade import and export revenue and so on and then the first thing he said is just four word, we have to be better than the best, that's it. He didn't say we need this much profit, he didn't fixed the profit level or whatever he said anything we do in any business every individual everybody should be better than the best and then he set some broad goals for instance he said we have to be a unique organization something, whatever we do, whatever we produce must be unique, number two high spirited lot of energy I want people to be energetic number three of course, it is commercial company so most profitable, highly diversified and then this is very important world quality leadership, wherever you may be you see sometimes you know, even our students, in our institute we say world quality you know they interpreted to mean working in Hong Kong, or New York or London or whatever, what we try to tell them is world quality means, wherever you are, even if you are working in, whatever you do, it should be the comparable to the best anyway, that is the state of mind, where he want to excel always want to be perfecting on self, doing better, doing better kind of thing. so, it does it mere working here and there it mean whatever you do your best and then entrepreneur in other words finding solution, creative solution to the problem we face on a daily basis so this is the broad, one he said better than the best, then he set this goal and then let's move on, phase-1 of course you know, Jack Webb he is an insider mind you therefore he said every business whichever, we have to either one or two otherwise we should get out of the business. There is nothing like chalta hai, or you know its ok, more or less alright,.

The kind of mentality, where anything goes anything chalega, he said nothing doing we have to be 1 or 2, if we are not he said fix it, so that we can become one or two or sell it or you close down tells his CEOs. In the strategic business so you know if look at the data they sold so many but they also acquired, that is an important thing you know they are selling they are also acquiring so there is balancing it goes on, very important. In the Indian context selling or closing is not ready option most of the time one has to fix. Although, you know I think this is also coming in, selling closing, even hiring, firing is coming, for instance even as I speak today, three faculty members of my college have been asked to leave, IIMA. That is not the Original IIMA, Sarabhai Mathai culture, we recruit youngsters, we gave time and space mentor nurture them so that they

become somebody because the view of Sarabhai and Mathai was that everybody is capable everybody has talent it is question of identifying the talent, harnessing it, recognizing that, and unleash that.

What I am trying to say is, winds of change are blowing into even educational institutions, there is lot of, you used the word heart burn, there is because these are youngsters and then whole point is if they applied for another job, if they say that they have been asked to leave, it is not something which all of us, on the contrary may be more time is needed, more mentoring is needed, more coaching is needed it is another way, now let's move on, if you see here you look at the first one it is very important, he got rid of in the first instance while he was turning around and general electric is a company which everybody follows and even there he found m anything's where barriers performing so what does he do, he got rid of strategic planning. Look at what we need to to today, tomorrow day after tomorrow. the people who are blocking whatever new idea something is there immediately they will surface and begin to block kind of thing and that may come in the way of delivering whatever, I am talking about Jack Webb and General Electric and what was he trying to say is General Electric also has become massive bureaucracy.

Procedure to do I have to follow I'm not looking at what is happening around competition consumers are changing competition is changing kind of thing you know, you are talking about planning organizing directing controlling the first session, he called it real time plan. Let's look at the current dynamics look at what the competitors is doing of course this is an sector which is functioning a certain way then what is our response on the Dynamics of the market and competitor and then look at the threats which we are likely come up and then he says come with a plan but the time Horizon only 3 year which he was was trying to bring a sense of urgency into the plan given the magnitude of the task which have built up over time period of time because of this kind of top heavy Bureaucracy lots of vice president , this, that and so on and then you look at the next thing see he moved from internal focus past performance toward what do you do for the future, the next three ye okay whatever happened to happen today tomorrow what should we do in order moving forward about today's how do you become and that is why he talks about the...agility, how do we become agile, athletic, in our function and then you look at the last three he was was trying to move organization to results oriented change oriented and then stretch meaning willing to stretch even more in order to be able to read in the reading somewhere, on annual basis take away all the leave weekends

and public holidays summer vacation our working days 210 days working day actual working days in 365 days, I am talking about IIMA and I found same figure in the reading for the courts 220 and the whole point is is there something I can do that are the same time I was looking at the work load, as the workload kind of work pressure workload number 1 number 2 I need to keep updated if you look at the judges they need to keep updated what is what I was going of course I think Delhi high court, almost within few hours whatever judgement are available to the Bar that is to the lawyer or even to the litigant kind of thing and I think that sort of thing where you don't it for the routine procedure I think 15 days, it takes about 15 days for you to get a proper documents and so bringing the agility in what we do. See, here we are talking about leadership thinking not about the nuts and bolts nitty gritty of daily functioning how the mind functions, do we become more agile of course even as individual we want to become more fit what do you do, look at that I'd looked at exercise and play badminton game or whatever I then to get into. Similarly every organization including the institutions I worked in we tend to that rut, that daily routine, so we need to some or other execrate our-self there the leadership play the role.

this is very important role, the first phase is over, there were lot of unhappiness within the organization, because Jack Webb has gone after whatever was coming as barrier, obstacle and then next thing he said if we goes like this it is going to snap. He started talking in different language. In what we can call as, Jack Webbs mark two, what is he talking about he is talking about openness, decisions are very opaque, secondly he talking about, to be frank if you want to say something come and sit. There is some cultural reluctance about siting down and discussion a problem I think you mention that, whereas if you look at average western individual they will just say let's have discussion, discuss and see if they can sought out kind of thing. In our environment, most of the time we won't even speak and then the problem is mounting is festering, he says no no won't do, and remember this is not India, he is talking about American company in America. Which means that opposite was actually the reality, there was no openness there was... and people were not willing to face reality you know manufacturing that even data can be presented in a way that everything is fine kind of thing it was happening in the General Electric.

So, we need to look at what he is saying, the reality the opposite of what he saying and he is trying to correct that then you have speed this is very important for us agility and speed in

decision making of course you know when it comes to court etc. there is also certain shall we say there is flow is not it.

therefore we cannot really talk in managerial accounts and efficiency time in some case it may be possible we should be over within the flow is very different and very different depending on the case complexity of the case and so on but keep that in mind that are at least a certain things where one can speedup, we will come to that we will open this up for discussion once see what he is attempt and simplicity you know this is another I think if you look at hour or private sector even multinational working very complex and therefore role of leadership is to simplify people can connect to what whatever is happening there are so many circulars, amendment that are coming, that's why one of the things in Karnataka high court is being mentioned some training program is done so that people begin to see behind all complexity etc and they are able to connect to their role and responsibilities much better.

Self-confidence, frequent meeting you know what you are talking about any problems grievances talk it out and solve it of kind, with your own team member in your own department and then collect best practices for instance each court, I was looking at 18 high court data available which means different court high court will be trying different thing so if there is lot of sharing and then may be one can look at the best practices and adopt it also this type of programme when you informal discuss over lunch or dinner you will get to know what is happening and that can be transplanted in our own environment so that sort of a thing and then improving processes, then you will also looking at global you see there is no harm in learning learning from wherever on can learn in fact Gandhiji **has said that My doors and windows are open to all culture but I am not going to blow away by any so you now** one is self-confidence, then it does not matter if you open to anything and learn whatever for instance education if you look at the American system of education, I don't think we can make it even after 30, 40, 50 years before we can match what is happening there then you know when it comes to developing leaders you brought in Management review, National judicial Academy has been organizing several seminar, then again succession planning is very important for instance even the whole question of rotation you are talking about people must experience various functions as they move up the ladder so when they come to your position they have an appreciation for various functions of functions the other thing also job enlargement you know, that is adding certain roles to the individual job enrichment these are some concepts which are available here in order to develop individual on the job. No need to pull them out for training and development and of course

under as she rightly said, that there is something called role and there is something called responsibility but there is authority also there is accountability even if you delegate accountability with me that is if something goes wrong then I take full responsibility if something goes right give the credit to your team members that will build the moral and then you know this is very interesting, he came up with four types of leadership behavior, he says one type is who delivers on commitments and also share the values of the organization second category is does not meet commitment does not share value. Type four, one who misses commitment but shares value that is unable to fulfill task but shares value and the fourth category is one who delivers on commitment but does not share value. He identifies the four categories, which category you think he was little worried about. First of course, there is no problem, 3rd one, would be matter of concerned one who misses commitments but shares value, actually it is category four last one, people who fulfill task but they don't share the value therefore what he says, it is like cancer the movement you it was within, till it suddenly breaks and then you can't even cure it. He would say category three which you mention give them another chance under another supervisor or another department because they fit into to the organization but they are unable to maybe there are supervisory some relationship problem or may be competency problem give them another chance. But, the fourth one is deliver but don't share there is high risk as far as these individuals are concerned. It is very interesting thing, it might be useful to think about the same thing then they came with feedback this is very important, com=continues feedback of the people who worked in as team as team member. SO that they get to know, you see annual appraisal system is actually, personal I feel. They went on to the phase three, now this also very important, he was trying to bring inter functional coordination, so what he is saying is, he wanted boundary less behavior, that is the rotation as mechanism of development became important. Because people appreciate each other therefore they are able to work together smoothly, sharing new ideas and then you say self-centered people who do not share or search for new ideas some or other should be wiped out, it is matter for concern, develop them talk to them, then of course when it comes to work load look at IIM till recently at the beginning of the year they use to plan for individual faculty and at the end of the year you will find report as to what we have done, you believe me you talk to any faculty members they will tell you that the report which they file, 10, 20, 30, 40 times more then what they have planned. It is never less, not only in terms of quantum but also in terms of quality innovation, entrepreneurship and so on. That is the Sarabhai, Mathai model, basically the principle is performance cannot be managed but, you can create an environment in which people contribute voluntarily, cheerfully, enthusiastically and that I think is the idea of IIM. Today we have some other mechanism going,

but important thing to be kept in mind is create an environment. enabling environment, people will want to people will want to after all you know in today world every youngster they want to demonstrate their talent so you have to create an environment, that is Jack Webb does, then he went on. That is very important. Now you see, he focused only on four Es, as for as employees are concerned every employee is concerned number one is how energetic is the individual, how much energy, enthusiasm, excitement, ability to energize others, everybody is source of inspiration, excitement, enthusiasm to the other thirdly ability to take tough calls, volunteer to do tough jobs, difficult jobs and then stretch little and so on and finally ability to turn plans into execution, that is where the major problem in India, we have many number of plan, idea, solution but what we need is execution isn't it. So, even he was bothered, please remember when we talking of Four Es, what it means is, just the opposite was prevailing in the organization. this is not govt. organization, its General Electric which is *crème de la crème* of American companies kind of thing and they are facing these problem and then you look at plotting, at the end of the year plotting of employees, that is there will be High Performer there is also a low performer and then it is fixed also, that is to say 10 or 20% can only be High performer and there has to 10-20% in the fifth category and they are asked to leave or they are put on watch kind of thing. This has brought into the Indian environment, for the great deal of profit because you know, in our kind of environment we can only get work done by patting on the back, by building a good relationship with my team member. If I give assessment like this at the end of the year, others also begin to feel today it is him tomorrow it is going to me. We are more relationship oriented kind of culture, I don't know I have my own view because I don't want to going into the detail of that but then if you really see, what is happening is, he is trying to push/energize the organization, he is not talking about the nuts and bolts of what we have to do, he looks at leadership as energizing, it is beautiful word the energy you know, even as you pronounce it, it vibrates through you isn't it.

That is what he was trying to do, how we get people going, and finally this is also very relevant in our environment. Digitizing, you know in order to respond with speed, even today, just now I am writing a paper on Dev Dutta case, and you know the case laws related to that are easily accessible today, earlier one has to go to the library pull down volume and then, today you know it is electronically downloadable right at your door steps. I think if do it more and more at least certain aspect of administration can be taken over by, so that time gets released, for actually doing things which are need to be done.

Which is as she rightly said the people in my organization, getting them energized is the key isn't it, now this is the if you like new Jack Webb's numerology, one or two, every business has to be one or two the best in the business, then he talks about three circles that is, Core, technology, service businesses, then the fourth is leaders. Then the 5s frame work. In otherwise you know if you look at General Electric, no idea has a permanent utility every idea we can try for a while and there is something called marginal utility, so one has to be continuously

keep on changing, Jack Webb is constantly changing, moving things bringing about some additional thing removing certain thing putting in certain new Idea, and so on. That is one thing which, you see ultimately if you look at ourselves each of us sitting here as energizer, in and through me energy has to flow through the organization. Know there are few quotations, I will just quickly run through this,

Good Leader create a little, articulate the vision and relentlessly drive it to accomplish. That is also important once you have you should execute to the extent possible isn't it. Making everyone believe that they are somebody, in fact as a teacher I found over the year this is the only thing needed with my students, I no longer teach them anything, once they begin to believe that I am somebody, and I have something the rest follows, so the belief and I personally feel many systems and processes are actually an assault on individual self-belief. Even so called HRM practices, policies etc.

Then he talks about globalization and he says what he does is, the best talent anywhere is available you know to identify and bring into the organization and then he says the world of 90s and beyond will not belong to managers you know, or those who makes the number dance, many management thinks that excel sheet analysis is the most important.

The world will belong to passionate driven leader, people will not only have enormous amount of energy but also they energize whom they lead. The world belongs to them. There is another important thing, my main job is developing talent, I as the chairman of the company 85% of the time is spent on training programme that is actually would go in conducting training cell. In fact based on Jack Webb a new concept of leadership came in, Leader as teacher, not as supervisor, not as controller, but leader as teacher, who educates every team member, to improve knowledge, to improve competency, skill. So they can do better job on continuous basis. So, that's the passionating idea isn't it, leader, supervisor, manager, as a teacher.

Let us quickly draw some lessons from here, he want to set where do we want to go? Some kind of large vision and then he simplify the execution makes it as simple as possible, everybody understands each one's role, then remove obstacle he walks around and wherever there are problem, talks and sought and removes that. Challenges the individual that is very important in fact his question was, how can I add value? Ask that question, how can I add value? Every individual. Today what can we do, tomorrow, day after, short term... to clear whatever we have to clear. Revitalize the present, redirect from performance to counter performance, it is not just doing what I am asking, doing and while doing resolving whatever problems may arise or so. Finding solution, then reduce decision making level, this another important thing, faster decision, pushing decision making to the level where empowerment takes place. Finally, don't hold back, in fact his favorite saying is there is only one life. Although every religion promises an afterlife, but we haven't met anybody come back and tell us what it is, right. He said, don't hold back, give everything whatever you have given it, there is only one shot, think that there is only one shot. That is another passionating way, then you know on human resource plan, this is his mantra you know. Connect and relate get to know people around you, earlier there is to be a time, every manager would know the team member spouses name. Children name which class they are, which section they are in, if any mother is ill, father is ill. He will visit, wedding they will go there is to that connect. Today that connectivity is increased, connectedness has gone down. I think the role of the higher managers is to connect to and relate in fact in my programme I asked manager, who has come into the programme. How old your child is, they say 10 year, which standard, after little hesitation, might say fourth or fifth standard, then I ask which section, they don't know. Even their own child, they don't know which sections they are in. Because, life is so busy, morning till night in fact many of them tell me, that they never seen their child vertical. They always seen the child horizontal, when they leave they are sleeping, and they come back they are sleeping kind of thing. Life has become like that, for the kind of pressure, then listen and respond, it is very important. Listening people, and then responding is different, is different from reacting or retaliating as we go up the ladder, we respond, we don't react or retaliate. Promote openness, people should be able to come and tell me thing, not about others about issues may be. Face don't fabricate, if there is problem face the problem. Simplify procedure, don't delay speed up. At least you know biggest problem is delay.

Because every decision is subject to scrutiny that is CVC CBI then RTI so many things you know, so people don't move play safe and then the other thing is push it up for approval with your noting so that, approval is done somewhere else, even when I am empowered and therefore you

see what happened fighter aircraft the thirty year that prototype still not out, there for Speed and then don't give excuses am coming to this excuse business, self-confident be confident you know. Encourage people to be confident and come and talk about thing etc. see right from school days if you go to average American school there and courage to talk question asking too many questions will be in big trouble, we don't encourage, even when they grow older, why should I get into trouble by asking question, so self-confidence so critical, ultimately Jack Webb and our kind or yours in private organization, profit is the sole motive, only thing that is condemned with is the competition.

Whereas here we are delivering a public good, and then we have to, you are delivering justice in your case and then there is a constitutional framework, within which we function. It is not that what the competitor does and I counter the competition, we have to function within the framework of the constitution and Due process of law and therefore you see the main difference you see management is design Extractor exploited to set of Tools and techniques. This is the truth believe me, everything is to use to extract the traditional profit margin in fact many companies functional investment bankers. Even if they producing, that is they are in the business of managing finance, not in meeting customers' needs or whatever I'm just making the statement You think about it and you examine it you will find that must companies are following that, whereas our kind of environment, even education, hospitals etc. management is the facilitator or enabling set of principles and practice flowing from the constitutions, statutes, rules, procedure whatever, that has be converted into and simplified principles and practices facilitator enabling because the justice system should be moving without barriers.

Similarly, to me my class room is shop, so everything should be oriented to facilitate to the teaching-learning engagement, everything Administration etc. that's why sarbhai and mathai talked about faculty Governance. Because for instance even here, the role of chief justice and also the judges, they are certain are which are totally within the jurisdiction of judges, special case related case related matters so therefore Court management vs case management and Court Management should be facilitator enabling set of principles and practices. Now if you move on little bit, this is the ecosystem system is in which we function, there is society, there is sate and its arms, three arms, and then we have litigants, administrator the bench and the bar, roles procedures, statutes, constitution, and then we talk about the role and responsibility of each of us sitting here.

On the extreme side, extremes and what are the competencies as we have to move given the fact believe me Litigation is going to explode, in this country, if you look at even employment, trade union and their ability to deliver, now a days individual faith in trade union is declined, so and then HR manager say that our role is to look after the Human Resources, our job is to align with business strategy, this is one mantra which is doing around. SO I think individual are likely only look to, mediation, arbitration, adjudication, in order to be able to resolve the dispute. You look at consumer, property cases, for instance, real estate cases, family disputes, I have problems and the earlier system of parents in-laws sitting together and solving the problem with uncles, aunties grandmother grandfather, brother everything very quickly within three months walk away and then file for divorce and it is on the increase I think this is going to increase and your work load is going to get even more and then you know I was just looking at I am just giving you one case this is Guwahati case, Deva Dutta and the Border Roads Organization, some of you may be familiar with this, very significant case from performance review perspective, I just want to point one fact here and then we will move on, look at this time line he got promotion executive engineering a 88 89 ok and then he was supposed to get 5 very good in a row every year to be considered for promotion, to put in the zone of consideration bu then what happened was at the end of 1993 after the evaluation he was put in the zone of consideration list, but the departmental promotion committee met after 18 months in Dec.1994 in the meanwhile does one more assessment and their you're doing **good so when the** DPC met he was removed from the Zone of consideration list and the junior was promoted.

The Organization did not communicate the rating given to him, will see why? then what happened is he must have went through all his grievance mechanism etc. didn't work out finally moved the, Guwahati High Court bench single judge dismissed the case. Then went to the Bench dismissed, he I went to the Supreme Court and justice Markandey Katju and then and his brother Just Another judge, 2008 he got ruling that is after 20 years after his due date of promotion, SC ordered the organization to go back in the meanwhile he has superannuated also, to go back and redo the benefits will accrue to him should be given. But, there again there is a rider, why they say is, they were looking at it in procedural terms, within the framework of the principles of natural justice. That is good rating has not been communicated, and Devdutta contending that if it had been communicated he would have made representation, and that you know he deserve very good, maybe he would have had chance to get promoted.

The company lawyer quoted, they didn't have to communicate good, because it is not a poor rating, but, Justice Markhandey Katju said it is not nomenclature which is important, but the fact that adverse consequences as a result of good rating and therefore principles of natural justice require he should have communicated and struck down the ruling of the High Court. It is very interesting, and then he also ruled that, any rating even very good should be communicated, and interesting thing is, the company lawyer were arguing, because it is good, they were quoting case laws, to support their case that they didn't not have to communicate the remarks. But, then you know 20 years, you just think the man also superannuated, and he is an individual mind you, not a union, the fact that he went up to the SC, he must have been hurting badly.

He must have been real good performer, otherwise who would, today if something happens ,... may be one step, may be two step, one a bench dismissed, we walk away. Why? First of all time, 2. Cost, and uncertainty at every level, one does not know which way it will go, if we put these three variables together, wherever possible can we do something, to reduce the duration, wherever possible.

In certain cases it may not be that feasible to short cut or short pus the process or whatever it is, from all this quickly what is it that we can learn administrator for our own education administrator of hospital administrator or Court administrator what can we learn this is what Jack Webb was betting even in General Electrics. 1. All the creativity of Manager goes in giving excuse, if it is used for some other purposes, 2. Blame game, who do we fix, but you know the important thing is it is a reality and that is why people will not even take any risk, make sure that they cover from the risk involved. 3. Divisiveness, all human organization are with all the fallibility of the human organization, undoers, it is not individual sometime people who are not allowing things to happen in certain way, so we have to find a way of reaching across and resolving these things, 4. The nobodiness, somehow as leader, when we find somebody is uncomfortable, we set them aside. It happens at every level, now to antidote, time again you know, we are on cosmic time, westerner is very precise, ten minutes means ten minutes, ten O'clock is 10 O'clock, kind of thing. 5. Competency over estimation, they over estimated who they are what they are, so one has to be able to bring it down to level,. Where they understand, unless I understand correctly I will not be able to contribute na. Therefore there is over charging also, when they youngster come today they ask, you look at the CV fancy, frozen the past is another thing past we can learn, but many a times you find that we learn only to repeat the

mistakes one need to come up with the new ways of looking at. Now, what we do we do, I think we need to come up with the no excuse, everybody should say nothing doing excuses will not be tolerated, get it done, whatever can be done, should be done, and get it done, don't blame diagnose. we should make everybody feel, somebody, that is very important, nobody in fact you know, deadwood, I don't believe in these things, if somebody is not doing or performing it is because of the environment we have created for that persons non-doing it is our job to reactivate, in fact as teacher a bright student does not need me, someone he really very good he does not need me, it is some who struggling who need me, and I found a way to teach a struggling students, it is simply the student to believe in himself or herself that even you are capable. Only thing they may need is little more time, effort needed. So, I think this is the key to everything, HRM, everybody should feel I am somebody, I am valued person, and then beat deadline, always in HCL I gave them little mantra, always on time, frequently before time, and never after time. I told everyone, to repeat this to yourself.

You keep on repeating, it begins to work, and the main problem is we talk about lawyers as adjournment specialist. Now, you tell me administrators as manager, I also have been adjournment specialist. You know I am busy, why don't you come later, you give a call, or send me a mail I will respond but if something can be done, if it requires 30 seconds why not we get it done. So, adjournment specialist is not epithet or an adjective for lawyers, all of us have little bit of adjournment specialist in us. Then, face facts, this is very important in our country, reinvent, relearn, unlearning you know, first thing is you have to unlearn then only we can relearn, unlearning is a painful process and then, creative restlessness, nothing wrong with that, always wanting to do better, better, better, I think the tri color needs this, I think personally, whatever we do, restlessness, we should always do better next time. Whatever we do the tricolor is flattering somewhere at the back of your head. We do it for the tricolor, so that creative restlessness, how can I next time do better. A small quote that represents whatever we talking about from Swami Vivekananda, If you don't get a person be a loin, he ends up being a fox, in other words there is loin in every one of us, and it is question of recognizing that harnessing that and unleashing it for the best interest of everybody. but, then is that is not given enough expression, then one can use that, for various negative purpose and negative ends, our job is to recognize, harness and unleash the loin that is the role of the leader and why because all the team man knows that they are capable of delivering it is only getting each one to be energizing each one, and this quotation is beautiful it represents whatever we are talking. One line it said it all, if you don't let a person be a loin, he ends up being a fox, so our job is to recognize harness,

unleash the loin. You just watch how the loin is function. SO, any questions, any observations, it is just, you know I think it is about energizing. It is not the detail, detail every day we know, we are all experienced. But somehow you have to get the whole thing going, more dynamism into whatever we are doing that is what leadership is all about.

I started by saying, what's in a name? You call administrator, manager, etc. the substance is the same. Energize, make everybody energetic, and that's it, things will be happening on a daily basis, when you come to office, you should feel, it is worthwhile coming, those who come to your department should be, thrilled every day.

Any observations are questions, if you thing this is useful I will make it available to you, for your reflection or you can use it, present it to your, what you think, energizer, does it appeal to you.

Once they do that, they show the results, they put it upon the way, that group is putting up what they are achieved, it is all self-driven or self-managed, so it is possible you know even in our, create small groups, task forces, small task forces they need not wait for the macro re-engineering there are many thing we can do if the initiative is there in fact you know I also thing that human resource management, is probably passing, today we need to talk more on about human resourcefulness management, how do I make every individual more, resourceful, and for that we have to create an environment where people can become, resourceful, I think that's very important point re-engineering, re-thinking, re-imagining what we are doing, but we can do it at our own level. In our own small world which we lead, we can do it. There are creative ways of doing this, like you know Professors will tell you, once we enter a class room, we can do anything, we can create no rule or procedure needed, we create new ways of learning, so thank you very much for the opportunity, I wish you all the best, sir. Go, back and energize your team, that is what is needed, and once again thank you for the role you play, in today's world it's a quite role, nobody even knows even what you are doing because, the front line is somebody else, so therefore, thank you very much, and wish all the best.

Shivaraj: Vote of thanks to Prof. Jerome Joseph

Session-3: Role of Registrar (Administration) as Human Resource Manager of the High Court Registry

By: Dr. Karam Pal

Thank you Shiva.

My learned colleagues, conference delegates from across the country, first of all I place my sincere thanks on record to this National judicial Academy Bhopal for inviting me to interact with you. Interestingly when I was contacted first time that somebody's calling me from National judicial Academy Bhopal perhaps Shiva was calling, I really thought it was wrong number because I I don't understand why is national judicial Academy somebody's calling me for what, he said that there is some conference on register Administration and they are human resource manager again I thought that Registrar Administration and human resource manager I'm sorry I couldn't make out again I requested please send your mail again I will confirm. I confirm the mail okay I am joining you and primarily I came in so that I can interact with you to learn as to who are you and what are your expectations when I was a provided the literature, I found a huge organization it is fortunately I am from Haryana and highest number of people see in Punjab and Haryana high court more than 3000. Somebody Mr. Gulsen is here, oh my god such a such a great man power more than 3000 people is big and I believe that the number of judge in High Court may be less than 50, more than 50 round 60,70 look with 60,70 honorable judges in one of the biggest High Court of India more than 3500 work force what Professor Jerome was referring to, this huge number is to ensure that the 70s Honorable Judges do the justice in time with efficiency with accuracy and they have to just see the merits of the case and rest of the job done by this huge force in one way or the other.

There is Registrar general, register and then there are several register and I am glancing through the papers joint Registrar maybe assistant registrar, I mean huge work force. Honestly speaking I had no idea that such a huge force work force in an organisation and that too in German kind of organisation it is really very difficult I salute all of you, to deal with such a huge workforce of government Organisation in whatever capacity you are because I am told that initially all people

are learned judges, in different Courts and then with experience and expertise in with your duty of register administration. It means your job profile was altogether different, now this job profile is different in the evening I was discussing with Professor Jerome, since their job profile and changed their job profile change they must be very confused people either to act as Registrar or to act as judge.

In computer terminology when anything is unwarranted in a computer normally we recommend to erase it or if there is some problem in the window operating system reformat it, but this is not the case, because again when I understood your future job profile, your future job for again your to come back after sometime again as learned judges, I mean this is sometime gap arrangement, I am really very very excited that it is very challenging for you people 4-5 Year full time here for 7 year to act as Register administration or Registrar General or Registrar (judicial) I mean, like I am a professor I'm a teacher by choice by passion, I love speaking I can speak 1 hours and therefore even I don't require this.

I assigned the job of University Proctor,...Thank you, therefore my job profile changed for time being, being teacher I need to be very humble with student I need to forgive some of their mistake I need to put up my hand on their back don't worry beta don't do it again, as proctor I can't do that, if I will spare 1, the other will come the same case punishment you know, like my job profile change as University Professor to University Proctor, though it is an additional assignment, but I think you are full time Registrar (Administration) at this moment you are not ruling the cases I think.

You're managing everything, you are you you are managing everything you are managing everything doing everything in the High Court except for delivering judgement although you are basically Judge, you are trained, taught, and groomed to become judge, I don't know you had anticipated, that other day you will be asked to do everything, right from the day. let me let me show you one thing on this one story that is that is very relevant one story I will show you then please this is about, self-explanatory in nature, I believe we must understand it excuse me if you already had it but it is self-explanatory, I will go next... at work very early and start working immediately produces a lot of work and she was very happy loin the boss that she is doing wonderful even without supervision what he thought you can read on your own she needs supervision she can do wonders, what you did recruited supervisor, was very famous in writing excellent report, Mr cockroach and the Cockroach set up all offices most of the requirement that are coming I need office I need computer I need printer I need scanner I need an mirror I

need chair I need table I need staff. In public institution, I don't know whether High Court for exception to eat when you promote an assistant to Deputy superintendent immediately come to use her stuff in it stop doing everything today he became the Deputy superintendent, he needs staff when you can imagine prudent also need staff and assistant Registrar and all that staff and press stuff because everybody we need assistant be out that our judge so fast we have number of cases pending so and so forth. Now the Cockroaches established its office obviously he asked for the staff, Secretary Recruitment spider.

The Cockroaches establishes his office obviously he asked for the staff, secretary to help him write a report, I am going quickly, he recruited spider who manage is all offices, the loin was delighted, the Cockroach reports and ask him to produce graph, describe production rate, and to analysis trends, so that he could have presentation in the board meeting. I could get through various information of different High Court presented by Shiva in a very beautiful manner it gives good what are the duties what are the responsibility, powers and financial and very good job he has done. So that loin was very happy, the Cockroach have to buy the new computer and laser printer recruited fly to manage IT Department, then the ant who had once so productive hated this new plethora of paper work and meetings, meetings, meetings, loin came to know it was high time to nominate someone in charge of the department where she was working, the position was given to someone and his position was forced to buy again office and the new person is also need computer personal assistant and bought everything you know and budget also.

The department where the aunt works is sad place, where nobody laugh anymore and everybody has become upset, it was the time when the loin was convinced to carry out a climatic study of environment what is gone wrong place very productive place everybody was happy now having received the charge, the loin found production is very less than before so he recruited all consultant to carry out Audit and suggest solution again the department and came up with reporting and the conclusion was the department and came up with a report in several volumes, and the conclusion was, the department is over staffed, the report got submitted to the now you can imagine what step he is is going to take, obviously you know ant showed lack of motivation and negative attitude now and this is what I say more or less in institution, government institution in government institutions public Institution organization are tall horizontally, but very thin vertically, reason there by if a file moving somebody who is putting the file off is called dealing hand and the nomenclature may change you may call him clerk or assistant Registrar will put up it to deputy and then superintendent will also sign it, joint Registrar will also

sign assistant registrar will also sign it, deputy Registrar will also sign it, joint registrar will also sign it, and the Registrar will approve it.

Once the Registrar approve it, he will send it to the joint register and he will send it to deputy to register, deputy registrar will send it to assistant registrar, assistant registrar will send it to superintendent, to deputy, and finally to the assistant dealing, will get the same file back after 10 days. It is fact, whether it is in m organization or ours it is fact, but this is not available in private sector and private universities like private organizations are coming with new concept that the lowest officer is Section Officer, and Section Officer is putting up the file to the immediate boss and there is delegation of authority, if the same system is adopted, what Prof. Jerome was talking about, jee... Perhaps only two three layers are sufficient, I am not referring you to like, Mr. Justice Khurana was, telling me eleven hundred or on adhoc basis, are in process I'm not talking about that weather our organization are over staffed and perhaps it is out of our discussion, scope of discussion, that we can reduce it, but the question is we have no business to redefine it other day other day maybe 5-7 year back, I was requesting my Registrar of the University, because in university of Registrar, and the job of the Registrar is almost same as of your Registrar in the Court. I was requesting Mr. Registrar of our university, that why can't we define the job profile and job description of each and every one, who is supposed to do what, say this job defined define like up to Deputy Registrar, Joint Registrar defined. He is looking after general Administration and judicial cases and statistical data, computer examination so on and so forth but down the line, organization is so big whereas on the other hand what we are focusing on that you must be very outstanding HR manager so that you can facilitate the Honorable Judges to get the justice done at the earliest, efficiently, effectively with least cost and to the best satisfaction of the masses in general.

It means there is some production kind of situation, I am honestly sharing with you, if I will say something theoretical, and just preach you do this, do this, what I say we need to revisit it, we need to revisit it, I am not talking about the downsizing of the organization, I am asking about that each and every individual, must be responsible for something and being professor of Management I believe in the theory that the assistant may should come directly to the Registrar some job, because that particular job assigned to him, the nature of job may be different, same is the some of duty of Superintendent of duty of assistant Registrar because all are signing you are approving for disapproving it means job is being done by either by you, or by the dealing hand, sometime whatever dealing hand has written, you will see hardly anybody has contributed

in between and with normal call it as googi culture, googi culture it means there are many people who are just made to sign the file neither they are saying it is good, nor they are saying that it is bad, and everybody will take at least one or two days to dispose it of reason thereby system is so Complex it will go to dairy everywhere 8 stages 8 layers there is dairy dispatch register.

Everybody will maintain one fellow to record it in dairy dispatch so that the track can be seen, from which date to which date the file is gone bottom to top and top to bottom. This is first worry that I have in my mind listening Professor Jerome, practically what I should say all these are very easy thing to say but very difficult to challenge today's time is it time IT time, I am happy that our judicial system has opted ICT very quickly today everybody can see the result sometime after ten minutes after half an hour once the hearing is complete and once the judgement has been given. Perhaps it has not come to the record, first it has come to website that it has been adjourned or next date of hearing is this, public immediately see, there was a case in the High Court, okay it means look at IT somebody register IT who has having a team of programmers and operators and somebody who is looking after establishment, Registrar Establishment, you please compare the man power with the registrar IT, or with the man power with Registrar Establishment, what I believe there will significantly multiple time higher it means deputy registrar or registrar establishment is is to manage our own show, it has nothing to do with public whereas Registrar IT is managing show of the court, where the good will the Goodwill, the reputation the transparency the faith of public is getting higher and and higher every day When today's hearing date and I can click in Supreme Court two month later two month before everything it means this is the this is the new thing which we adopted ICT we have adopted new thing, and other procedure are old on the procedure old and they are old we need to revisit them, if you don't revisit them then then it would be a vicious circle of Manpower that everybody will ask sir there is deficiency of staff, say in University system, University are known for two thing imparting education and transparent examination most of the universities in India, most of the universities they are not declaring their results in time, results in time and you ask any question to controller of examination he will say only one thing there is shortage of staff, there is shortage of staff, because shortage of staff is not the question, question is that you must fix the target that result has to declare in 60 days' time and if your present system cannot declare it, please change the system. Change the system in the sense two type of examination external examination and internal examination, let the internal examiner to award, and he directly submit it to the controller online, through a software not through head of department Not through assistant

Registrar directly there must be a EDP center and directly on this computer that feature will be shown, and one next one second the award will be in the COU office.

Similarly the external examination, whether the examiner is sitting in Bhopal, Chennai, or in Kolkata he has checked the answer sheet, he will dispatch the answer sheet it may take ten days, he should be allowed to log in and fill all marks online so that by the time answer sheet reaches to the university, results are declared. Because declaration of results is more important we don't have verify the checked answer sheet, online these kind of answer sheet would be verified when somebody will challenge for revaluation, likewise setting the question paper.

Hello what is the necessity of sending him by post send email and ask him to email give me the password and user user id and password and this time one way and 10 days x 20 days' time will take that too when the examiner will send the question very next day. It is not going to happen in 20 days and examiner will also take 10-20 days, this is how we should be done in 1 week we are doing in 45-50 days and that's why results are not coming in time, same is the case in every organization because we are using the old window mind old technology and old procedures SOP standard operating procedures, say purchase procedure of purchasing something first of all you all are very respectable people, you have to go by CVC guidelines and the CVC guidelines says, no negotiation with L1, negotiation with L1, is crime, is an offence maybe liable for punishment and you are a enthusiastic Registrar Administration you want to buy best with the cheapest price and you cannot because there are guidelines are not applicable for G-people, and therefore G people can buy the same thing at low rates, because online wise, discount, sale everything our procedure debar us, and one thing I tell you, that I have gone through the different High Court so far as the Registrar Administration is concerned, you will also see it in this booklet, they are not identical, they differ from one High Court to another though insignificantly it means there is a discretion, there is opportunity, that they may be further reformed.

they may be further changed, because when we define the Purchase procedure in 1950s, 60s, 70s there were no Snapdeal, there were no amazon, there was no flipkart, we defined in isolation today everything has changed, so whether is purchase procedure whether it is the examination we conduct. Outsourcing I was asking madam, because this institution is so beautiful, madam Bharti is also fond of gardening out of a new house well maintained park and all that said thanks to Gardner because we have Outsourcing is everything, they don't have any horticulture in charge.

They have simply outsourced it, because of that outsourcing, their campus is so beautiful, honestly speaking, had they not outsourced it this campus would not have been so beautiful even if they would have a hundred people for this purpose. Now, question is of outcome outcome because of which we people have assembled here, we need to think out of box we have many thing in written, all thing I don't know I have done anything new that I can tell you, but I can tell you this is new things that you don't know, it means you know everything you know everything but there are certain condition which prevent you not implement them, if you think out of box, start discussing your organization of take the Hon'ble chief justice of respective High Court that my lord time has changed we need to change the procedure, we can change the procedure without compromising transparency without compromising honesty without compromising anything that it is undesirable without compromising we can do everything and we're doing it. We send a copy to the registrar IT and register IT immediately putting on board whereas earlier it use to take one month time to get attested copy of judgement from the Court everybody know it. It means when we have changed there, we can change examination, we can change purchase process, and we can change recruitment also, like outsourcing the concept has come. Outsourcing concept has come, and I believed that we started doing it, outsourcing sir let me let me tell you responsible is officer only, being Professor of management, I will tell you the responsibility cannot be delegated, those who are signing under you, they are not responsible for anything wrong once you have signed it, being Registrar Administration, being Registrar General, being Registrar Establishment, being Registrar Judicial, statistics or examination when you signed the file it is your responsibility wrong or right. Therefore what you are doing is, now you are getting the work done you are getting the work done from people, who are the people question is this, whether these people are full time clerk, assistant, Deputy, Superintendent of the court recruited by the court promoted by the court, or they are the people, supplied by xyz Private Limited, 100 people, 200 people. You need hundred steno, somebody is ready supply you steno at 20 thousand per steno, or say don't harm anybody, say full salary 30000 take best steno 30000, you will find your office is as beautiful as there campus is.

The outsourcing concept has come, we need to revisit the present system, don't continue with old system because, I am not raising, why private sector has done relatively better only one thing perhaps they have not opted the public procedure.

...sure...sure...sir...sure...ya...ya...now, with respect to your question let me tell you if a steno who is full time employee of the court if he has leaked some information, we have a procedure we

will charge sheet him, conduct an inquiry, if found guilty, may be minor punishment, major punishment, let us start from major punishment increment ban and all that, ultimately termination, in case of outsourced employee the first and foremost course is termination, and that you don't have to follow anything, you get out and don't come again, here and you can register a criminal proceeding as well.

For a govt. employees it may takes you month and year together, to charge sheet him and to punish him, it is my view you may disagree, at my residence you know somebody who is coming to take milk, somebody is washing clothes, somebody is for cooking food, all these are outsourced people, private people and whole secrecy of house is, I am sharing, definitely wherever the secrecy is required to be maintained.... I say don't discriminate for example, say you are fully aware that for unskilled employees there are two type of rate, one is minimum wages of payment act, and another respective deputy commissioner rate, popular known as DC rate, normally DC rate are higher than the minimum wage under the Act, normally say 10 to 15%. Say for example, you need 100 security guard in High Courts, you outsource to a company and you fix the rate that this security guard to this company would at the rate of DC rate, or as per the rate of minimum wage of payment Act.

No discrimination, I am also against discrimination, don't harm the interest of poor fellow, I understand your spirit, but what I say, the present system you all are registrar administration, and different other position, the pendency of cases and the expectation of public at large, they are getting blunt every day, it means this system has to be slightly changed, we need to revisit, say my system is successful, if my system is successful still I need to improve it, because this success is not guaranteed, lakhs of cases are pending every high court, has huge, huge amount of pendencies and the diversity has come, different nature of like, flood has come even in divorce cases also, in every now and then, how we can best facilitate our honorable judges, to deliver justice, in first in transparent manner, in meritorious manner, to the best satisfaction of public at large, because judiciary is the key, judiciary is one of three pillars of the democracy of this country where public expectations, perhaps sometime, public interest is more in judiciary, then in legislature and executives.

it means our responsibility, the responsibility of this important pillar of democracy is somehow, very higher then. therefore the question is may be the purpose this conference, certainly want to my ideas into you, please respect the sentiment, public is expecting a lot more, like the advertisement of coca *cola dil mange more*, now dill mange more and you are finding it difficult

to survive, you are finding it difficult to maintain the presence system you need more staff, you need more facilities, you need more budget, many issues budget is also one of issue, I mean to say how this existing system can be changed to meet the public expectation at large, where I feel, the role of judges is not important the role of the staff, who is surrounding the Honorable judges is more important, because they facilitate him, one finest example I will give you one of my colleague whose wife was in Switzerland for two year course of Post Doctorate research at 5 O'clock when she was leaving the laboratory there was a registrar like this, in this register, you have requirement of tomorrow morning, you have written tomorrow morning I would need this chemical, this composition, these laboratory for this experiment.

You have written, now you go, tomorrow morning 9 O'clock you will come in your laboratory that chemical, that equipment that experiment process you will find 9 O'clock. Job of the researcher is to come and carry out the research and the job of the staff who is supporting the researcher is to make everything available in time, so far as researcher in our country is concerned, in our country this job has to be done by the researcher himself, if he want to buy an equipment, the equipment need to be imported, you will put up the case, you will defend the case before the purchase committee, perhaps purchase committee may ask you so many question, it means you have to give complete justification and may be my lord at the end of the day the committee may say it is not justified.

In this case because, because the researcher is not specialized person to make justification, researcher is person who need to carry out it for further experimentation and this is why their standard of research relatively better than our standard of research. Because in our, system we are not fully supportive to our researcher, if we are fully supportive to judiciary, our judiciary will also do the wonders, I have gone through the judiciary system of many countries, not for this purpose just for my own sake, the oldest system to newest system, ours is one of the finest system, we are 68 year old democracy now, independent country, not even a single time, has come in this country, that when the public of this nation had lowered its trust from judiciary, rather over a period of time, it is increasing, it is the only thing which a has significant growth, I don't know you, SC is respected perhaps number one in the country. Very fantastic judgement are coming, on several issues, one of the legislation was rejected, that was first time in the history of independent India, see the beauty of democracy the govt. accepted it, this is the beauty of democracy and this is the beauty of strength of democracy, perhaps the

judiciary did not agree, why it did not agree, not question, they were saying the legislature is going against the spirit of the constitution.

The spirit of constitution says Judiciary is independent and perhaps it may intervene into to the judicial system, mean into the independence of Judiciary system advocates Attorney General and all that they have argued and submitted for reconsideration also, again the Honorable court said no. Almost 100 amendment have been carried out, in the Indian constitution, this is the only amendment, this is the only amendment which was turned down don't do that with our constitution, govt. says ok, govt. is finding is finding out new ways and means, the very reason behind this was, how to expedite the judicial system. Although the court did not find merit in it, merit means, whether it is representing the true spirit and merit of the Constitution or not, the court found no.

The Spirit of govt. was how to expedite the judicial system, so that we have, again the honorable SC, announced in different leading newspapers. Give suggestions as to how we can improve the collegium system, this is also first time that honorable SC invited the public opinion, public suggestions, give a suggestion so that we can improve it why why so it is because the honorable SC understand by turning down the legislation, a wrong message sent to the public that Honorable Court was Adamant, the Honorable court is sending a message, we understand your problem general public if you are interested in expediting the judicial system in country. Therefore within this collegium system what best we can do so that we can deliver, prompt accurate and transparent judgement, without compromising the spirit of constitution. Therefore why I am saying, I am referring SC development, we have to see how best we can, redefine redefine our High Court administration. Say for example today we have a system I have visited Hon'ble Punjab and Haryana High Court, may be sometime 60, 70, and even 100 cases one judge is listening in a day.

It depends nature if case you know sometime, very complicated, sometime, 100 is too much, you go to the dispensary of a govt. hospital, you see the average OPD, pressure is like this, because what doctor and judge are both next to god. What doctor does save your life, what judge, does is he saves us from injustice, he cannot save you from injustice, unless he hear you properly and a doctor cannot diagnose you unless he hear you properly it means say there are five hundred patients and there is one doctor, but one doctor can see hundred patients only now he has seen hundred patients he has recommended several tests, he has recommended several prescription, he has recommended ultra sound, CT scan, there is huge staff at the dispensary to carry out the

job, asking them to submit the report. To the doctor, that this is the case, in a biggest government hospital you please go and get this checkup, the staff will ask you, come day after tomorrow for report after 3 days in your blood test and after 3rd day you will collect the report then you go to the doctor, Jerome was telling, the doctor will take twenty second, doctor will take thirty second, in recommending the prescription.

It means the staff has taken 3 days if the staff is made more efficient or the machine or laboratory if they are more updated updated so that in 15 meter 20 minute half an hour time is report is made available so that the same day the doctor can recommend the prescription, what hearing is there for the case, and next date is after six months. It is not fault of Hon'ble Judge because we have kind of mechanism and next it is not found because we have a kind of mechanism you can't do anything you have to wait for 6 month. Now what as public I expect, everybody expect from you can't you make it 3 month can't make it 2 month can't you make it as early as possible, it is not to be done by the Honorable judge it is done by the whole system in and around Hon'ble judge because honorable judge when he will when he will fully satisfy with facts and those facts has to be made available to him on different dates, arguments, hearing, evidences, cross evidences, and other day he satisfies, and he announce the judgement it means if you even increases the number of judges, the same expectation, may not be meet out unless we re-strengthen the administrative system of the court where is our role is very important. In either position you are, although as I told you that your original bent of mind is, that of a judge and therefore this job is altogether is different. Since we have been interested with this responsibility, all the high court, I mean whole of India sitting here, representation of and you everybody we need to come up with the public expectation very fast that to it would not suffice to add few more judges and problem would be solved we have to redefine our administrative system we have to redefine the Registry system, we have to redefine, maybe the document maintaining system and we have to reduce the time we have to improve the efficiency we have to improve the transparency. We have to improve to that extent, when public at large, feel that ours is the best system in the world, how how many years we should take I say, socialistic system in China, one railway minister was there, I hope somebody idea about it, the Chinese railway, he was charged the allegation of of corruption although he did splendid of Chinese Railway the highest speed is 560 kilometer per hour and only that minister was responsible for creating such wonderful facility in the country but he was charged with corruption allegation, in 8 month time only, 8 month time the complete procedure was carried out and he was sent behind the bar for life time.

It means somebody again, if indulge into the corruption, the countries judicial system has sent a signal that it will take few months only, honestly speaking it is not our area of discussion, don't you think that we should also, do something, do something means Our judges are quite competent, the system has to be revisited. From dealing to Registrar General, we have to certainly reduce in phase manner, one layer, two layer, three layer, four layer and we have to make smaller layer, the administration would be more efficient, quick decision, I met one guy my student he was working for reliance industry, he came to my city, sir, reliance industry want to put 10 petrol pump, in this District, ten petrol pump, ok then you have to take the land on lease, he said certainly, we can buy also, he is just 10 years' experience, I said who will decide, he said Sir, I will decide. It means reliance industry has authorized him, to decide go and decide the location of petrol pump, he is ten year old executive, if that has to done by Indian oil corporation you can easily understand, who will decide, General Manger will decide. They may take six months, they may take one month, both are competing in the same industry, we are competing with the rest of the world, we are not competing with the private sector, our Indian judicial system is competing with the judicial system of United States of America, we are competing with the Uwe are comparing it with Germany, France, China and all that, when we are efficiently fourth in economy, defense, it means we have to go long way in every segment, of this nation including judicial system, including bureaucratic system, including legislative system, we have to make improvement everywhere, therefore we are focusing here, 3500, Gulsen ji, it is big number honestly speaking, I am not against anybody, 3 lakh cases pending, three lakh cases pending, if you recruit more does not mean efficiency will go up, because the basic principle of economics is the marginal productivity, if it is the 10 percent, if we are getting eleven, whether the person 11th which we are adding in those organizations do he has any additional contribution in the organization we need to define it, if it is there add him, continue to you add till you know that every new addition, will contribute and that will enhance the total productivity of organization, what happened after some time, ten people are doing a job, in one week time, I think very old question if twenty people are put in place in how many days the job will be done, one very intelligent person asked you please tell me first whether this job is private or government.

This is the situation, please understand we are very fast moving economy, in the most of the sectors we are going private, but in no way we cannot go in private in judicial system. It means we have to compete with different sector of economy, if we are doing wonders in many sector we need to do wonder here also, today you are registrar administration, tomorrow you are

Registrar General, day-after you will be the honorable judge of High Court, and the SC, who can be more responsible than you, and what best platform I can get, to talk to India, that public expectations are very heavy, three lakh cases pending, I think Biggest High Court of Country or there is somebody first, Allahabad High Court, 29 Lakh, pending cases, but you know, with three thousand five hundred staff, and their staff is around 1800 at least there staff is half,... It is not rise the number of judges, it is in somebodies hand, what is presently is in our hand is to efficiently use the Human resource available with us, so that we can help the judges in the best manner so that they can expedite the judgement has this govt. hospital given you the report on the same day the doctor must have prescribed the medicine on the same day. Now, you are waiting for three days, and therefore those who cannot wait three days they go to private hospital get the checkup done, and get the prescription, unfortunately these facilities are not available here.

Therefore we are indispensable, only our judicial system has to, improve because we do not have any alternative, therefore one thing I tell you, what I prepare because everything I find in this book, few of chapter of my book are also there, and I sent him, 27 chapter, few is vague term, some study material is also vague term, some, few, I sent him the whole book, I have book on Management Process and Organizational behavior, the whole book is available with him, i hope if it is possible, that literature is not important, I could email you the whole literature, my interaction with you is altogether different, then that I would have mail you, I am instigating you, because I am teacher by passion, I say teacher must be instigator, for what I am instigating you, I want to make you hungry, If you are hungry, hungry of what, hungry of expectations, to meet the expectations, alarming expectation, of the public. If you are hungry, you will find the ways and means you will yourself, find you are very competent people you can understand you can reform, you can redefine, you can start discussing, other day you start discussing one very fine idea if it suits to the Chief Justice, he will say redefine it, power are unlimited, there is no question, there is no intervention, there is no intervention you are yourself, by patience judges, you are also judges who can understand merit better than you and merit is this not only the justice but also the delay has to be taken care. Justice will come, no doubt on merit on your procedure, on your mechanism, but delay has to be taken care, this delay cannot be reduced citizen charter, citizen charter we ask to display everywhere, in a bank you go these facility three days, this facility two days, this facility 24 hours, this facility only five hours, don't you think other day, this responsible pillar of democracy have to rethink over it. That there must be defined way, this kind of criminal case, maximum 80 days, this kind of case 100 days, this kind of case

70 days, and then when your target, may be for that we need to be more number of judges but you will find, that whole of the system is changed then we will, meet the target citizen charter, bring out citizen charter everywhere, if it is not possible everywhere bring out in certain cases.

Because you have number of activities, somebody putting file, ok you cannot keep this file more than 24 hours, you will find sea change somebody sitting at five thirty, because 24 hour deadline is there, I am sorry hardly there is such deadline,...good. Target is there, everywhere target is there, whether we are meeting them are not, that is the issue,...there is hardly a judge who false below the target set for him, good. The reason is that why we are getting delayed, the very concept of pendency has to be redefined, in the sense the day by day the population is growing, the day by day people are getting conscious of their rights, the education is spreading up, the day by day each and every session of the parliament are coming out, with the every single legislation the number of cases, but then there is another area, is that of the advocates, I have worked in more than 10 districts, across the state of UP I have come across, at Allahabad, at Lucknow, at Agra, that are the bigger cities of the state of UP, that hardly there are twelve to 20 advocates leading advocates who are addressing the courts, while the number of the courts are exceeding by 60, in some of the districts it is more than that, 20 advocates are working, meaning thereby 40 advocates are forced to remains idle, we are having great lack of good advocates, this problem has to addressed, it is nowhere within the domain of judiciary itself, some ways has to be resorted for it.

Advocates are very much integral to the judicial system, such advocates they will become judges,... certainly because we are in national judicial academy, if there are other stake holders, who will bring out the dimensions of the problem, you have to create a public opinion, so that when public, solution is possible only then, solution is not possible say, today what I say, let me quickly glance through this, these are responsibilities I have just pointed out here, what happens here, one thing very important I am not exception to this, we are very smart people, we know what is the duty of rest of the world, accept for ours, we are showing to the general people, we know each and every one, but how he has put of the case that he do not know, you was supposed to put up the case along with statute and standard procedure adopted in the particular system, so that appropriate order would have been passed, he had mistaken, but he knows something about the others, this is true because we are sample from the same population. So, if it is the case even the University people are responsible, I am ready to own this responsibility, but what best law graduate in the country, we can have training for our law graduate,...to make them serious...

somebody who has a professional advocate to make them serious, we can have terms and conditions redefine, why to define only the administration system, we can define professional code also, I know that in a District Court, you will find that there are one thousand advocates registered, of them only 80 or 100 make the practice, rest of them are advocate to put you know the logo in their car as advocate,... Judicial Academy for the law graduates, it means we know the solution also, we identified the problem, and know the solution because, we cannot do things in isolation, if we need some quality advocates, and those were the advocate first we need to conduct training for them.

Attitudinal problem that is very important there, because attitude is most important, in life, I tell you one thing I have written here,... see the fifth one, human are most uncontrolled and unpredictable variable, the most uncontrollable and unpredictable variable and you have to manage them, I can understand that your job is quite challenging, as you are pointing out that we need quality advocate, but in our domain if you are happy, if you are superintendent, you are deputy registrar, you are registrar, if you are happy then they are quite competent to carry out the business, question is this. If they are not competent, first make them competent, as a registrar administration, our job is to do own, what professor Bharati Sharma, they will do, national law colleges and national law universities may be some time sitting in the UGC, or MHRD as an expert they will realize that this is the national problem, and the government of India will think over it, how to augment the number of lawyers, but here the issue is we asking solution to third party, third party is not involved here, only two party are involved I am teacher, you are the Registrar (administration), Joint Registrar administration or all that, and the most uncontrollable and unpredictable variable and you have to manage them, I can understand that your job is quite challenging, as you are pointing out that we need quality advocate, but in our domain if you are happy, if you are superintendent, you are deputy registrar, you are registrar, if you are happy then they are quite competent to carry out the business, question is this. If they are not competent, first make them competent, as a registrar administration, our job is to do own, what professor Bharati Sharma, they will do, national law colleges and national law universities may be some time sitting in the UGC, or MHRD as an expert they will realize that this is the national problem, and the government of India will think over it, how to augment the number of lawyers, but here the issue is we asking solution to third party, third party is not involved here, only two party are involved I am teacher, you are the Registrar (administration), Joint Registrar administration or all that, how best we can use the people working under us, to

expedite the process, if you are happy there, because at least I am happy, not with your system, with my own system.

When somebody says universities are not declaring the results in time, I always feel shame, reason because they must declare, universities are meant for this, to imparting education, to conduct examination, and if they fail in either of the issue or both of the issue, it means their reputation will go down certainly, their reputation is the function of their performance, if their performance goes down, their reputation is also go down, and from vice chancellor to registrar to all dean, director, administration, professor head of the department, they have to sit together and think, how universities can think as to how the universities can meet the expectation of the people at large and same is the case here, that we in administration, presently you are in sporting role, how best we can deliver judicial transparency, judicial promptness, judicial accuracy, what is our role, what judge will do, what advocate will do, what govt. will do, what professor will do, let them decide, obviously there must be national debate other day, but today the only course, only scope, of discussion is, whether you all people, are happy with the system, in which we are working, and if you are not happy, certainly revisit it, revisit it, i know that, Human resource is the key for the success of the any organization, productivity, is the key measure to the organizational potential.

Productivity I told you, 10 people are doing in one week, and twenty will do in one month time, what happen, the job will be rationally divided, and they will say this part does not belong to me that part does not belong to me, and somebody do not know, which part belong to them, it is happening and therefore, why it is happening, as management teacher I tell you, because the job profile, job description is not clearly defined in Govt. organization, when the job is not clearly defined, somebody do not know, what is his duty is, therefore, superintendent will ring the bell, do this, he will do this, assistant ten year old, twenty year old, if the superintendent has not assigning any job thought the day he will sitting, if the Joint Registrar administration is leave for ten days, in ten days' time the administration paralysis, if the registrar administration bell everyone in morning and call all deputy registrar, you have to do this, you have to do this, next very morning they bring out, why so, whenever we try to define, the specific responsibility, specific role, specific job profile that job is done, they will do it by sitting extra time.

But, they don't know what they have to do, they will not do anything, so therefore you just revisit your system, I know that you will find many problems, it is very difficult to, labor quality of the organization is the key to productivity, you know I believe, that sanitation, I just say one thing,

because you all are the part of this society, you are not outsider, we have to go, to the whole system, Indian passport system, was very complicated system, to get a passport done, Gulsen Ji, in Chandigarh, I see the line for one kilometer, half kilometer, other day, the govt. thought that this system cannot run, they outsourced it to, TCS, now you go to TCS, sometimes third or fifth day your passport will come to you. Regional passport office people are the same, no one has been terminated I will tell you, only one thing is added, that processing part has been outsourced, and they are so good people I will tell you, I have personal experience, TCS people are so good throughout the country, because TCS is number one IT company of the country, they very emotional, because TATA is very emotional kind of organization, they emotionally involved into it, and done it well, but you find the passport system very good, when I visited Germany and China and even the France, I find our passport is very poor, because their passport is so good, our passport is, now a days digital system they just sweep it through sweeping it. there is no data, then I feel shame, Indian passport, I need a quality passport, it means still we need improvement into it, although earlier it was kind of system, hand written and all that but still we need improvement into it.

May be the photographer may be the number, may be the size, it means when you add to improvement, it necessitated further improvement, when you compare everything has to be compared today, so therefore here my question is I am sure. Look at it, generally the human need include, physiological need, security, belonging, self-respect, and self-actualization, in our organization out of 3500, certainly may have hundreds of such officer who can sit, 15 hour you may see those officer who are those officers those who own the High Court. They say this High Court belong to me, everything best the High Court can do, when I will do, such officers are very less percentage because such officer reached to self-actualization, and those who are at first stage physiological need, getting salary, ok fine morning signature evening signature, boss happy very good. Efficiency, output analysis, performance, forget it. Other day excuses, today son is not feeling well, mother is not feeling well, and all that. Because they are in first stage of people, there are five stages of people I tell you, the first stage people, those who do not own this organization, second stage of people those who start owning it, but they need some secure environment. Say for example, a fine assistant, but his clerks are not good, and he will come to boss, sir, may clerks are not good, and if I start taking work from them definitely some problem will arise, do you support me, and you say yes I will support you, what he need, a kind of security you need, then you find other day either the clerks are sent out or get transferred or start working it means somebody he owned it, everybody own it, people belonging, self-respect, when you start

putting somebody, these two are best, if you recognize these two are best I will tell you, these two best will create two more best, because there are few, who learn by jealousy, the boss is talking Taneja is best, why I can't be best, this situation will arise, when some sort of self-respect has been generated into an officer, and self-actualization is person, may be a peon I will tell you, it is not necessary a Registrar General, may be a peon, who has reached to the stage of self-actualization, may be a peon will think I would be a last person to leave the office.

He would be the first person to come in the court, and other day you will find that he is our best peon, because the best peon can become only when, he is totally committed for the high court, I don't rule out, you may find such peon, you may find such deputy registrar, you may find such assistant registrar, question is of their percentage, the percentage has to be taken care of, I am taking you to Adam Smith, father of economics, he gave the theory specialization and division of labor, specialization and division of labour, of course everybody cannot do everything you have to identify what best one can do, say somebody good in documentation and you have put into data collection, perhaps you have miss used his talent, recognize what best one can do reorient it may be someone who is data collection who is good in documentation, and this is how may be some body is good and efficient also but not willing to work why he is not willing to work he is afraid if I start willing to work they will take more work from me, you may find such people, thick number of percentage that they are capable but not doing because if they are started doing, the boss will get addict. Call you again, but what we can think of specialization, division of labour, then came later, Robert.. pioneer HRM, Elton Mayo, they come to know about HR, earlier the theories were relating to production, production relating to work only, not related to people, management theory were not related to people, management theories were related to production only. In Govt. Organization same theory are continuing I will tell you, say tomorrow you come late, I will punish you, I will issue explanatory letter, and many such thing, may be not sure, know the reason, no the genuineness, today, see the google, they have installed huge washing machine in the offices, they have put only five seven people for the whole job, and their all officers and executives are so happy, they bring their baby, they work there, people must know, because these are very small thing washing cloth may be five hundred, six hundred rupees job in a month, through washing machine, but their executive if he is committed, if he is committed for 8 hour or 10 hour in the organization, his productivity is in lakhs, and these expenditure are in thousands only, we are not for that, I don't know, whether there are day care centers in the High Courts, but we are not against it, reason is it national process because the families are, mother father, nana, nani they are not easily available to have brought up the kids,

if the husband and wife are working obviously, the prime responsibility we have to rethink over it.

Perhaps we can do, some facility there so that don't keep, one lady their in house, and feel insecure as well, while they have hired somebody in the house maid all that, paying two thousand rupees, but still feeling insecure, but you open a day care center, they will feel more secure, their kid is there, they are working in the office, and while going from the office, taking the kid, to their home, what is the theory, theory is it is costing you the less, what is it costing to them in house, because say fifty small kids are coming, no issue but we are opening very slowly, very slowly, why we are not undermining, we are not perhaps accurately calculating the changing dynamics of society, many things lunch, lunch is to smaller thing, 50 rupees, 100 rupees, say twenty working days, twenty two, twenty three working days, on an average in the month. Say fifty, seventy rupees lunch, how much it cost, google bring your lunch, your lunch is here, why I am referring only google for example I am telling you, google is not something what you perceive, the google annual revenue somewhere very close to the total budget of India, and other day the apple company the cash with which apple is sitting is equivalent to that of Greece.

They are itself a country I will tell you, and they are very huge organization, twenty, twenty five lakhs of people they are hiring you know it is not very simple, it means they understand people deliver there, they have efficient people, why the people are efficient, perhaps they are, having people oriented approach that by providing some small facilities if you can get best out of it, there is no harm in it, and that is thing I am saying you revisit certain thing, you will find, and efficiency will improve, if you have made experiment, if some high courts have made experiment some organization have made experiment, the experiment is always successful experiment is not fail, and therefore, and this Henry, L.W. Taylor is also called father of scientific management, I will request all the chapters to their email, he was a worker, he was a labour, he was a labour, and his maximum... I hope madam will agree with me, L W Taylor, father of scientific management, he was a labour, then he became, and his maximum promotion was up to this foremen, and a formal give the theories of functional foremanship that how to get work done from labour, that is why he is called father of scientific management, it means it is not necessary on the hand Henry Fayol he was top manager he gave the principles of management 14 principles of management Henry Fayol, still they are very relevant, Henry Fayol, 14 principle gave stills other very relevant 14 principle none of them have been not certain but none of the

principal have been challenged so far, they are applicable today, these are the few people, Mayo who gave the theory of human behavior that you are to respect human behavior does not mean I'm talking about HRM and you listen and simply implemented.

Because, when somebody start putting excuses if you are capable of understanding the very first excuse and its genesis, the further excuses will not come but if you ignore one or three, then now it is a road now anybody can come and even the same excuses in public institution although it was not accurate, on the same excuse you granted two days leave to her, no to me. Identify human's problem working with you, if they are efficient they are capable whatever qualification you frame, whatever procedure you define, they have come through that procedure, neither they are ineligible people nor they are incompetent people, only change required is change in their attitude, their attitude is now, whether they work or not it does not make any difference but you have to create a difference. That if you work, it will make difference, like we can have kind of theory, maybe the best assistant of the year the best assistant Registrar of the Year, best employee of the year, so many thing can be instituted, these are there in private sector, because these are not very costly, what will happen you are you are searching a best assistant, out of say 500 assistant working under you, and one best assistant he was asked to stand here, he was given a shoal he was given 11000 reward is so happy so excited and he will instigate at least 20-50 more they would be willing to come here other day. Everything cannot be discussed you know, discuss you know any of these are very complicated issues human behavior but think out of box. What I would like to say to you think out of box, because these people, these are the pioneers of management, those who have bring out everything, leadership breed that you know, what we were talking earlier, Max Webber gave the theory of bureaucracy, this more applicable in our judicial system and even military system.

Our Military system is quite successful system, because military is different kind of organization, civil is different kind of organization, because the theory are changed now, Max Webber theory has got failed in Civil system, latest theory have come now, motivate people, motivate people, being boss your duty to get best out of me, if you are failed to get best out of me it is not my fault, because you are my boss out of you must get out of me and this is your job and when other boss will take best out of their subordinate, the only why is not putting down absent, to not to recommend for promotion, or recommend for suspension, that is theory X, it is gone case, today it is the theory 'Y', theory 'Y' is assume that everybody is willing to work, and see how best you can get the work done, because the same fellow, if start changing attitude, like this training

programme, you people are already trained, I don't think that you need to be trained further, but I definitely agree that your subordinate need to be trained.

Your assistant need to be trained, your clerk need to be trained, your superintendent need to be trained, they need to be trained how to deal with officer, how to deal with colleagues, how to deal with female, how to deal with public, because social dynamics are changing, public expectation is changing, we cannot remain static, we have to change ourselves, we have to change our self, and that is the best HRM, practice I will tell you.

If you are chaining with time, because it is well set, either change with time, or time will change you. It is time always gives the first choice, time honor you, time is giving full honor to you, please change before time, otherwise time will certainly change. Time will change me, time will change everybody, you know, when I started as lecturer, these system were not there, computer was not there, in mid-way I learned the computer, today no chock system, even no marker system, in teaching also, the technology has totally changed, we have to work very hard because our students are very smart, they are in access of google, they are in access of every literature, literature-wise they are very rich, the teacher has to change as to how to interact with student with the changing time, if today I come, ask for very is the black board, shiv will say from where you have come, I know this is there, but I tell you, I did not believe, I had my own, may be they may not have this one, I had my own, because this is very important, who will come time and again, to run the slides, therefore I mean to say, because expectation have changed, it means according to expectation a teacher has to change according to expectation a bureaucracy has to change, according to expectation judiciary has to change, and you being an administrator today you have to bring out those feasible changes which can expedite the judicial promptness, accuracy, transference and finally enhances the faith of masses in judicial system. What best we can do, if we can do that one, as an individual, or as team that would be great purpose of this course, this interaction, and the position that you are holding, today because day after I wish all the best to be the judge in High Court and SC, and thank you very much.

Dr. Bharati Sharma:

I have to justify may name in the schedule, that's why I am here, I don't want to stand between lunch and me and class but you know, what you want to say just that because this class on Human Resource Management his professor discussed in details, as I discussed in details about it but what exactly is human resource management, earlier it was only master-slave relationship

and what about the master said, the slave followed they were kept in a very bad condition and then gradually you know, the morning professor Joseph for saying that he got this concept from defence, defence services we got to concept about administrative Administrative Management ... to management and administration to delete there also considered so much about the human beings about the human being human resources now but gradually I like Porfessor Jerome was mentioning, about a hot and study somebody I know who is mentioned above mentioned about studies Western electric company in Chicago bears found out that befalling results about if you sometimes if you give some incentive like mid-day meal and some extra money with they work and sometimes they don't work in spite of extra benefits, very baffling results student that time in your concern about human beings came up at 1990 something like that if I remember correctly, then be considered like earlier the finance at other sources of considered as machining and money was considered a natural resources with human beings are just taken for granted but from then on and on many thanks a lot of things we can I do the one two again in a discussion about all that it will be a whole day lecture but then on human beings also were considered to be the resources that means they are also resources of an organization but being on resources was not enough like machines need you know from time to time in upgradation, machines become obsolete you have to computer for example becomes upgrading it even machines repair and repairs and maintenance there it was realize that human beings because the resources they also need some development because from time to time their knowledge becomes obsolete, when you join when you studying your knowledge you have some knowledge then you if you don't have done add knowledge then you become obsolete you have to keep changing with times then come came the concept of Human Resource Development.

Human resource development but in any organization private organization they called Human Resource development but in government organization like High Courts and all, its like it still establishment not even Human Resource Management, it is in the primitive stage anyway this is about the development from administration administrative management to HRM, but there are some steps again in Human Resource Management like what do you do you procure, your like you're procure raw material you procure human resources how to do you procure, recruitment selection and all that you develop them, procurement development what do you do in development when you procure you procure the best recruiter best human being human resources but then you develop them to the job right person on the right job, train them or give them some input in such a way that they fit for that particular job then comes recruitment development integration now there is recruited them, you develop human beings now do you

have to integrate 2 game to the organization like as I told you in the morning, you have to think that this is my organization I'm getting my bread and butter, organizations honor is my honor, I have to do my best for this organization and keep the good will of this intact.

For Human beings motivation, is like fire, you have to keep adding fuel to it, so how do you do it, then comes the the maintenance stage like through training, counseling through many other methods you meantime people at that level with what level they are best integrated, to the organization then time comes for them to go separation in in government organization separation procedure is very good you get the benefits health and other benefits pension and health and all that why do they do it why do they have this separation, separation can take place in many way please don't want to go into details of that separation will consider a separation and they can be added separation methods also and why do they do it why do. We will consider the separation as retirement here, because you have worked for this organization, for so long and wholeheartedly to the organization to what they can't let you go and beg in the market on the streets after retirement benefits this is how a starting from recruitment to separation this is the process trial now what I just want to tell you that while dealing with human beings keeping your motivation and the people who are working with you their motivation intact is very very important because as you said pendency and all are not in your hands the lot of inputs people will just see the pendency don't see the other conditions with laid pendency that is because it is very important to write papers not you but people should come out with that. Pendency is of course increasing but we can't blame I mean we can just be complete sent that it because of the situation is not within our control or.... but but that is not in your hands as such as help you can be a facilitator only but keeping your motivation intact to perform the maximum potential possible by you and why people working on the you that is very very important and that is within your hands I just sent by saying that supports this is a motivation number 1. is motivated ineffective Airway think about the time when you join your organization very motivated if you remember the time or somebody new joining some organization coming enjoy very motivated by the person didn't know what to do.

whatever it is expected that person motivated and ineffective then gradually you know one becomes motivated and effective, then comes the stage you are not finding what you want, from your job, you had high expectations from this particular job but you're not getting what you wanted is totally disillusioned, then what happen you are effective, but you are demotivated that the third stage, demotivated effective then if you let that situation continue then you become

demotivated ineffective that's the end of the one's life and end up everything so you see to it that you become self-motivated and make people motivated in such a way that each other either As a manager India on right so that they remain in that stays motivated and effective that stays otherwise they will become motivated ineffective and that will be the end of the development of the person and also the organization that's all member motivated can you repeat motivated ineffective motivated ineffective motivated defective ineffective motivated and ineffective motivated anything new and the motivated and ineffective four stages you see to it that you have you and a people were working with you Adam and in the second stage thank you very much I don't want to take more time may be sometime later, Ok Thank you.

Video played

Vote of thanks, to Prof. Karam Pal.

Break for lunch.

Session-4: Inter and Intra personal communication skills/Transactional Analysis

BY: Prof. Vijay Vancheswar

OK Good Afternoon my name is Vijay Vancheswar, I spend most of my time in the corporate sector, GMR, before that with ABB and for the past few years I am teaching full time full time and visiting International Management Institute I teach communication and marketing. So communication is a subject you all agree it is important yes, yes isn't it without communication we as human beings cannot actually get things done and the more we go out the more we need to communicate and there are some techniques and I believe that at the end of this session you should have some take ways, but otherwise you say, okay but did we get, you should have at least a couple of learning, so OK. The word communication or derived from the Latin word communis which, means shared or

Common to receivers mind and accurate exact image of what the sender is wants to communicate or is communicating now if you say hi, you get an imagery and that should relate to what you say about the first. Imagery or conceptual we all think mentally, therefore what he thinks to relate to what is said image is very very important. The key principle is in communication stimulation of meaning the receiver, where the focus focus is is the sender and receiver receiver receiver should appreciate and acknowledge and understand what the sender is saying or writing to the focus is with receiver, the real power is how we are able to connect with receiver that's very very important. So... from the Chrysler automobiles industry is a well-known says you can a brilliant idea but if you can get them across your ideas on be anywhere so very true you know unless people can't communicate will obviously not be successful.

One of the good things with or present prime minister is, is a good communicator know how far it is being there is something about what you say and how you achieve, but he certainly, nobody disputes the fact, isn't it and there are some principles he follows which are effective communication. Communication and Oration, they are two different things, he is the good communicator in the sense, he communicates his audience, he is also a good orator I think, a natural orator and becomes good communicator and he is effective. Because you stand and read, first thing is you don't read you connect to the audience, you are able to talk and relate to the audience, so good orator make good communication, Mahatma Gandhi was good orator and communicator, Hitler he could connect with audience he could infuse masses, Churchill, good things also have happened bad things also have happened.

But people are able to, Osama Bin Laden, I don't know how they have been able to infuse, right people into doing wrong things, good communicators are good orator, or has ability to relate to people, ok. Now, it is two way process, we need to make mental picture so that it becomes easier to understand George Bernard Shaw had said something about communication which is very interesting about a person about a lady, she was a great Great speaker but not here learn that are speaking but unfortunately she hasn't learnt the art of conversation so what is he said here was she has lost the the art of conversation but not unfortunately the power of speech there are some people who talk and talk and talk, the moment they come you will say let me get away he is going to bore me, because they don't relate to the audience they don't interact with audience and they don't put interest of the audience first, so we should not become what they call a verbal diarrhoea, what is verbal diarrhoea? People who continuously talk talk, talk, talk, they only talk, to themselves. So, one of the key things is when we talk, when we talk about yourself. Let us stop becoming/ guard against verbal diarrhoea and there are some people, you would have noticed you know, they only talk anything they will start talking about themselves. I did this, I did that, which is the last thing we should do, that thing you should do the focus should be on we and not I. Focus always should be on we, the smart communicators always talk about Dale Carnegie how can make the focus the hero of the conversation not the speech, therefore be interested and not interesting.

What is this mean take interest in other don't try to become very interesting make the focus in terms of creating an interest in other. Be interested in other, not interested in I or me. There are three things I want to talk about, I want to talk about isn't thing, you trust somebody, you can communicate well, so trust is the glow, which binds people together so trust is one of the most important element in communication and this man Raddy Posh, was a professor in Carnegie Mellon, he died at very young age and he was brilliant man, he says there are only three words, that tell the truth all the time, what is the advantage of telling truth since you are in the business of law. What is the advantage of telling the truth I'm saying you should always tell the truth as far as possible... in simple Communications terms, **you don't have to remember what you said**, if you tell a lie you'll get caught you forgot what you said you tell the truth you don't have to remember what you said, so tell the truth as far as possible.

when you tell the truth and you tell the truth you don not deviate fro what you have said, in most of your people get caught when they tell something and contradict isn't it, tell the truth, detail something to tell the truth and this man was also great philosopher **Saleem Alchemy** says

the difference between animals and human beings is that our expressions and words never co-inside. That is why animals don't understand us, you see they say, in fact the snake or dangerous animal does not attack you, it attacks you more out of fear, because you demonstrate that fear in your body language and it is whereas they are very transparent human beings unfortunately say something and do something else in many cases so what we say and what we do and there are three elements to communication, are three elements to communication and its very important how you demonstrate, his taught were slow, his words were slow, he was joy all, to all his friends, you should have heard him listening, listening is most important and least focused aspect of effective communication.

That's why god has given two ears and one mouth, fifty percent of the time, you should keep your mouth shut, but we don't children are not taught to listen, see in school first thing the child learns books hearing reading writing listening no but how does a child learn. When the child is born it listens to mother learns a language and then it speaks and only then so, Naturally the human being on the baby is trained to listen first but we don't train children to listen. So, the listening is important as also the aspect of body language which will come to I will come to that so we have a coder Decoder and sender and receiver and stimulation of meaning, essentially how we stimulate meaning.

Let us look at this visual,

Message

Meaning

Watch this clip. Save water save life. Suppose I say save water save life, how do you add meaning to this, see how image can transform the concept of the power of communication and saying save water save life now how does this look now life, doesn't add life, see the creative communication advertising for example uses such concepts using a simple thing like this, the whole focus of what you want to say is doubly strengthened, the imagery that is created so essentially we have to stimulate meaning, and then we communicate.

This is the story of the eagle, which we normally use I don't know if you are aware of the eagle, what is the life span of the eagle, the eagle is the longest living bird, it lives for about seventy years. Why do we say this because the need to adopt and change is very important in communication as well in everything else, now? Let, us look at this, the eagle, but to reach this

age it must make a hard decision, see when it is forty, its long and flexible talents, claws that becomes bent it cannot catch its food, so claws gets bent, feather gets stiff, beak gets bent, can it survive, if it keeps quite, is it possible, definitely not possible but see how nature teaches us, how it learns to survive, so it's long sharp beak becomes bent,... the eagle is left with only two option it has to die or do something whereby it can survive, okay. Eagle does this for hundred and fifty days and survives, hundred and fifty days is about how man months, 5 months, what is it do, it goes up, why does it go up, so that is not attacked, breaks its peak, makes the new beak grow, flux out its talen and then the flux out the feathers then the fresh fathers comes all this takes five months and then it gets another lease of life for thirty years. Essentially it teaches us a lesson, that there is need to change and adopt. when we communicate also, adopting, changing approach to the person to whom we talk to is very important, we cannot be stiff in our attitude we have to change the way in which we communicate, that is what managing conscious communication is all about and we have to get rid of the old and we have to start living in the present, some mantras which we will talk about be sincere and not serious, what's the difference is it the same, is sincerity as same as seriousness, I'm saying one should be sincere but not serious what's the difference, please, do you agree, let me give you live can we control whatever happens certainly not sometimes you put 100% and you get 40% result, sometime you put 100% get 60% result is not in our hand, that's what our scripture tell us, we have the right to action and we can control and do the best, that is sincerity, seriousness is, getting emotionally agitated, so there is a difference one should be sincere but not serious, we can't always often control most often and we don't get or we may get we want, but outcome is not in our hands.

Humor a great enabler and resolving conflicts, you find most good communicators add the touch of humor humor add spice to life, we should have ability to laugh, take a joke on ourselves, so we should not be so serious that we take life so seriously, there is no humor good communicators always have, our earlier Prime Minister Vajpayee was good at that, he had that sense of humor and abilities to relate, think about what you are thinking, about what you're thinking many times we react, say thing which we should not have said and then, we repent, listen emphatically, and reflectively, respond do not react again there is difference like sincere, and serious, respond and react what would be the difference please.

Responding means, different from reaction, what is the difference, reaction is impulsive, tit for tat, then you say why did I do, whereas responding, you are in control, you observe, you evaluate, and then take an action after logically analyzing it. Many time you are put in stressful situations

you should be careful not react, think yourself before you react, take your time, not very slow but slowly so that we have the time to think decide because once it comes out it is out, respond don't react, listen and in listen there's something called **reflective listening** listening is very important i will show you a video clip of listening many times again, so listening is very very important, it is skill we need to develop. Act and ease just as an acronym awareness has to do with attitude, want to do, we should be what we are doing, and we should want to do the right things that is a passion for doing things. You see talking of passion, some of you are from Delhi, how many are from Delhi from Delhi, those days there use to be a police man near south block, I don't know how many of you, seen very long ago, he is to dance he is to be used to be dancing and even you're enjoying his job everybody use to love him, he was selected by British police and ask to come there and train, the British police men on how they should conduct themselves and how they should love their job, he became quite famous and he was sent to UK.

He was so involved with what he was doing and passionate about it about what he was doing. The umpire, unique style of sing the six, four, out and all that, Billy Bodden, he was very indifferent then the rest. It made him very famous, they bought difference to what they are doing and they are loving what they did and they engage with the audience they loved so, awareness, choice, one must be aware we have choice on what to do and tenacity how to do, so want to do, what to do, and how to do, etiquette is how we behave. Act and ease, awareness and tenacity, attitude, communication and etiquette in terms of how we communicate.

Listening, feedback and presentation skills, are some of the key elements of communications, three broad if you look at listening, feedback, we will do small exercise, have you gone through a feedback from your subordinate supervisors, you gone through this feedback mechanism, when you will get feedback, if you get feedback you find it, open communication or is it sometimes, or you able to communicate openly, with seniors, with juniors, is it really so always,... there is system called feed forward which we will now do, where you are more, open about talking about yourself and getting some inputs, which is unstructured but it helps you to gather information it is much more informal so we will talk about it.

Now, coming to listening different types of communication now we talk about inter and intra communication what is the difference please, inter communication, intra communication, what inter communication, what is the difference between inter and intra. Intra is within and inter is outside, so suppose between your court and outside that is inter, Intra within your circle, ok. In both area communication is important.

Please write down these three things, let me know what the percentage is, I am saying there are three things in communication **1. Words, 2. tone of voice, 3. body language**, body language, if you notice good communicators, Mahatma Gandhi, Martin Luther King, the way they use to, even Hitler, that is how he could make people do the wrong things, they were able to motivate, inject, enthuse people. SO, words, tone of voice, body language, suppose I ask you to give hundred marks, please give me the percentages, how much will it be, what research shows I will tell you.

How much marks you will give to words, you can write down, you much will you give to, tone of voice, and how much to body language, any guesses, is it equal, one more one less, how do you think would be for words, 20, 35, 45, any other, 25, 30, 45, 30,30, 30, safest, 30,30,40, right. 70, 30. Which is 70, body language you are closer to it. This is what research says, of course you should not say stupid things, given the fact that you are saying something sensible, research says, words 7%, tone of voice 38% and 93% is contributed by para lingual, what is para lingual, outside of words. So, see how much important it is many times, that is why they say you know, even in your judgement the eyes can never deceive you, if you are ling it will be seen in your eye, your character is known through your eyes, if your eyes are shifty, if your done something wrong your eyes are shifty. Eye mirrors the heart, as I said you should not say wrong things, as long as you say what you are saying properly the impact is very very high.

May be it is marginally here and there but definitely tone of voice and body language extremely, one of the strength of present prime Minister is in this, in terms of communication, but then that's what research says, now this is the point of,...that he is to create that impression on the crowd, that what he wanted to communicate, he was able to communicate it so strongly that his body language his hands were always whenever he was speaking, he use to emphasis with fingers, molding his fingers, gestures and all that. Throughout he was moving, even the head and all these things, this way he was communicating he was using the most, body language, besides words, he was influential through his body language also.

You start observing people, you will find, we don't, the more observing you will understand the power of body language, because there you cannot cheat, you may cheat, by what you say but how you say and what you demonstrate, that's how the lie detector also, starts the tone of voice, and it cannot that's how the nature has designed us.

The power of para-lingual is very important, ok. Filtering key things in many times, we like to hear what we want rehear and we selectively what we want to observe just an example here minor changes lead to major distortions is the line.

Somebody hears that,...how mis-interpretation happens many times in communication from what is minor is becoming major crisis, so we have to be careful about how we interpret messages that is import of it. This is the use of some words, which I leave with you, there is difference between, what is affect and effect, affect is influence, and effect is result, like that there are couple of things we have to be cautious, in terms of the use of words,...

Seven Cs to effective communication,

Clear,

Complete,

Concise,

Correct

Concrete,

Coherent,

And Courteous

There is great difference being assertive and aggressive, which should you be, we should be assertive, not aggressive. The British are very good at it, they will give a slap and make you feel happy about it. They have the art of doing things in such a nice way, whereas once should not be aggressive. So, assertive is, firm aggressive, attacking the other person. Personally, some people are very aggressive, others have the art of being assertive, and assertive is important.

Two more Cs, are very important, what could they be? Which adds value, **Credibility and Creativity**. Creative is how you communicate smartly, differently, and credible, which is trust worthy, these are the seven Cs pulse two more attributes. I told you, listening why it is important, the order of learning listening, speaking reading writing, this is how children first learn,

listening, then they speak, then they read, write and but when they are taught, its other way round.

First is write, then read, speak, then listen. No wonder, I think in India we have peculiar, problem it is like, times now, continue fish market. Nobody is listening, compare it to the BBC or CNN, is that the way people are, very very, eager to talk before they listen. Is it not, so listening is an art, we have to cultivate, very very important, in that context remembering and forgetting, we normally forget after every lecture, do you remember what is taught, there is research, how much we forget after a lecture or session, any idea, 90%, research says fifty percent we forget immediately, after two months 75%. Balance 25% only about 65% is correct, so the key to communicate well is to give key points, highlights, now Modi used it, if you remember he went to US, he talked about, see the mind cannot remember more then three things normally, after that you start forgetting, he used it very smartly, do you remember what he has said, he talked about three Ds. Democracy, we have demographic dividend, which is young population, Demand, the country has huge demand. So somebody has told him, how to use the communication, skills to create the impact. Similarly in Nepal, he said, transway, information way and High way, he uses these techniques to create the impact.

The mind cannot remember, what do we remember those things which we, loss of remembering and forgetting, remember those things which we use, recently, frequently, and which has impact and application. Do you remember car number, do you remember your license number, and do you remember ATM code, why? Because you use it, frequently, and you have used it recently, and it has an impact on your day to day life, and it has an application, you don't need, even your car number you don't remember sometimes, isn't it. Remember those things, which we use, **recently, frequently, and which has an impact and application.** And we don't remember those things, which we don't use regularly, and forgetting as we said, we forget how much, out of this lecture, 50% immediately, 75% within two months, and the twenty five percent we remember only 65% is correct. This is how the mind works, because mind wants to try to forget the news, dog biting the men is not news, men biting the dog is news.

That is why newspapers are full of sensation, people like sensational news, so we forget 50% of what we hear, 75% within two months, of the twenty five percent we remember only, 60% is correct and then we add. So, knowing this how we communicate, we have to be smart to communicate, to create that impact. So, what should we do, three tips, first is listening, I will show you the video, reflective listening is different from, normal listening, first what is the

difference between listening and hearing. Hearing is, we are here so we hear, reflective listening is the observed, what we listen and let the other person, also, understand that what we listen, we have understood, so there are three tips, in reflective listening I will show you the video, first is, Eye contact, body language, whenever you are listening, anybody main, don't look somewhere else and so maintain eye contact, second don't be Aruna Gowsami, don't interrupt, when somebody is talking don't interrupt, let the other person to finish forefinger their culture is very much like that they never interrupt, they get annoyed too many people are talking at the same time, so first law is, eye contact, second, don't interrupt, and third paraphrase, what is paraphrase, repeat what that person has said, in your own language, so that you understand what he said, he understands that you have understood, okay. So, maintain eye contact, don't interrupt, and paraphrase.

Now we will see a small video clip, in this clip what happens is husband and wife, they are having consulting room so he is getting ready, to meet the Japanese group she is telling him, Japanese group are different, follow a different technique, you should talk to them in small numbers. Not, in a large number, he said don't interrupt, I know, I know...then second time he is following this rule. So she is saying that ok, he listens...

See the second example, the person is, maintain eye contact, not interrupting, paraphrasing, yes three tips as I said.

There is one more formula which you can write down, which is good for improving listening skill, *ras ka matalab hain* juice, RASA,

R- receive the information

A- appreciate and acknowledge

S- Summaries,

A- Ask

Now if we follow these simple techniques you will find you will be able to get your job done, and also become more effective, better communicator, and better manager of people, see these are simple things but we have to make conscious efforts to apply it. It helps.

There is another small video, of legal student, communication with clients is most important, I don't know because she says many times we are busy as lawyers, communicating among our group, client interaction is not enough. She says I learnt it when I was doing law course, and my uncle he had case, and he was not able to communicate the lawyer enough and he kept asking me what is this mean, what is that mean, then I understood, importance of communicating with the client, which is so very important.

I will just show that also, where she re-enforces why it is important, to communicate with the clients do you agree with that, our focus is not just on client, we just make sure that they understand the things, that is something we need to talk about, let me show you that also, then we will continue this.

So listening and communicating very very important as she says and more so with the customers clients, and this paraphrasing helps us to also communicate well, five W and one H principle.

Whom am I talking to, what I should communicate, why I should communicate, When I should communicate, Where and How. So five W and one H. Who, what, why, when, where and How. A template to help us, structure our, communication, it is technique now listening of course we have to be an effective listener we have to understand the complexities hearing is different, fallacies about listening, sometime we think that if we read more we can listen more, not necessary in fact it may be the other way round, listening is not problem he say, I am ok I am listening, no it not like that, listening and hearing are not the same. Good readers are good listeners, Smarter people are better listeners, listening improves with age, may be it decreases, learning not to listen, thinking about what we are going to say rather than listening to the speaker this is the constant, what should I say rather the what the other person is saying, this is the trap we should guard against. okay.

Selective listening, we only listen to what we want to confirm, or what confirms with our views, other things we don't listen. Not paying attention etc. listening skills are difficult to learn is the fallacy it is not so, we apply ourselves we can be a better listeners.

Listening is with mind hearing is with the senses, hearing means responding and reacting, reacting is with the heart, responding is with the mind, so listening is also with the mind, okay. there are some barriers of course, eye contact, follow the golden rule of now, this company, there is company which follow this rule, they follow this rule called NASTUESO, in a meeting, nobody

speaks twice, unless everyone speaks once. So, when you chair a meeting, suppose we follow this rule, everybody should get an opportunity to speak. Chairman should monitor it in such way that everybody gets an opportunity, to speak otherwise only those with loud noises will speak others will be quite. So, we have to have some kind of structure whereby we give others an opportunity to speak and formalize that, interaction, in a nice way now two ears and one mouth. 50% of the time we have to keep our mouth shut. Einstein once asked what is the formula of success, he said, $A=X+Y+Z$, they asked him what is X, work, Y- play, Z- he said keep your mouth shut. I think there is purpose for what he said, because there is tendency for us, sometime talk more than necessary, keeping our mouth shut, many time we get out of trouble.

Don't expose your ignorance by opening your mouth, jokes apart we need to listen more, and may be sometimes curb the urge, some people of course don't talk at all, they should speak. Those who have tendency to talk more should be conscious, listen more, pillars of successful communication therefore, I would say there are three pillars, these help us to manage something, which all of us deal with, what you think the first pillar we talked about it. What is the most important in communication, TRUST, there are some companies you have done some, what is that comes to your mind when you think of TATA, TATA's means you can trust. South Indian Company, TVS, that trust is important. First important thing in communication, you should develop that, make sure that the other person trusts you, and we should communicate in a manner, which develops trust, trust second we just, talk about listening not, normal listening what kind of listening? Reflective listening, which has three components, eye contact, don't interrupt, paraphrase, remember these things, trust reflective listening third, we talked about the composition of words, body language, and tone of voice, that is called non-verbal and verbal.

If you are good at these three, what is the most difficult thing in life, what is the situation, which is the most difficult situation that we find in life, inter-human relationship, and managing people? People are not the same you know, each person is different, situations, contexts, so the fourth thing is conflict resolution skills. So, if you are good in communication, you can manage, conflicts, and all of us are managing, I am sure in your profession, if there is no conflict the world will be very comfortable you know. Every moment there is uncertainty, there is some conflict, there is some problem, so communication, can help us, to manage, TRUST, REFLECTIVE LISTENING, VERBAL AND NON VERBAL, and CONFLICT RESOLUTION. These helps us to become authentic, develop relationship network.

Feedback vs. Feedforward

Obviously, giving positive feedback is very easy, what about negative, have you ever tried giving negative feedback to somebody, in office context, it is not very easy isn't it. Positive feedback people accept it very easily, negative is slightly more difficult, much more difficult, because people then start looking at it, a personal opinion, he is trying to find, fault with me and therefore there is this technique called feed forward.

There is this professor consultant Marshal Goldsmith, he has written on these things one of the books he has written is, MOJO, is the positive energy that we show, in whatever we do, the passion. So, feed forward, let us give an exercise it focuses on behavior, it is impersonal, so in communication you should focus on message not the messenger, focus on the issue, not the person, many times we start getting personal. Suppose I don't like what you say does not mean that I don't like you. I disagree with what you say but that does not mean that personally I am against you.

So, this feed forward is the technique which is impersonal and it is goal oriented and it helps us to understand each other better, now let us do a small, exercise in your table, spend five minutes, suppose you have an issue what I am saying is, if you do it regularly people who you trust, whatever issue ask other persons advice, I lose my cool I become very angry, what should I do. How, to maintain my cool, I find I am not able to manage my time, what should I do, I find that I get angry, I want exercise I am not able to do, what I have to do, the other person, gives you an advice, what you can do. So, Identify two three in which you are comfortable and tell to the other person, after two minutes you identify one or two issues and take the advice, once you are mentor, other time you are a, mentee, that is called as feed forward.

Would you like to try that exercise? Five minutes, in each table just identify one or two issues and ask for advice, and then after some time, you ask and let us see how the experience goes.

In case if he get hurt, by person and at that time he is not able to respond to it, so on those concussions, he cannot cope up with that situation, and the such a situation last long on his mind, and then he is not able to cope it up, and not to work on this problem. Even if you cannot handle at that moment, as not able to clarify, just be in such of moment and an opportunity when same person is before you and you can clarify on that occasion, so that the person whomsoever he may be he will not, he will think about the last episode or the last instance, when unintentionally, he might have hurt you, but in future he will be quite careful so that, whenever you are appearing or coming before him for certain work he will not hurt you because of that

one instance of clarity he can remove this, problem which is persistently there, so this way once the situation is handled, once it is sometimes it is handled with one person even same person may communicate so with this, kind of solution I think this problem can be taken care of.

Bucket Method: Whenever someone is asking various questions, collect all those questions, and put it them in different buckets and this relating to this issue that is relating to this issue, go to that bucket and take that and take the answer, structuring your responses, based on the categories, these are all techniques to handle difficult questions, inter and intra communication.

Intra is within the department, inter is outside that is the difference. Transaction communication, is transmission of messages among the people, because we have to transmit the message. Interactive communication is what we should focus on, where the focus is on again, if you can note down it should be, I, thou relationship, not I, it. What you gave example is, I thou, what is the difference. I thou is you put ourselves in the shoes of others I it, you treat others as objects take it or leave it. That is not good, I thou, you are sensitive to, others point of view, one should always look at, I thou, right. Persuasion is to make people to deliberate and accept our point of view, there are techniques of persuasion impact, is very very important, there is something called, number three is very very sacred, if you take god, three, generator, originator, destroyer, Brahma, Vishnu, Shiva. Father holly child, mother. The three, is very important number in religion, in management, that's why we can't remember more than three four things, so the trait principle is whenever you have to have impact tell what you have to tell, tell it repeat what you said, in the form of highlights so if you have to capture the essence of what you have said, that going to talk about, the judgement of this today, then tell about that then highlight that what you said, tell what want to say, tell it, repeat what you said in the form of highlights.

Use something called as KISS, principle.

KEEP IT SHORT AND SIMPLE.

Sorter it is don't you find it easier? Normally people don't read more than two, three pages. Even one page is difficult. Litigant is interested only in last page, keep it short and simple.

Speaking too fast, Indian normally, we speak to fast, the rate of jargon less simple it is, better tone and accent complicated, ten top fears of people, what you think the biggest fear of people. Something that you are scared of insult, no. In doing things, the research has shown, public speaking is tops the list. That is very strange finding.

What it does mean, public speaking, is an art most people are, not everybody is comfortable, we have to train ourselves, to speak in public and some of the techniques I don't know, most of you may speaking though, or you are listening more, one of the art of public speaking is practice is front of friends, or in front of mirror, normally we practice in front of the mirror, so that you become more comfortable, when you start doing it, so that is something we can do, here they say, **80 on delivery, 20 on content**. Following, the words tone of voice and body language, lot of focus is to be given on delivery.

How you talk is more important than what you write, see I said the right thing but I have not written the right thing.

Talk to the audience talk to them, engage with the audience, whenever you speak, be active observe the audience take non-verbal cues look at this body language of the other side, you can get many messages, which he is not telling sometime a truth can be revealed if you observe, isn't it you must have seen that, you can get some signals,...many of the time we have to be investigative, we have to make him speak, it happens on few occasions it happens, okay.

The other thing we have to, avoid when we speak is, something called, **filler words**, if you observe television some speakers, when Obama's time Sara Paylane stood for vice-presidency he lost because she has the habit of using the word you know, you know, you know,.. more often there people are very particular, this is called filler words, sometime they use some words if you don't know anything they say you know, repeatedly using some words is called filler words, we should be careful in avoiding that filler words.

They counted in a case some thirty times she was saying you know... because of that her popularity dipped similarly we should also train, you can ask your friend suppose be frank I am I something more, often. Then you can have bottle or this thing, and say how many times I am saying you know, one two three, be careful of using some words repeatedly unconsciously, sometimes we have said, repeat some words, which we can avoid.

Record yourself and play that is the more appropriate, best is to record the proceeding and see how you look, some time there we see, I should not be doing this, then we learn by looking at ourselves, recording is good tool for correcting our body language.

Practice, Practice, Practice, in everything practice is important, whether it is cricket, game, speech, conversation, practice is important, I contact body language, filler words, to be avoided, delivery you talked about energy, this is on spiritual intelligence, we are talking.

Last, part, Transnational analysis, we will come to that quickly there are three types of intelligence, IQ, EQ, SQ, what is IQ- Intelligence Quotient, EQ- Emotional Quotient, but the most important, the higher part is SQ- Spiritual quotient, which what Mahatma Gandhi Demonstrated you know, it was defining moment, he was removed from the first class, he was thrown out, he did not react, he could have fought, he could have fought, but he did not react, he was totally upset, but then what he saw, he saw some black couple, shivering in the cold, then his problem become small compare to their problem, removed his coat covered them spent whole night, in the flat from, with them, and then he transformed himself, he was spiritually at a different stage. He was connecting to the inner self, so once you connect then we will start understanding the problem of others, not like you said you know put our self in others shoes. Look at the larger picture, all these things are very important, don't you think so.

Bit of spiritual insight helps, you don't have to become philosopher, but I think it helps, it helps to handle the problem because life is uncertain, there are so many challenges, bring balance to the life and approach to life, the spiritual quotient is very important, in all aspects, you must be doing some programme, on knowing yourself, and because life is, in day today it is very complex isn't it. What happens next moment we don't know, so how to handle that, how not to, react and get upset spiritual thing helps.

So, why are we doing what we are doing, is very important, suppose there is client, or victim, or somebody other side, why is he behaving like this, there must be history to it, there must be fast pattern there must be some track record, that is disturbing, so it is detailed process in fact we are justice, in the inauguration session he said each court should have, Counselling center, Arvind Bhabade. Where you try to find out what the problems are and counsel them, some people can be counselled and made better but that is really ideal situation, we don't have enough counselors, but that's the important thing.

Spiritual quotient is very important, where it is being centered, awareness,...IQ, EQ and SQ. In this context we something called transactional analysis. Have you heard about transactional analysis, this is psycho analysis technique, developed by one Dr. Eric Burn, he talks in simple terms that we all have three stages, in our mind, parent stage, adult stage, child stage, sometimes

we act like the parent, sometime we act like the child, sometimes like the adult, what is parent, when a small child, the parent says, don't go there, that is to dark you should not go to the dark, so it is the order that is given, and the child says don't tell lies, parent telling the child, then the child experiences certain things okay. As he grows up, and that becomes the experiencing stage, adult- when you grow much bigger, validation stage. This forms the stage, I will just show you here, three stage, Parent, Adult and Child.

Parent- taught concept.

Child: Felt concept,

suppose mother says, don't go near the stov it will burn, how does the child learn it, sometimes it goes and he feels it, adult you learn through experience, so what the Eric burn says is each of us, have three different stage and we should modulate our communication, based on what state the other person, sometimes old person also behaves like a child. Because he is in that stage.

Essentially it helps us to understand, the other persons mental state. There are four state, first state is,

I am ok, you are ok.

II State: I am okay, you are not okay. I am right you are wrong.

III State: I am not okay, you are okay.

IV State: I am not okay, you are not okay.

Basically these four sate are used, for understanding the state of the other person, understand the state of the other and tell your responses. No one fit all solution, essentially we should be able to judge the other person what kind person he is, and tailor the communication, there is no one solution for everybody, is not. Somebody needs very parent like approach another person needs mature approach another person needs to be, told very very strongly like that, so we need to understand, and there is another technique for understanding people, Edward D. Bang. he says, we are all programmed differently so we should wear different hats,

The white hat,

Yellow hat

Black hat

Green hat

Red hat

And blue hat

What is white hat, some people you will find very logical and facts and figures, data hai to main believe *karunga nahi to nahi*. Very fact driven, Yellow hat, always positive, half glass full, *hogayaga*, black hat, always cautious, oh this cannot be done, what can go wrong, so white hat is, what can go right. black hat what can go wrong, green hat, creative solutions, finding some creative solutions, new ways of doing things, red hat is emotional tank, some people are very emotional, is not it. They get carried away by feelings and emotions, that's the way they are designed and blue hat balancing, so he says whenever we had problem we should wear different hats to look at solutions, from different angles.

I will just give an example, you are aware of this accident in Maruti, one general manager got killed, by the union. Do you know, why? Why labour unrest happened? Company thought that, if we have contract labour and don't have regular labour we can reduce labour cost, ok they started having labour from Bihar from removing labour of Haryana.

If you were the red hat, what is the problem, labour started getting worried, we are working since so many years, *hamari nukari jha raha hain, bhar se aake hamare nukari le rahane hain*, they became very angry they are not bothered about our future, they are only looking at money, they went against the management and in the process GM was killed.

In Japan trade Union vs Management, they used this concept but this is Japanese company but they did not, before they decided, if they have known the red hat, they could have decided, there will be uproar from the union.

Everything is not money, there is some other aspect, suppose people, revolt and they create lock out, which happened, and loss of life, so what it says, parallel thinking. Get different views, don't just get carried away by one thing, on is white hat, it's okay, paisa, but what is the implication of red hat.

What is the best case scenario? Yellow hat best case scenario, paisa batch, worst case scenario, lock out, creative solution *khya hain*.

What is the solution, you cannot have just have contract labor, you should discuss with them find out the solution, everything it is not an easy answer. It is one root, so this gives you, amicable solution looking at all the angle, but sometimes we are not looking at all the angle, we are only looking at one, depending on the managers thinking, the bosses thinking or the judges thinking whatever, sometime you get carried away with one view, because you are prone to thinking like that, you should look at open mind.

It is good technique, is not it. Many times you forget, many things are not just money, there are other issues, which is more costly, which is what happened. This helps us to, interact and respond to people, summary, at the end of it, last slide.

First thing what did I say, seven lessons I have given you,

1. Dealing, massage, messenger.

issue ko deko personality ko mat dehko.

Focus on issue not on person.

2. Respond don't react, but before that listening how do you improve your listening skills, reflective. What are the three things, eye contact, don't interrupt, body language and also follow, RASA.

3. Respond don't react, don't drive closing the eyes, open the eyes be in control respond do not react.

4. Be sincere, not serious- what's the difference sincere is do your best be in the moment, don't get emotionally involved, with what happened then you will get upset. Use humor effectively, don't take life too seriously. I think many time our problem is we take everything too seriously, nothing is worth, there was this interesting story, there is Persian okay everything is fine but he was very unhappy he says I don't know something is bothering me, everything is fine, kingdom is doing well, sufi said I will give you the answer but give me some time, then after one week, he comes and gives him a ring, ye phenlo, all problem will be solved there is message, this too shall

pass, away. This too shall pass away, nothing is permanent, good thing will also pass bad thing will also pass, so don't be too serious nothing is permanent, actually we are all, you are all fixed expiry date, we all have to go at one time, if you really look at it. Everything is passing phase, so live in the moment, to that attitude is good. Good things will also go away, bad things will also go away.

So, be sincere not serious, be more interested, rather than, focus on. Attitude is everything, develop on attitudes, have the right attitude, have mojo, positive attitude. Look at brighter side of life, I cried, we tried to focus on our negatives, and our problems but there are many people who are worse. Don't compare.

5. Tune your response and transact with people communicate with people based on an understanding of person's psychology he talked about whether he is PAC or Six thinking hats, whenever we talk to somebody, you try to fit him, what kind of person he is and base your communication based on his psychology. Understand the other person and communicate.

So seven lessons, feeling the message, messenger. Listening skills, respond do not react, sincere not serious, attitude is everything, tune our responses and be more interested rather than interesting. Okay.

Adopt the Seven Cs. and follow the triad principle, tell what you have to tell, tell it, and paraphrase it.

Final silence prayer before we end.

This too pass away.

Lord me that composer, serenity and... and dealing with situation, may I have the courage to change what I can the strength to bear what I cannot, wisdom to know the difference.

So very important I think every day we should read this.

Thanks giving to Dr. Vijay Vanacheswar

Session-5 and 6: Team Building without Time Wasting

Mr. Sampath Iyengar

Mr. Shivaraj: Very Good morning, I welcome you to the second day of the conference, and after very hectic schedule I hope you have very peaceful night and sound sleep, today also once again very having very hectic schedule and fortunately today we have two very eminent persons one is master trainer and another of course, a renowned IIM professor, so first session is on how to build the team, in this regard, to make us wise we have Sri Sampath Iyengar Sir, I request sir take over.

Mr. Sampath Iyengar: Good Morning, hope all of had good sleep, and the nice breakfast yes sounds so it doesn't sound so, it does not sound so,...it works so good morning yeah yeah yeah yeah maybe may be you heard any of your colleagues are attended my sessions, we repeat this at least ten times. Before we get going, because we need to warm up, you can't do a run, you can't do you know good activity without getting warmed up, let us go back one more time, two more time, three more time, the condition is that, collectively all of you should overtake me, in the voice. That is the challenge, with which we start, I am one of course I am added by the mic, but I am willing to switch it off, if we consider that as bias, okay.

Good Morning..... Good Morning.... Good Morning...Good Morning, Good Morning, okay, now it's fine.

Thank you very much a, for having me here, let me do the best I can, before we get going, I think I have met some of you, last evening and this morning, how many of you have met me, seen me somewhere, met me on the road, very good.

I eat a lot, how many of seen this, does this place look familiar to you somewhere, its our academy, these are all the early morning pictures at 6:30, 6:45, when I went for my jogging, running I thought let me freshen you up, get you some nice memories, beautiful sun rise, beautiful whether, gardens, it is fantastic, and you can't find a better team work then nature anywhere, can you see a better team work then nature, highly decorated, perfectly manicured, and what better picture can I have, for a team building session, then this, this garden would not have been there, unless otherwise so many people are contributed to it, the nature, you can't have nature so beautiful unless...

But, at the end of the day there is somebody who is the CEO or MD of this universe, that's our dear sun god. So, you are like that, in your entities, you are the prime person, who manage a lot of things, but you also look beautiful, when surroundings are, naturally grown up, if the same sun in the mid-day, go to desert and take a picture, you can't really see the picture, when everything is arranged in a particular way, same picture same object same person looks much different. That's what is all about, team work today.

So, today title, team work without wasting much of time, team work without time wasting, is one of the beautiful things, what Marshal Gold smith, is the No.1 Executive course in the world, so his title is, let's start before we start, let us play respect to whomsoever we need to do that, kindly stand up please.

Thank You

Why do think I played this video, there are thousands of different other possibilities were there, and with the purpose I picked up, this video, dedication, team work, inspiration, determination, all these answers are right, but it is also our responsibility to pay respects to these people, who are protecting us at extreme conditions, we say Bhopal is cold, Delhi is cold, this place is cold, that place is cold...These people leave and work at -53 degrees, and you and I if we spent ten seconds in minus fifty three part of parts will freeze and once in fifteen days they stay there, once they leave they will stay there for fifteen days. Only then they will come back, they live include that is the small hole that they have made within the ice and they live there. They don't know whether they are going to alive next moment, it is our responsibility to salute those people because of the scarifies of these people are doing, we have all the comforts that we have today. So, Indian Army or any other army for that matter, that matters is a very very good example for team work, the country does not matter, if you want to be a soldier, you have to be part of a team either you give command you give command are you take command. When you have a gun in your hand you are the commander, when you have the enemy on the other side, you are the commander each of us are servants many a times, each of us are team members many a times, but we are also the commanders most of the time in our life, our roles and responsibility may be any, but how do we use those situations when we have to command when we have to leave and lead someone live how do we work in those situations, it is what we will deal with taody.

So, I always like to put the end in the beginning, which is what we do in our real life every day, we know where we're going before we start am I right, am I right, ya. So, all of you knew that you are coming to NJA, and that's how you came here, all of you are going you know, coming to this class room, that's how you know you started from there and entered here so we always know the destiny before we start, where we want to go, at the end of the day is something which we have to decide, in the binning of the class, so this is what, I would like to you to tell, what is your expectations, whole of India is here, am I right. You represent the country, what are your expectations, I am going to be with you till, 12:30, two and half hour session. Without break, lets us figure it out later, set one expectation from each of you.

At least delivering the public service at time, fine thank you. To be responsible citizen good,... What are your expectation in my session, by the time you finish my session what is that you want take away from me, how to work with everything with punctuality, that is the point actually. How, to get the best from everybody, what I understand that....How to motivate the employees well, anymore, how to formulate a team actually, for the given task, ok. For want of time let us move, I have given you only one chance but I have list of expectations.

Learning is always there, I am capable of delivering the both,...what is important do you want to have...excuse me it is the adult learning actually, if it is fun feel, there were three four pattern, power point presentation, then group activities role play, and there were also, events of making fun so after lunch what they did immediately made us to dance so that were energize otherwise this cooling system would make us sleep, in a while, if the lecture pattern goes, but took it other way they made us to dance they just played some cartoon video, it was dancing on particular tone, they made us to dance, suddenly we just forgot, just rid of this that sleep which probably would have been there, had we not been made to dance or something, that's why I am trying to understand, what you want, so that it will be easy for me to deliver what you expect.

If don't express, I have to assume, assumption is the fundamental problem leads to every other problem in life, we have a choice to ask or assume, there are two things we can do, ask us three later, assume has six letters. That means ask is half the effort of assume, how many times we assume, and how many times we ask, if you really reflect and see for yourself, assume leads to all the problem that we have in life, and ask can find all the solution to these problems. Rather I don't want to assume, I would like to ask you, so that I solve the problems in the beginning itself, how do you want me to go, a gentlemen said, I want mix of both, somebody says...let us proceed.

My requirement is think ask, answer like a five year kid, all of you have five year kid, if not you were five year kid at some point of time, be curious, you need to agree on everything that I say, need not be, many are contextual, what looks right to me on particular situation need not be right in some other situation, and what I will be talking is more of generalized one, nothing very specific to a particular person, or particular situation, disagree with me wherever you need to be, I am very very happy with that, ask me any questions, for me there is no stupid question, every question is great question if you really look at it, the one people said stupid, are the greatest ideas today, so never be afraid of saying what you want to say and ask me, what you want to ask, all questions are well come and all answers are right, already declared. Be flexible with timing in this case probably we don't have that necessity, that otherwise my sessions are, full day sessions usually you know, Dr. Geeta if you are giving me one hour session, it is very difficult for me, give me a one day session, or one and half day session, only then you know, I would be able to deliver value to what students are, you may get ten twenty, forty different ideas my request to all of you is, at least make up your mind, implement one idea, one idea, take back and implement this, from today then the time that you are investing is worth it, many a times we want to implement ten different things thereby we don't implement any of them. One you start that is good enough, this is all life skills, there is nothing that you don't know, you heard it, you have read it, you have been told by somebody, you are told to somebody else, it is a repetition, it is probable put it in a different way, that is only difference that you can expect to happen.

These are my little credentials, by qualification I am engineer, certified global manager, MIMIC, this is the 30th year of mine in cooperate world, I am an MBTA practitioner,...I am Marathoner, I do run 42.197 Kilometer, recently I did Bangalore Marathon,...I believe in training and doing. Health and fitness, my credentials on that is world class I would say, this is my 30th year of my working I have taken one sick leave so far, that is on 5th June 2014, and the last time I took an injection for sickness was 24th April 1983.

We are the biggest assets for us, everything matters if I am doing good, my sincere request to all of you we live here but this is the temple that we carry with us, make sure that you care for yourself, enough. Then everything matters, otherwise whatever you have, may not mean much, okay.

I have titled that you are the MD of your court.

Because MDs does all kinds of works, they are responsible for everything, when I was, looking into the job description given to me, on what you do immediately I could relate to you know an MD, in a large organization, so lot of responsibilities, may not be equal powers, but you are responsible for everything, anything goes wrong, the gun will point at you, but any credit happens you may not get that garland, the same is the case in business, because at the end of the day sales people will say that we are the one who got the revenue to that organization, but something goes wrong, the chairman or the MD one who is head of the organization, who takes the responsibility for everything,...

Even a corporate MD is like that only, they have to deal with lot of people to whom they are not associated with, lot of vendors, vendors, PF, ESI, they don't you know ABCD of that, for example, few years ago there was rape and murder of a call center girl in Bangalore, the girl use to work for HP, when the notice was served, arrest warrant was sent to the Chairman of HP in California, and HP is the three lakh pulse people employee company and that to, it is done by driver, where driver dose not belong to the organization, it is a vendors driver did that. So, like that even in corporate world it is just not people who pay get the salary are the ones whose is you know, lot of time our customer blame us lot of things.

Directly, indirectly, we are responsible so, I only related to that, we can't probably put an equation, this equals to that, it is relatively.

How many of you heard of five W and one H?

Have you heard of this? This is one thing if you understand, most of your projects, most of your assignments that you take can be comfortably solved, because we do lot of things without having understood this that is the reason why we struggle. Five W stands for, can you give me those five W's now, What, Why, Where, Who will do it, When will you do it. And the most important next one is this H, How will you do it.

That will put you into a mat, where you need to do your planning part of it. Most of our task, fail because we don't plan, we do a lot things in an ad hoc manner and that is the reason why we fail, there is a beautiful saying failing to plan is planning to fail, failing to plan, that is if the plan for failing, if we have this five W, one H, address appropriately on a piece of paper, or in documented form, and everybody associated with agrees to this and sing off, 80% of your job is actually done, because everybody understand who is going to do what, what is the start point

what is the end point each of that, who has to complete something before someone has to start, who has to work parallel with each other, who is the deciding officer who is the commanding officer, who is an officer who need to just know about it. So, these clarities will help you, in crystallizing what you are trying to do, that clarity that focus is the critical factor, in determining the outcome, if your instructions are not specific it is general instructions you have given it is all heavy pictures then you know what you expect out of that at the end of the day will remain the same, what is the importance of team work, is it important? How many of you agree team work is important. Why is it important? Anyone else, one man cannot do all the things, it is like an orchestra, in orchestra every player is important, but different player has to play the dominant role at different points of time for you to get an extraordinary music, isn't it. Everybody is important, you take one player out, the quality of music goes down, but on the contrary you ask everybody to play, show your talent. It doesn't become music, it becomes noise, has the quality of the instrument has gone down? Is the talent has gone down? What has gone down, is synchronization factor, the team work factor, is taken away from that.

Individually you may be brilliant, highly talented, highly capable, there are times where you have to sit, where you have to bend only thing it works, you may be running a five star hotel, but the toilet will be cleaned by the person who is in charge of the toilet. You cannot say I am the MD of the hotel no I do everything, that is not possible, can you say MD is more important than the guy who cleans the toilet? MD receives you hugs you, take you to the room, offers you the most exotic food, but in between you want to use the... you find it is not cleaned last two days, what you do then, your experience is taken down, at home don't we do team work, do we work as team at home or not, we do, different people take up different responsibility and people who are supposed to get the front row at different point of time they take, two day old baby does it play a role in your day, yes or no? Yes. When the baby sleeping, it is taking the role in the team activity, is letting you to do what you suppose to do other than that, so lot of the times remaining silent is better part of team work then trying to do something, you are not required to do it,... it doesn't matter who you are as long as leader you know whom to assign what, whom not to assign what, who have to take at center palace at different point of time, during the course of your project you get your job done, everybody is important, designations, the role that we play, is secondary you have designation you have experience, you get payed for that is different, but when it comes to project executions, when you are working as team, every single player is important, in an eleven player football team, do you thing that one player is less important than the other, the goal keeper is useless when the ball is on the other side of the court, but the moment

the ball comes to his court, he has to be the champion. Isn't it. In a cricket, when the two batsmen are playing all others are dummies, but when you get into the pitch, you become the hero, you may be the eleventh guy, who has never scored a run, but on that day, on that critical match, you need to score a run to win you get that one run, you become a hero immediately. Am I right? So, many times we make that mistake, ok give me an example for a great team, you heard of seen of, read of, ants, good. Honey, what makes them great, they are consistent in team work actually,... actually they follow, 5W and H, because...nature is the best teacher if you just observe the nature, you get answer to every single problem that we come across, that's why it is called nature is the best teacher, okay. Once we see the positive side we have to see the negative side, for us to figure out where we are, give me an example for a bad team, NO bad teams at all? Have you come across any bad teams, what are the signs of bad team, what is the outcome,...so what is the outcome of that, failure, what makes them bad, is what you said, lack of respect for each other, there is lack of trust between each other, lack of coordination, exactly opposite of everything that we said in the good team.

The good thing is that we are somewhere in between, we are neither a great team nor a bad team, what all the differences of outcomes, between these two, between the a good team and a bad team,...lack of understanding leads to what, punctuality is lost, then what is lost coordination is lost, I am sure each one of us experience this, no matter a project fails what happens, is there what I want here from you people, actually leaders accountability.... you get into a blame game, and leaders accountability increases, then. In most of the time you are the leader, that's why you are leader, If you are not ready to face the bullets then you can't be the leader, if you are hiding somewhere and you know, let somebody to outsource it, somebody you take go and take the bullet, then you are not the leader, it has to be there. I am going to protect my people, that is how it is, in everywhere, it is the same thing so, there are number of thing that we can do, there are number of things which we can't do, some of the things are under our control, some of the things are not, If you are selfish enough to care for your health, wealth, success, growth peace and good times, family, sound sleep, how do you want to spend your day, all these are outcomes right, if you want to have all these things, you spend a great amount of time in your work, 8,9,12,14, hours at times, good part of our living time is spent in the work place, unfortunately we have only one hand, lot of times people tell you, no no whatever is personal problem keep it outside, and your wife will say whatever your office problem keep at home and come back. Is it possible, your superior will tell you I don't care all these you know you have problem, keep it your home, when you are an office, you just do what you are supposed to do, you are paid for it, in the big

boss will say, a different story when you go back home, I am surprise to see, no female population in this crowd. So, this is the thought I wanted you to think about it, when you go back to work, I am spending 80, 60, 70 percent of my quality time at work place, if I am not about what we do here if I don't manage the relationship with different people that associated in the workplace, all these things you will get much lower then what you deserve to get, anybody disagree with me on that, anybody agrees with me on that, you have to rise one of these things, okay.

So, what is the team them, what's an ideal team, what is the definition of an ideal team, according to you,...collective responsibility, another, this is my definition of team, it is important when we join hands we do more, one pulse one is how much, two, sometimes 11, one pulse one if it becomes two that is not team work, two individuals are there, one pulse one makes eleven, that is team work, one pulse one make forty one, then it is great team work, how can you make one pulse one forty one, right. Look at our hand, which is the strongest in this, which is the weakest in this, ok. I want a volunteer anybody any volunteer, ya please come, use your strongest pen, only your strongest finger, it is impossible give a round of applause please.

So, however strong you are as one person it is very very difficult to achieve a lot of things, this little guy, once he joins he can lift without any trouble, not only this I can also lift this, bigger and better team, that's how $1+1=41$ or $1+1=11$, this is how it happens, that is the critical differentiation, when you have a member, in your team, who may or may not be that big, but collectively you can achieve a lot, more than one individual, in a team, your strength ar highlighted and you weaknesses irrelevant, that is the definition of ideal team, say for example you are in cricket team, why did you say Rahul Dravid, was in the team, because of his batting ability, is he require to worry about bowling, even assume a situation there was requirement for Rahul Dravid to bowl and he took two wickets, but consistently he was not scoring runs, then what happens, is he going to retain his position, no. So, your weaknesses as blower is irrelevant to the team, but your strength as batsmen, is critical for the success of the team, so each of us if we understand what is our strength and develop, develop our strength to deliver better and better, we will actually achieve more, relatively we should know, who is good in what, and utilize those strengths into your work, then the team produces much better, without understanding the relative strengths we just assign the work, because somebody is you know waring a particular tag, or particular color particular gender, we just distribute okay, you do this you do this, then you know it is like a match in which three hundred runs are to be scored, 11 people are there so everybody, 300/11 everybody has to score so much runs, the first men gets out and after 30

runs and like that if you go, do you think you can win the match? You have all the players who can get, who can blow one or two, two overs is it going to happen.

Everybody will be wicket keeper for one one over, while distributing our work understand the relative strengths of each player in the team, and the assign the roles and responsibilities based on those strengths for you to achieve, much more then what a typical, arithmetic can achieve. this is important an understanding, one of the do is look at the person and then decide whether he or she can do certain things or not do things, based the historical data that we have something with you heard about him, read about him, know about him, everyone is leader or a potential leader, and the colors can change in no time Whom we underestimate, can we can become a super star in no time, to whom we consider as super star can be dumped into a totally irrelevant, irresponsible in no time, we have witnessed all these in our society. There is beautiful video on that give you demo, how somebody, who was nobody, became really something really, really big,...

What's happening there on the screen,...ya... she is confident, what is the body language of all other people, in his place, including look at the judge. Let us take how much time does it take to change the perception of the world, count the seconds, did you see the change in entire world, this is only a audition round, actually the story did not end there, story started there, She went up to the final and last in the finals, something magical happened thereafter, Prime Minister of Briton called her, said you might have lost in the finals, but for me you are the true winner, a salute your talent, how does it sounds, Prime Minister of the country, and calls you that you know I really appreciate you, what you did, if think you do, I do Narendra Modi, makes a call to you, he says really phenomenal I really appreciate what you did, whether the country appreciates you or not I would like to appreciate your effort, how does it feel, she did sing with limpez, in fact she get paid more than limpez now, currently she the most popular person in the England, she over took, JK Rowling, who herself is another Mega story by itself, she is the richest women on earth today, in popularity gain she overtook JK Rowling.

This is the real story, this is something that is possible, and we have seen such things happening around us also, who are we to say no you are this or your not this, if you want to build a great team, you need to be as leader, be aware anybody might have phenomenal talent which we don't know, if you really look at Amitab Bachhan, was sent home by All India Radio saying that your voice is not good, have you heard of this. Today the same Aakashvani, willing to pay corers of rupees to buy his voice, or borrow his voice, for few seconds or few minutes, Hema Malini was

told, you don't know acting get lost, Michel Jordan was told you don't know how to play Basket Ball, you are out of the school team, Abraham Lincon, was abused made fun of, about his leadership qualities, he failed, he failed... There is no other option then keep fighting, as leader our job is to make sure that we nurture the talent we give opportunity, we take little risk, may have the back up plans, only then your team is sustainable.

If you don't give opportunities to the younger ones, elder ones will retire, and all of sudden you create a vacuum there. How, does the younger one actually learn, if they don't get opportunities, you need to show case, you need to put on the screen to assess my talent, whether I can act or not it cannot be one person's judgement, so that is how we build great teams, sustainable great teams, we want to build a team like an Australian team in 1990s, go to any place, any team, whoever comes they use to smash, I remember in one of the test matches, 35/6, Australia, still they went on to win that match, Gilchrist came and he hit double century after that, that is what confidence can do, that is what the great team can do, everyone is strong in something or somewhere and as leader it is your responsibility to harness that, it is your responsibility identify that, it is your responsibility to nurture that only then you will form a great team, otherwise you end up a lot of work on your own, your team members will be having fun, and you will be sitting and you know working long hours. You will take work home also, weekends also you will do it, in the night in sleep also, your work only running in your mind.

Playing in your mind, your kid will come and ask you something you will shout at her, all these things will happen when as leader you keep a lot of things to yourself, or not nurtured, or you are not delegated the right work to right to people, because when you are giving a job to somebody, you need not be better in everything, you should know who is good in what, where to use whom, that is the only why and then and the best why for us to get best out of us, a beautiful story, how many of you heard a rabbit and tortoise story, can somebody narrate the story to me, can somebody volunteer please...initially there was argument that you is better runner, story we know how that tortoise wins, but thereafter they dropped the competition, and at one level there was water, where tortoise takes the rabbit, on his back and takes him to the other side of the river, so that is how the team work, at place where that rabbit helps the tortoise so how the other way, combination of these two works so that is just a resemblance of team work. Today we have technology to aid us in many ways we will use it.

How was it? you loved it. Can you see yourself being rabbit many time, and yourself as tortoise many a times, in whatever we do, in day today basis, so that is the important message no one is

great at all situations and in places and in all circumstances, and no one is useless, in all the situations, if you want to have a great team, you want to get the highest productivity for your team you should be able to know this and use this power. Only then your $1+1=11$ or $1+1=41$.

Why some people are more successful than the rest is just because they are able to harness the team strength, much better than some other people, and when you are assigning the roles, responsibilities, take their core competencies, you don't need to do much. They themselves will do, because that is their strength, they want to excel, each one of us want to excel whatever we do, is there anyone who doesn't want to excel. But we will do well, in our comfort zones, we do well in our areas of expertise, and we struggle, or we take more time, we produce less, in areas in which we are not experts. Having said that can you give me, any one example for a sole walker, only one person is there nothing else is there. Completely, solo one individual alone, can you believe it that you can sleep alone, without team work...Somebody should lay the mats.

Hardly have we had an opportunity to be individuals completely, in a... whether we like it or not, we are surrounded by, supported by, number of people. Directly or indirectly, we are also supporting number of other people, directly or indirectly, that is what the awareness that I wanted to do.

It is beautiful story about, my guess is that you all use open to... How did they get that name, is from this beautiful story, this is what happened, an anthropologist, called you know he went to the one of the African villages, and under a tree he kept, basketful of fruits and he called out the friends all these kids, you all run and whoever wins, will get all the fruits, what you think the kids did, all said let us all go together, and all of them went together, and got that basket, when they were questioned, why did you do this, its says, if any of us were to run and get this, you would have made only one person happy, and all others unhappy, how can we do that, it is true story, how in a under civilized places the human values are exhibited in extreme high way, we think we are educated, we are cultured, we are this, we are that, and then how much we compete with each other how many legs we pull each other's, you see the great team work in the nature we have also seen, very similar work people who are very close to nature, there influencing factor is the nature and that is the reason why that greediness or selfishness doesn't come to an extent which otherwise we see in the developed countries, or developing countries, like ours.

Okay, so you are the Registrars of the Indian Courts, right. Let us take, this is the one flat form, so you are all collectively, we have majority of Indian Registrars here, on a scale of one to ten, one being the lowest ten being the highest, how well are you doing working together as a team.

All of you put together, you give ratings to yourself, what is the rating that you believe is the right rating for all of you as Registrars, of India doing. Can you pick up a number between 1 and 10 please? What is your team work score in scale of one to 10, 8,8,10, okay, let us what is the score that you would like to give it to your state team, 7,5,10, 8,6, the world average is 4.7. The best of the best organization have said it as 4.7. Now, you are saying 10, 11, 12. I don't know really what I should now, it is like a hit wicket.

5, anybody changed the number, reasons we don't need. I you take the reasons, that is nothing but an excuse right, right reason, wrong reason different, we are getting into the different lane. End of the day have you produced have you not produced, that's what people will ask, when your kid doesn't score, as much marks as you want, kid gives you ten reasons, why he could not score, does it matter. With regard to the result so far as judiciary is concerned, our high court judges, what they do, about fifty cases are being listed before a particular bench on the particular day there are judges who can dispose of all cases, result is there definitely it is a good result, if a fifty cases are being listed, without wasting the time, how many such judges are there, 60, 70 judges are there, there was a judge called Jaghanathan, who never reserved the judgement, in his life time, he never reserved, see if everybody were bad, we would not have existed here there are certainly lot of good things and my understanding is there is lot of scope for us to improve, if we give ten out ten yourself where is the scope for improvement, if your kid has scored 100 out 100 in all the subjects what will you tell the kid, overall effectiveness, end of the day...

The moment you use the- if, but and because everything else is gone, these three terms put together are called as bib, but, if and because, bib is meant for infants.

You are absolutely right you are ultimately the output measured on the question pendency, this is what the general that is why we are here the idea is that pendency is to be received, reduced then it has to be an All India Level impact, so that some judges are doing fifty out of fifty cases, others are just taking two cases, there has to be uniformity, in a team there are very good player, there are certain you know not so good players, which is very common in any field, you go to a forest a lot of trees which are hundred, two hundred, three hundred feet but you will also see thousands and thousands of shrubs, collectively it is forest, what is the average is important.

I will leave you to ponder upon it, rather no one definite this is the number that it should put, if you say whether it is nine is the right answer, I can't say whether nine is the right answer, if you say three I don't know whether it is right answer, it is right answer for you, whatever is right for you, right for you.

What is that you aspire to be? What you want to be? What is the need of the day? To have a phenomenal results at the end of the day is the question, if you are all right 8,9,10. There is no need for us to do anything on that,...where you are and where you want to go, is there in all of us, in everything that we do, as parent, what is the score that you have for yourself, what is the score that you have to, as a husband where is the score, as a human being where is the score, we may be doing the best that we can, but we also have an aspiration level, to be much higher then, where we are, I am right. So, that is the whole idea, of this, and if there is difference, how do we fill that gap, we you are already doing an awesome job, some job already at the top of the you know, mountain if you are already on top of mount Everest there is nothing more you can climb.

You are already at the top, if you are not there is gap, there is gap, and what is that is that we can do, to make, one of the most important, thing for us to do is to learn, and there are different ways of learning and what are the best techniques of learning is what I want to demonstrate here, which most of the time, we don't do it, that is the right thing to do it. But, here participation is important, games doesn't work if the players are not playing, here it is play, no play only, you have to play the game, are ready for the game, you just need to participate, and fundamental requirement is that you should know the little bit of arithmetic, my guess is but, I would like to really test it out, what is $2+2=4$, $7+6= 13$, very good, what is $11-4= 7$, what is four pulse five, nine. May be it is looking silly two you, it's fair, but I have asked you in the beginning itself be silly.

be like a five year kid, I have very clearly set my expectations, if you don't pay attention, choice is yours, this life is full of choices, whatever you are today, whatever you are not today, is because of the choices, that you made in your life, and whatever you will be, is also the choices that you make from today till that day, okay. Let, me give you a simple, short story, and I have question at the end of it, and that is the activity, let us see how we take it, and this activity can go long time, one of the organization that I worked with these activity is going on for last one month.

They haven't got the right answer as such, so it is not the result, in this case matters the process is matters, processes is what matters, so this is a story of a father, mother and a son, in a village,

they are old couple relatively, having only one son, who is doing his MBA, in the nearby, city, it is hundred kilometers from the, village is in the final semester, two three, months to go finish his education, the plan is that once his education is over, he would get a job, in this city and he would be start earning and thereby you know, couple also will relocate to city, that is an agreement, parents and son.

when it is three months down the lane, one fine day the mother fall sick, the father took nearby hospital, and the doctor says I am not able to diagnose, this take him to nearby taluk center and let him, inspect the next day father or husband takes wife into the hospital and diagnosis, the small problem, and the doctor says she need to undergo minor surgery, and surgery will cost five thousand rupees, is the estimated bill, poor couple did not have much money and definitely, not five thousand rupees which they could, you know offered initially, the wife says no no no, its okay, doctors are like this only.

Unnecessarily, this is not required, that is not required and all those things two three four days, but the problem doesn't reduce it only increase, only increases and husband says nothing doing let us go and get it done.

He has the logic also saying we have the bullock and the cart anyway we are going to the city and we don't need this, this is the summer, and we don't need this in summer anyway, it is an unnecessary expense for and so he decide to sell it, he took it to nearby market because of the desperation he was not in a position to negotiate much and finally agreed to sell it off for 6000 rupees, took his wife to the hospital got surgery done and spent 5000 rupees and also spent another 500 rupees for other expenses. Wife is cured a week later one of the son's friend who use to stay with him in the hospital comes back to the village and get to know that his friend's mother was operated and she was admitted to hospital with deliberately did not inform the kid, because he is in final semester and he did not want to be no informed and disturbed, friend goes back and tell no don't you know that my mother was admitted to hospital, she underwent a small surgery also, now she is okay but still she looks little week, not till she looks like a week, son feel really bad, what is this, my parents never told me, he immediately rushes to the village and they said yes we did not informed you because we did not want you to disturb you, you are in the final semester, we want you to do it.

Any way what is that we will do by coming here, we wanted inform you once everything is fine how much he says how much did you spent, they told him that they paid 5000 rupees for after

another 500 rupees for other expenses, did had the money, they said this is what we did, very very upset this is something which stayed very very long time, a long long time we have treated as family member how can you sell this, you should have told me I would have arranged money, argument goes on son says nothing doing, this is something which my mother had always loved small age, she has kept this, let us get that back, I will arrange for the funds don't worry, son and father goes to the person who bought this, he says if you are so attached to it, I don't mind giving back to you, but I've managed is the last one month, you know this is summer time, and managing them cost money, so if you give me seven thousand rupees, I am willing to return, there was no option, but to do it so there was logical aspect, they paid seven thousand rupees, got bullock and cart back now everything is settled, three months later the exam happen, son got a good result and also got the campus placement, and got job as well, so as per the original plan, now parents have to move to the city, the problem in front of them what do we do with bullock and cart, on that day we emotionally we got it back what do we do now, we are not coming back to the village again. Son if more important than the bullock better you sell it off, the go to the market since they had time and when they were not desperate enough to sell it to the buyer they could find, this time they were able to sell at, 8 thousand rupees, they packed off and went to the city first few days were nice son use to come early take them out, take to the temple, take to the park movie, mall everything happened, once the training phase got over son got slightly busier and then you know going out reduced, 2 months later started coming late, working on weekends and the parents were finding it very very uncomfortable, they were free birds in the village and they could do whatever they want, they go wherever they want, but they are in the city, son has very clearly said you can't step out you can't open the door to anybody, there are too many criminal they can do this, they can do that to you, there is too much of traffic you have never seen in this road even you know for youngsters it is difficult to cross the road you will never be able to do it, don't step out of the house from the security perspective, so they were feeling they are in a jail, they started telling the son, no no this is not the place where we want to stay, we thought you know you will be there and we can spent good time, but you are building a carrier which is also right. Please send us back, son says no no, I have one critical project after that it will be fine so, one critical project is over, on that the office does a fantastic party, next morning the boss says, fantastic now we have a bigger project. The bigger project, demands more time and more work, so son started coming to home once in a while, now parents said baba nothing doing we love you, you love us, but this is not the life that we want. We are happy going back to the village, whenever you get time you come to their only, no points staying here, you are in office thinking that at home we are not happy, we think that this is the same,

rather let us happy where we are and you be happy wherever you are, it doesn't mean that lack of love or less of love so come down whenever you want, whenever you can, by now son also realizes you know, there is no point playing on emotions, this is very fair, I am not able to contribute much of time, and they can't go out, on their own it is very risky, rather let them go back. Get, they back to village, so only profession that they know is farming and for farming bullock and the cart is the need.

Now they have to buy, if you have to buy a new one why not you buy the old one, so they figure out they guy who bought it from them and says very fair, six months you have taken I have to managed, I am used it here and there for sure, I am willing to give you back provided you give me, nine thousand rupees, they said, it's ok. They pay nine thousand rupees, and come back, son goes off, he discusses with his chartered accountant friend and says can you tell me in the whole transaction that we did, did I lose money, did I make money, or there is profit, or loss or nothing. If, that question is asked to you, imagine you are the friend you are the chartered accountant, you are require to give the profit, loss account now, what will be our answer.

According to me it is loss, on two occasions, they paid extra one thousand rupees, just because they... Whatever I have said I have said already, no profit no loss, how many of you are subscribed to no profit no loss, 1, 2, 3, okay, somebody said loss what is the loss? -2k, please rise your hand full, why half, one two three, four five, six, seven, okay. We need lot more people to answer, profit, no loss no gain, loss-2k.

I need to identify the answer so that, I can catch them, eight more people have t give me answer, no gain no loss, profit of nine thousand, I don't know so much arithmetic, that's why I do the precheck, who has not given me the answer, so far please, no gain no loss, loss how much, still six people, who is still calculating please, please...

no profit, no loss, the whole idea I wanted to understand, it is not about the getting the right answer, I am trying to make you familiar with process of learning none of us know everything, you are already in, who has not given, I will give my answer later, if I gave it now then the game is over know, who all have given me,... no profit no loss, given, given,... two more have to give, so we have two teams, which itself is big big win, we don't have too much of the differences, as I said usually I had twenty member team, will come up with fourteen fifteen, different answers, so here, out of learning skill or mathematics skill, whatever we have only two answers I want team to regroup, all those people who have given me sit on one side, people who are given me

this, sit on another side, quickly, fast, fast, I will give you two minutes to resolve this, now we need to get one answer, it is up to you.

The whole group is changing, loss of thousand, okay, loss of one thousand, everybody is changing,...

What is your decision, will stick to minus two thousand, still we are not where we are supposed to be, still there is conflict, all of agree that simple arithmetic problem can have only one solution, we agree that one of you can be right, one of you can be wrong, both of you can be wrong, right. I will give you another two minutes, 11:50 will stop, this is a point that is required that's why I have to bring it,....

Okay, time up, please come back, get back to your seats, any change this side, no change, this is what happens, many a times when we try to, have a great team work, there is conflict there is difference of opinion, all of us you know, there is somebody is wrong, outcome cannot be what it is, when you file your profit loss statement what you will use, for transaction what I have said, okay. So, this is a typical scenario that we see in all the places more so in our work places, when we have difference of opinion this is the behavior that we exhibit, what is the behavior that we exhibited here, again I am not saying whether the answer is whether this are that doesn't matter, the realization, the understanding that you need to get is how you behaved, so what happen, those who agree with you, you make one circle of your own, stick there and you are trying to scratch my back I will scratch my back let us be strong if they come let us fight, but what is the real requirement, what is that real leadership behavior that you are expected to exhibit, when you have difference of opinion what is required, bring consensus how do we get it, whether discussion happen, discussion happen within the people who agree with you only, did you cross over to discuss, I am on this side of the river you are on the other side of the river, okay we are enemies, how do you build the bridge, if you would have given one hand probably they would have given another hand, then you could have crossed, for want of time I cut down this activity otherwise it goes on and on... for hours together we grill on this, typically if you would have crossed over okay, why not we do it for another one minute.

Before that can you come back and give me one answer?

Time up, time up sit down please, all of you are agreeing it is minus one, truly, may be all of you are wrong, may be some of you are right majority, minority doesn't work that way, minus one,

how many of you say minus one is the right answer, minus one, everybody except two people, are at minus one, right. Only two people are at, minus two, how did many people who are at minus two changed to minus one, what happened, calculation was wrong, who convinced whom, this group convinced this group, but minus one is the wrong answer, right answer will come, I can say minus one is the wrong answer, I will give you the answer,... Now what will you do now, as I said answer is less important than the process if you want to build great teams, you should be good listener, that is the easiest and best technique to learn, and ask questions, rather than give answers, when team A has different number than the team, B, what typically all of you were doing, and it is very common that everybody that I have come across, I have done this probably hundred different times, all of us go and try to convince the other guy why I am right, but in the process we forget to do what is important to say, it seems you and have different answer can you tell me how did you get this answer, I have minus one you have minus two, I don't know whether I am right or not, I want to understand how you got, minus two, then people in minus one will be able to understand how minus two was arrived, and in the process you will understand whether the understand other person right or you have different view.

Having taken the initiative to listen to the other guy give the importance to the other person to listen to the differences that he or she has you have shown the respect for that human being now when you saying yes what you say probably looks this, look at this have you looked at this, I have worked this way this is how I did my calculation, and that is how, I got a different answer than yours, how many problems cannot be solved when two concern parties willing to listen, understand the difference of the other party, the problems remains a problem only when we are trying to dump our thoughts our ideas, our beliefs on others, so the easiest and best technique for us to learn and thereby build the process on anything including team building, please listen to others, ask their opinion, how did they come, now you are in better position than the other guy, because you know why you did what you did you also know, why the other guy doing what he is saying, you are in much stronger position, but you keep on telling this is what it is, don't you understand this, don't you have basic commonsense ya bala bala...,

Usually I do real exchange of money to show that, the crux of the activity is how do we build the conscious, how do we get what is right result, right is right, rather then, because you are powerful, because you are majority of the people are saying something, none of that matters in many a things, right is right, wrong is wrong, and our importance especially as leader, you shall get to the bottom of it. Which is what the critical requirement.

If you are able to understand that, we have done the basic objective of the whole activity that we intended to do, any questions on this, okay. We have left with twenty seven minutes, so let me rush through, skip some videos. How many of you heard of Mumbai Dabbawalas, what is there greatest quality, this is the less educated team in the world, the highest education is 8th grade, their level of accuracy in terms of team and delivery is, sigma level 8. Six sigma, have you heard of it. Six sigma says you can do 3.3 errors, in a million transactions, sigma eight level, 0.0001 out of a million transactions, is sigma level 8.

That is the accuracy level that they do it, what technology that they use, they use the public transport, cycles, and this they are doing for not one day, two day, three day, one year, or two year, last 135 years it is going on, we say we don't have this we don't have that to execute, that is the video, how team work works. Since many of you were familiar with that I am skipping that for want of time, then we go to the one...

This is what happens in nature, Amazon as all of us know it as wildest biggest, river on earth and ant is probably one of the smallest most vulnerable insect that we come across, see what thing work, compare to this, do you think whatever we are expected to do, do this much harder than this, if all of us learn the right techniques to do what we are supposed to do and give right importance right skills, right strengths of the right person to get the right job done, there are no right or wrong answers in any of these things the whole idea is to make you think, and find a way out, believe is the what the limitation we have if you think it is possible, it is possible, if you think it is not possible no one can beat that, if you think you can, you can the difference between somebody who achieves and somebody doesn't achieve is the key. If you think you can't you are always going to be right if you think you can, you are always going to be right, team work is there everywhere it was there, 100 years ago, 1000 years ago and it is continue to be there, whether you are part of team, Whether you are head of the team, your team is working or not is something which you need to ask, so and for that as I said believe not only in the team, before you have that team belief you have to have the self-belief, I can pull it off, I can get it things done, is an important thing that you need to, believe in yourself, so then you have to trust others, if you think you can do it, if somebody else says that I can also do it, if you don't trust again, again things not going to work, you need to trust practice it together, and then you will be able to deliver the performance.

I will show you another beautiful video, of very common people, coming together for a cause doing something mind blowing they are not as educated people in this room are, they are not as

experienced as people in this room you know, probably they are not much paid people in this room, they are not definitely as I was respected in this room beyond all these things what they do is something really, really, amazing. Tell me what education is there, what is the background, how the practice they must have done behind the seen, to come give alive show every single day. Are we required to do so much? In this team of 25 people who is most important, every single person, is taking that lead when it matters, the timing will come with practice, none of us have got anything right in the first instance how many of you have just got cycle and started riding just like that, how many of you started eating just like that, how many of you talking just like that, in life we have not done, anything right to the first instance we got it right over period of time, doing, doing, doing, doing, repeatedly. If you haven't got it right it only says you are no more, you need to do fine tuning you need to....nothing will be given to us in a perfect condition we are not perfect, are we perfect, none of us is perfect.

All of us are on a journey of excellence, because none of us have reached that excellence, as long as we are open to learning, as long as we are willing to contribute, as long as we are willing to fail, as long as willing to try, as long as they are willing to respect somebody else capabilities, otherwise it doesn't.

Okay, we will end this session with another quick activity, we have just twelve minutes to go, and this is possible only if you participate, quickly, if you are expecting me to push you around a bit it is possible, but then professor is already sitting he will eat me. We have to make sure that he gets time, he traveled all the way from Kashipur, to take the session,...So, this is how it has to be done, I will give you the concept, we will try out, it can make work, we will make it work, so the method is, when we know what is the gap, the gap identification has to be a little earlier. Where you are as a team, my expectation is that, whenever you are getting into the new project, whenever you want to initiate, where we are as a team that is the bench marking of knowing where you are, like GPS, it will ask you what is your current location.

It will identify your current location, and then it will tell you where is your destination, if your current location and your destination is same your GPS is not required, it is not of any use, you say I am here, I want to reach airport, this is the distance, then it will start showing you the roots, I am right so that is what the gap identification is you need to do it, fix the current location, identify where you want to go, so the world average in most cases 4.7, is the current rating that people give, and most of the cases, people have fond that we want to level of 8.8. this is what as per Marshal Gold Smith done with research with about two lakh people across the organizations

around the world, this is the data from him, since I am certified practitioner under him, I have access to some of to his some of the information which I am sharing so then what is that two behaviour as a team, we change, we can achieve this, you just need to change one or two things only, so are ready for the quick role play.

Imagine that you are at 5, all of you targeting nine, whatever your level, you are already ten that may be the possibility, we will not get into that, one are two things that you want to change that can take you to that level, what is your belief, at teams you discuss and give me one point from each table.

That one thing in a system that you want to change, which can actually take you to the level that you want just scribble down, each table I just want one point from the table, just scribble. We will give each table to come up with the ideas at the most, ok now transfer all those ideas into a board, I am giving you the concept how we do it, so now you are representing the entire community here if I have taken idea from each one of you, I have ten tables ten or fifteen different ideas that we have out of which at least 50% of them are more or less are the same thing, so let us check it out what's your idea, use of technology, better coordination into personal communications, time management again coming, believing in self, okay. Improve efficiency use... behavioral change, efficiency to Excellency by training, respect each other, out of these ten we got three or four different Ideas.

If the entire team comes to one problem, and at one platform to fix your own problem, how difficult it is for you to motivate this people to actually get going on that is the, it is done by the team, you should not be also putting your own views, if you are the one who is conducting the session you should get all these things because end of the day, you will actually get what you want to get, but they are going sell it to you, rather than you selling it them.

Okay, on top of it, the expectation is that also if this has to happen, all of us agreed this is one change that we have to bring in, what is one thing that you will also change, as person, everybody has to make commitment this is one thing because in a team as I said, the Indian cricket team says we need to win more consistently overseas just winning on and on in spinning tracks is not good, if you want to be world class team we should be able to beat south africa in south africa, Australia in Australia, New Zealand in New Zealand, Pakistan in Pakistan.

What is that you will do, the bowler will say I will become better as bowler, so far this I will practice harder so the batsmen says I will develop certain other techniques, the spinner will say, I can come up with one or two balls which can spin even in a not spinning track. Each one has to commit as a team all of us do it, and another commitment as an individual as a member of the team what is that one thing that you will do it, if these two commitment just two commitments if you bring it we are able to get it document all these things because just saying in air and going of will not take you anywhere make sure that you get this documented and take sign off from all the stakeholders then review it once a month once a quarter then you don't need to much time to actually build the team.

You will be able to get much much closer to what you are today, because everybody is focusing on only one thing, when you focus on one thing all other things will come automatically if people say I want to improve my listening skills what happens, you are respecting somebody else, you get understand them better, you will have good relationship with each other, I am able to communicate freely with you, you will understand my strength and weaknesses accordingly you can delegate things I like to do it or I am strong at it, whereby I am able to contribute more to the team, if I am able to contribute more you will be able to reward me better, It goes around it is just like you know in cycle one spoke moves all the other spoke will also start moving over a period there is no escape, but the starting is critical if you would have looked at fifteen years ago twenty years ago, twenty years ago, IT field, if you really look at it, IT field was the starting point the moment IT field started all other field started picking up, the IT people created the job, they were getting good salaries then these guys wanted a better car, better scooter, better transport, so that industry started working and these people wanted on better restaurants, so the restaurants industry picked up, these people wanted to better clothes, national and international brands started coming in, these people wanted to travel outside so the travel industry picked up, like this it can any place can be a trigger, but the continuation can be anywhere you will see the impact whatever is something which you believe you want to change you start changing with that everything thing else will automatically get sucked into it, an you will see an overall change and development in your behavior and the outcome of it, so with that I will close the session and these are the some of things the leaders do, to get going the last one is the best thing, have a great attitude. If you have the great attitude there are lot of people who will be willing to work with you, help you do it... before we get to close, knowing is nothing doing is everything.

Please if you have any questions or you need additional help you want me to come and you know on phone on Email, or another communication methods you want to use, and take help from me, these are my contact details you can always getting in touch with me, and I am more then willing to help whatever little I know, i am glad to do that at any point of time. Before we close, you have a quick feed forward form it just takes about thirty seconds for you to fill it, please fill it out and hand it over back to me it helps us to improve the programme on a continual basis. Thank you very much.

Session-7: Supervision and Coordinating Role of Registrar (Administration)

By: Abinash Panda

Good afternoon ok I want you to think I'll tell you a story which I will and you have to think why that is happening ok let's start. There Was Lady by name Raku she was the head of the pottery, she using to enjoy doing pottery work, and she developed some kind of interest, for her it was kind of craft, people saw this and they also interested, then somebody suggested why don't you sell these, you will make money, she agreed to it, she started see Potts and pottery works.

Then what happened the demand for, these pottery works increased there is dilemma, she alone can't meet the demand, so she hired another lady Mrs. brisk ok She's into that business she trained her a little bit, and her little bit then what happened they started meeting demand, they discuss decide and deliver so far so good, then demand increased further, and they felt both of them can't meet the demand they need to hire people, they recruited five people who had some kind of interest in these kind of words, and they believed that they can be developed, these five people were trained by Raku and Mrs. Brisk, again the demand increased further, they have made lot of mistakes, there was problem of coordination, so there was mistakes in the pottery works and there was no proper coordination, then what Raku did, Raku said I will be here, Mrs. Brisk will be here, and all five will report, demand increased further then what they did, they hired from I T I kind of Institute where they were trained, demand increased further, variety of demand came some industrial people came and said we need some kind of things,...

They made more mistakes, then they said let us develop, some kind of process, some system, let us document that, what was really happening here, where organization was growing it was growing right, in terms of size went demand was increasing from the environment, or potential customers what was really happening. Can you think over han, but structuring is the big word, it is the jargon which professors use, what happens inside What is was happening here, when I say discuss, decide and deliver coordinating what has happening when there was some sort of reporting relationship it is again coordinating, it is again coordination what was happening when I am developing system, process and documentation, it is again coordination at every point of time there is need for co-ordination, what is changing the way we are coordinating right so, what was happening there, Raku he was doing things alone, you don't need coordination right you are managing self-management you know yourself you are, you know how to do things how much time you need, you know everything, when you Raku, Mrs. Brisk there are two people I

can discuss, I can talk to that person, there was nothing formal about it, it has essentially informal, it is not much less than D3, so this is a kind of informal coordination, then what they did, they need more people ok, how to coordinate these people, when I am bringing this, this is called direct reporting, or supervision, one or the other this person is reporting to this guy this person does not report to two people this is otherwise none as a principle, unity of command you need not go into these things, when this demand increases what he decides, I don't want to spend money on training, that is the wastage of time and resources I need to bring people who are skilled enough so I am coordinating through skills, for example if you want to be a member of Bar council, you need to pass LL.B. That's how you are controlling, if you want to be a professor in an academic institution, you must have PhD, if you want to be a doctor in a hospital you must have MMBS, degree, if you want to drive a car, you must have driving license, so what we are doing we are doing through a kind of certification.

So I am trying to coordinate, through the skills set, then everything is, then the organization becomes really big what you will do,... how you will coordinate when you come to this conference many of you, not all of you knew each other right but there was some sort of coordination, how it was happening there is a role book, there everything is documented when you are the registrar, which High Court sir, if somebody comes and occupies your position after you move on, then you will also do the same thing so what is guiding it is the position you understand something it is the position when you are coordinating through position are the desk you occupy, that is bureaucracy, that is bureaucracy it does not matter, who is occupying it is basically which position that person is occupying but your bureaucracy is not like a manufacturing plant right it is totally different what is the difference, what is the difference, how they are different? Difference *tho hai na*, can you articulate,...If you see yours is basically professionals, when I am saying professional, it means two things, I know my job, I am expert, through that qualification and nobody is there to supervise me, though my purpose will be, I am accountable for my, that does not mean that supervision is not there, that is there, there is supervise your performance, but you are responsible and accountable for your thing, for example surgeon, when he was doing things there is no one to micromanage, if you go to shop floor the operators will be supervised by line supervisor, above that there will be plant manager, on a real time basis, in your case it is ... because you are all professionals.

Maybe my understanding and our understanding of bureaucracy are different...I am coordinating and creating a kind of structure somebody said structure in the beginning in this

process what is happening, the top men will be here and there is layers of reporting relationships, like this right. Reporting to each other. This process of vertically slicing the structure, in the last session we discussed right people in the right job to deliver right result, we mentioned about Rahul Dravid and he is there in the team for batting, does it apply to this concept, can you apply that idea here, how, I need to match the capability of the person which is linked to how the person will deliver result, and this process is called in management jargon, differentiation.

I am differentiating or segregating, otherwise also known as division of labor, the whole gamete of task right from here to here, not all task are done by one person there are people who would do this part, this part, this part,... the document will flow like this, finally when the document goes through all these process the things get done, but so many people are involved, is it okay. what are the fault point here, where things may go wrong, out of this unit becomes the input of this unit, there is kind of dependency relationship, I am dependent on the person who should give me such information so that I decide, to forward it, or decide to send it back, but I need those things, if there is no communication, there is no flow of document, this will break and most of fund, in most organizations, this flow is not up to the expected level, in terms of timeliness and in terms of quality of information, I need particular information at a particular time, so that I take the decision I may get the information but all the decision variables are not addressed, then the quality of information is not sufficient to take a decision, so how to handle this for example this is the reporting, if my boss is saying something to me I will do, I won't listen to this guy right, If I need something from this guy, why should I listen it is not in my reporting relationship, how it will be you will escalate this thing, to this guy, then it will come like this, then this guy will feed the information, things will get delayed.

In the last class if I have correctly understood, we discussed like pendency, that is the big challenge for, Indian judiciary, and if you recollect the first session of this workshop, Prof. Joseph might have discussed effectiveness and efficiency, while we are saying effectiveness, of the Indian judiciary system, it is all about quality judgement and reducing the pendency that is the ultimate objective, you can't say that I will give good bad, ugly judgement that does not matter. It matters, so I am focusing two things, quality as well as the pendency, this the outcome part of it, whether I am achieving that thing or not second part is how I am achieving this things, how it is so important and why because we have got limited resources, suppose we say the number of judges in the country is increased okay, according to the number of cases, there won't be any problem, right. That is not possible, the idea of management came because the resource are

limited, the idea of efficiency came because I need to use these resources available efficiently to achieve the goal, then came the idea of how to achieve these goals, they say we must assess capability, and we must assign task which they are good at, second thing we need to develop some coordination mechanism, because you realize when there is this kind of classification it leads to some kind of though work it is my thing, then essentially my area, your area the coordination breaks down. How to develop coordination, what are the challenges, what can you think of how can you coordinate so that we understand each other better, before understand each other better, this idea of organizing came from optimum use of resources okay. Then there are two things that are available, things get delayed, or things don't get done if you don't have right information or you don't have right resources things changed outside you failed to adopt to the environmental changes because can I erase this, is it okay.

Whether it is an organization or an institution okay, this is within a context, the context keep changing, we always compare our judicial system with other judicial system, in my assessment the comparison is not meaningful, because our context is different our challenges are different, we need to adopt to the environmental changes and we must have resources to handle the changes, somebody mentioned that we need to have more communication, how? This should be sentence is very professorial kind of thing, what are the mechanism suppose you want to improve communication in this kind of structure which is a kind of silos they are not talking to each other and you know if you are moving from this level to this level and coming back to this level, things are getting delayed how to coordinate...in any organization that is the last resort, but there is a better way of coordinating things, if instead of going there, if I go directly to him, because I can give an example what happens in business organization, that will be better that will give some idea so that you can think of, is that applicable in your context because I can't prescribe about your context okay. This is called lateral relations in the last two sessions we are discussing team work, where is it applied, team work is an idea which is applied in a cross functional team, the problem is complex, you need input from all functions you need members from different functions they form a cross functional team, where that discussed in the last session is applicable.

Everybody should contribute complimentary, this cross functional team, is either a programming solving team or a complex decision making process. I have heard in judiciary there are some task force also, what is task force, task force is nothing but temporary team to address particular issue, what is that, essentially that again a lateral thing there are multiple stakeholders will come, okay may be from inside from outside, who have certain stake in that

problem or that issue, that task force will have mandate to give some kind of recommendation, right this is again a kind of coordination mechanism, what is happening here there is no resource flow, only information suppose you both discuss, if you were to ask question, what sir was mentioning in the last session, it is basically understanding each other perspectives, if you look at the queue if we look from this side you only see one face right, six people at six place and they discuss, you won't have the problem of five blinds touching elephant, this is the purpose of team work, then comes suppose this guy is here, the top man his positional authority is such the subordinate has to listen, not necessarily this positional authority gives something like you have to comply you don't have a choice but compliance is not willing follower ship, I am not willing to follow, I am complying, in the last session somebody mentioned we have to deal with advocate, who is outside the system, fair enough there are so many people outside the environment, they have the sake in the judiciary system, why should they listen to us, why? is there any way there is CEO, in business situation also happens, CEO has to deal with govt. he has to lobby for something, why should govt. will listen to business leaders, why should trade union listen to business leaders, why should CIA, FICCI, SHM would listen leader, what matters. There are two things, whether somebody would listen to me or not one is called competency, if a person is expert in this field he has achieved, he has proved I am expert, people will go for advice, and you will demonstrate, I can solve this problems, sometimes you are competent enough but your conduct is questionable what is conduct? Conduct is essentially what I mean here is basically, what you say, you say and what you do, believe me, each subordinate evaluates his or her boss every day I may not spell those things out, but I will say, whether this guy my boss stands out to the scrutiny of this... They in day out students will test us, they will ask question, I have seen... the concern is to address the people who are all the time crying for, mitigating the pendency, who wanting to deliver at the earliest, the concern is that, we are concern that we are adding to the public faith, that faith being eluded. By, the involvement of outsiders over which, whom we are having no control, that's control, but why that is happening, that is under somebodies control, so no institution no organization is without any bodies control, somebody is controlling, those who are controlling, those who are influencing the institution, they must think, if you are saying pendency is a big issue, this is essentially the manifestation of some problems in the organization. Why? things are taking so much time, without blaming anybody, why it is taking, why people are complaining why all those things, you must analyses, somebody has to analyses, not necessarily you, because you are here I am discussing the system, there comes the design part of it, the way this things are structure, the way systems are presented today, it is essentially

bureaucratic system, we need to follow the systems and processes, within that how to enhance the responsiveness, that is there challenge, that we need to think about.

So when you are these things can we borrow some ideas from the corporate world, if it is good, if it is relevant, if it is applicable I am not saying that, you must. I am saying there is no harm, exploring whether those things are applicable or not, the whole purpose of my understanding of this session is that, okay. That conduct gives you the credibility, even to the some advocates, are respected more than others, some judges are respected much more than others, why because of their competency and conduct, so if these two things are there, you can influence your peers, peers will respect you and the ultimate test of respect is, does your peer respect you, subordinates will any way they don't have choice but to listen to you, do the peers at the same level respect you, do they come to you when they are in crises, do they seek support that is the ultimate test, but another challenge, why should somebody in the same level listen to you, why somebody outside would listen to you, if they don't listen to you, what are the mechanism to influence these people, is there any mechanism, Mahatma Gandhi had no power he did not have any formal power to say, he could mobilize so many people, he did another thing the idea of free India, but the idea of free India, which is a reason okay, people rallied around that vision, who is the embodiment of that vision, Mahatma Gandhi and Subhas Bose, there were followers, Mahatma Gandhi could leverage that over the others for some reason that is not the scope of debate here, what I am saying even without positional power you can rally people around, you can influence people you can make them do things, then what is that power, the positional power has limited utility, let us say, what is the other source of power, expertise, Karishma, that is called personal power, it is embodied with that person, I am respecting that person, because of his expertise, connection, he has, he knows people, because of his conduct, because connection is the source power the idea of networking is a most vital source of influence, that is the reason why the online platform like Facebook, twitter, is being used by so many people, because this has become a source of power for many you can influence people, you can influence people who are not in your control, through your idea, presenting your idea, discussing those things, at the end of the day if you see, this idea of organizing came from something called I have got limited resource in my disposal, i Don't have much resources, I need to use those resources, to get the organizational goal achieve if I am able to achieve with this resources people will say I am efficient, but that creates another issue, if there are so much conflict for resources and resources are limited who will get those resources who will get the bigger pie of that resources, who can influence, if that is the case, it leads to something called politics in the organization, I am not talking about the

judiciary, I am talking of business organization, basically my understanding is when there are human beings those tendency would always be there, even at family also, sibling fights for mother affection, that is the only resources, that happens, so when the resources are limited and the stakeholders are more you will fight for that resources it gives rise to, who can influence the resource provider more than others so that I get the bigger pie, and that gives rise to politics, if it is politics is politics a good thing or bad thing, laymen says ethics and politics *kabhi yek saat rahe ga nahi*, it is..., Why politics is good, let me say they are different organizations, IT sector, TCS, Wipro, Microsoft, Infosys, these are the things.

They will look for talent outside, they will look for resources outside, and they are fighting for resources, resources in the environment is also limited, let say govt. order these three companies are bidding, when they bidding they approach different means, that leads to politics, when they are hiring talent from IIT, they compete by paying more CTC, over others. People are resources, is it bad if I am competing for human talent in IIMP, and I am over paying, for whom I am doing this, for the organization, if I mandated to do something, I got all the money for myself, that is unethical, that is also not serving organizational purposes, so that is not good. If, you are doing, politics is essentially defined as using power at your disposal, to influence things to achieve organizational goals, if you are not achieving organizational goal, trying to satisfy your personal needs then that is bad politics.

Politics essentially is good, and why politics is there everywhere you said in institution is there I know everywhere there is politics, if it is so, politics is a particular kind of behavior it is kind of behavior, why I am discussing it here, if you have been in different organization your behavior would be different, human behavior is functions of kind of structure system, and processes within that organization, what we mean by that, when I am saying processes, you are saying what is rewarded, what is not rewarded I will do more of those things, so I need to have some kind of system, if that encourages reducing these things, if I inculcate some kind of behavior where pendency reduction is the ultimate goal and you will be evaluated according to that, and in order to that what kind of behavior I need from all stakeholders those who are attached to or linked to judiciary system, if this is the behavior I want what kind of structure and systems, process I need to have, if this is the structure and system... I want and this is the....I have today what I need to do, I need to do move from this to this, what you are trying to do with my limited understanding of the judicial system, I am applying design principles, I am not ready to take the risk of changing the systems, processes, which we are used to, for reasons not, it is very difficult for anybody to move out of comfort zone when I move out of this comfort zone it will make us very anxious, we are not ready to bite bullet, if I won't change these things, we expect suddenly different kind of behavior, within the system that only if you want to help the system and the change these things then you have to super impose something on the existing system and structure, for example what judicial system fast track court, what is that for me, foe me it is

designed role, what fast track is doing forget the existing system and processes, you are giving certain kind of autonomy you are giving the power to decide quickly that is my understanding in a way, it is additional men power okay. There is something different from what it is here, in addition to system, can you learn something from the fast track system, suppose it is working, let us say fast track is the piolet system, it seems it is working in India, can we borrow some elements of that into this, if that is so, how, take the positive elements of that, address this it is an herculean task, it is not easy,

About pend-ency we are ignoring some facts,

1. the population is increasing day by day,

2. We are trying hard to get education to our children, so as to make them conscious of their rights, we are having so many legislation at the state legislature, and each and every enactment, is giving rise to a flux of cases then they are going to added with existing pendency, where we are going to reduce the pendency, the propriety should be that the earlier one should be at the earliest, always the pendency are existing over there, you can't expect that there will be zero pendency, then the idea is minimize the time limit within which a certain case can be decided but then the problem is the how, at present we have followed the common law system, we have got the adversarial system, meaning thereby certain civil cases to come up, it has to be submitted before the courts one person is at one hand and another in at another hand both of them are coming, they are having as for the registrar is concerned everybody is striving hard to deliver the best, to come for the output, the judge is very much interested in deciding the case at the earliest, one of the party is not interested at all, no, no, I want to get it delayed so long I can prolong it, it is better, then the idea is that how we can solve this, here comes the role of management. Since last 1967, the problem was subjected to the IIMA, they too could not deliver anything concrete, which can be applied in our cases, fast-track system, whatsoever it may be, ADR systems are there, they are very mini school of the problem, but in the end of the last session sir, these two group mentioned that use of technology, that we are doing, all High Courts are having that.....

Group discussion, it is difficult make out.

Thanks giving to Prof. Avinash Panda

Session-8: Optimum utilization of Resources and Division of Labour,

Mr. Yashwant Kumar

Good Afternoon and welcome back to the post lunch session, in this session we have Optimum utilization of resources and division of labour as a matter of discussion to initiate discussion we have with us Yaswanth Kumar sir who is the presently associated with the Government MP, as economic adviser, I think is the best person to deal with this topic I and I request the discussion on the issue thank you.

Good afternoon it's my pleasure to be with you here this afternoon I belong to Indian Audit and accounts department, C and A office I worked with AG offices in accounts as well as audit and with Government of MP earlier in electricity department in finance and now and again in finance department of MP, as economic advisor.

All the persons we do, in our environment and Society we do in the form of organizations, in the form of organisations like we belong to government government is also an organisation many some organisations also like executives, judiciary and legislature. The Judiciary is also an organization to achieve certain goals of society organization itself we form various kind of organizations, it may be profit making organisation or not for profit making organisation government is a not for profit making organisation, Judiciary is also not an profit making organisation. Organization is formation of two or more, and it has certain objectives, every organization has objectives, objective to be attained to be achieved an organisation utilizes resources, resources may be of many types, so the objective of organisation is utilize the resource to achieve the goals of the organisation by doing some processes **or** business roles any organization rules of conducting its function or business, like in judiciary, we have various kinds of rules, man power rules resource management rules, GPF, Insurance etc. all our functions are governed by rules these objectives of organization various goals to be achieved by utilizing the resources we have, resources, objectives or goals, are our outcomes, organization to be effective it should attain its outcomes objectives goals to the maximum limit.

Objectives of the organization is to maximize the outcome, and another objective of the organization is to attain its goals objectives and maximizing its out comes another objective happens to be by minimum use of resources, minimize the resources to attain the maximum

output, maximum goals of organization by utilizing the minimum of resources. This objective is called efficiency, when we try to minimize utilization of resources in an organization we try to the efficient utilization of resources and when we try to maximize our objectives attainment of maximum goals we call it effectiveness.

When we achieve the maximum of our attained, we try to be effective and the organization to be successful has to be both effective as well as efficient. Management of organization when it attains the maximum of its goals, with minimum of its resources it is termed as successful organization like in judiciary if we deliver the maximum of cases we settle maximum of cases with utilizing the minimum of resources we can say, we are successful when any of these two is lacking then the organization is successful non effective and non-efficient or effective but not efficient or non-effective but efficient.

so, our goals in managing our organization happens to be to attain the maximum of the out puts, maximum of goals with minimum of the resource, why it is so because the resource are always limited and demand over organization like we being public organization demand of the public is always increasing we have to increase our attainment of goals by minimizing the utilization of resources. Optimum utilization of resources is this phenomena, this is the topic of our discussion when we are both effective as well as efficient we are utilizing our resources in optimum way.

If we are not able to achieve all our objectives means we are in effective and if we are not utilizing our resources in efficient manner then we are it means we are not utilizing our resources in optimum.

Organization exist in an environment, like judiciary has environment, the society the political system, the and its environment, so organization drops its sources from the environment itself, what kind of resources we draw human resources, is drawn from the environment, financial resources are drawn form the environment, physical resources and informational resources broadly these four types of resources we draw in our organization, to perform our business.

Human resources, generally we are all kind of organizations, not merely judiciary, human resources may be divided into three broad categories entrepreneur the class of society which takes the risk, 2. Managers, those who organizes, in the organization. Take decisions, collect resources for the organization and perform the job and 3. The Staff or labor. Now, if we compare

this model with our own organization say judiciary we have political system, or we may say political executive and that includes legislator also which take broad decisions this includes judiciary also, the broad parameters of our organization are decided by this entrepreneur class in public organization this include the political activity legislature as well as judiciary the broad parameters of organization are decided by this class. Then, managerial, bureaucratic and in judicial system we are the registrar are managers of judicial system so our role fits here. Management of Judicial organization, then under us we have various kind of secretarial and support staff that come in category three. So, this is our resource human resource of various kind now financial resources, financial resources, this may be divided into two parts, one for day today need, and second for long term need, the day today need like in our administrative term we use the revenue expenditure, salary, pension, stationary. Our revenue budget this is provided through revenue budget, and long term need are long term investment say our building, High Court building, District Court building etc.

Long term asset is provided through long term budget or we can say this as capital budget, so our budget is divided into two parts, revenue budget and capital budget, short term day today needs are met through revenue budget and long term needs are met through capital budget. Then, physical resources, these are also divided into two part, the physical resources which are consumed in our day today working like stationary, vehicle etc. and long term assets all the facilities which are met through capital budget like our office building residence building, equipment so this is our long term assets and short term consumables and this is very important resource now. Information, information like our past records, record management our pronouncements, judicial pronouncements, up till now by all the levels of judiciary is very valuable information for us our library, all kind of official record, the man power records, service record etc. all these are our information which are used in our decision making and planning.

These are the resources which we use in our, day to day functioning to achieve our organizational goals. Output of organization, in puts which comes from the organization, out puts which we generate, like our judicial pronouncements are our out puts. As a manager of a judicial system, we draw these four kinds of resources from the environment, and we perform, we utilize these resources in our management to do functions of management we do planning, with all these resources at the, we make annual plans and before the start of the financial year we do planning we make estimation of our humanly resources, decided at higher level, usually

we make planning of our coming financial year, financial resources in the ensuing financial year we prepare the annual budget, we plan our human resources also, what are the hours, our own hours, or days available in the next year to perform, our work, we make a plan for the coming year, what will be the our work load in the next year what will be the different type of cases civil criminal business, commercial etc. and what are the number of judges available what are the support staff available with us what are the physical preplan we take into account our physical facilities also when we do planning also, what are the physical facilities available the chambers available etc. for various courts and the other resources, library etc. so all these resources we take an estimate to prepare our annual plan.

Then, various kind of, depending up on our work load our estimate for the next year if some of the resources we find are short, then we try to get more resources from say administration from govt. we want more budget or we want more men power, more posts should be sanctioned, more recruitment should be done, we are doing the job of organizing the people. That we want more manpower to dispose of our backlog of cases and the new cases which will come in the in the coming year so we do the job of organizing.

After assessing the resources required we while performing our job we do the job of directing and leading our subordinate staff, working under us, we give various kind of directions to achieve the maximum strength of our staff and in this process we control their activities, functions etc. so that they all these functions are directed towards the our goals, our target which we have decided in our plan, as per our target we keep on reviewing quarterly reviews that our target are being achieved during the course of our, so that corrective actions may be taken during the year.

For optimum utilization of resources we keep on watching the achievement of those, with the utilization of the resources available with us, and for this we take use of modern management techniques, for optimum use of our financial resources we use certain management techniques like budgeting, so this exercise we do every year we prepare revenue budget and capital budget.

This exercise is very important for us to deliver our objectives, if men power required are, all other resources are reflected in this activity. Whether manpower resources or information sources, all are reflected in our, this budgeting exercise how much physical facilities we want. we plan in our capital budget, how much manpower resources we want, we have to incorporate that in our manpower expenditure budget, salary and allowances in our revenue budget.

If, it is private organization they utilize a technique called ROI, return on investment, the profit earned on the fund invested by a business men in the business is the percentage of profit on entire capital is called return on investment. The profit earned on total capital invested which has two part the fixed capital, then equity shares debentures etc. pulse working capital, working capital means the capital invested for, meeting day to day need of a stores, consumables etc. which are used, for which working capital is invested. So, the profit earned on entire capital invested is return fund, this one of the tools used to, for proper utilization of financial resources by profit making organization for lots of profit making organizations we utilize the technique called, social cost benefit analysis, it is a complex technique for being used for not for profit organizations, what are the social economic benefits derived, in relation to socio-economic costs, so we take into account the all the resources invested in the organization by the society are included in sociology-economic cost and the services delivered by the organization are included in socio-economic benefits, so in judiciary we may do, this kind of analysis, that what are the services delivered by the organizations, and what are the cost involved socio-economic cost involved, so we can do socio-economic benefit, to find out the effectiveness of organization or social organization. Capital budgeting for profit making organization is different and for not for profit making organization it is different capital budgeting may take either of these two forms, we do for profit making organization we calculate return on investment, to decide whether capital should be invested or not, and when we are deciding the investment of capital and other, second one ya, we, resources deployed in any organization usually may be measured in financial terms, say we are investing hundred crore, to improve our judicial system say computerization of courts all the records, all judgments etc. are to be computerized in our courts by investing crores this is our cost involved, what will be the benefit, benefits certainly we cannot measure in financial terms, benefits we have to measure in non-financial terms like reduction in time in disposal in time in disposal of cases see earlier average time for certain kind of cases say in civil cases earlier we were taking 200 days with computerization early availability of all kind of records evidences etc. we are able to reduce this time to say 100 days this is our benefits, we this investment, the quality of justice, the time saved by all the persons involved in the process besides judges advocates and the parties involved in the cases that is also a benefit, societal benefit of this investment, so this can be done, with use of technique called social cost benefits analysis.

Another cost which we are seeing these days is cost to environment, environmental degradation it is cost to society, and by doing some investment if we are able to reduce the environmental degradation that is benefit that is societal benefit the investment which reduces the pollution, of

any kind of pollution, air, water etc. that is the benefit of an investment and if any investment which degrades the environment that is cost that also we take into account while doing the social cost benefit analysis, in respect to profit earning organization, that organization itself will not do that, the cost doing environmental degradation should be taken into account and if there is reduction in pollution to the environment, their benefit also taken into account while deciding our capital investment of any organization, human resources, optimum utilization of our human resources, so for this we do exercise of manpower planning, this also we should do on annual basis, what are the manpower available with us, working man days available with us, working hours available with us and what are our workload, the cases pending cases with us the new cases which will likely to come and then the average hours per case available with us, so manpower planning is very important, then performance appraisal and for this we have devised a new technique APAR, **Annual Performance Appraisal and Review**, us under this we give annual targets the workload available during the coming year has to be distributed among the manpower available with us and that becomes the target for that person, and then during the course of the year, we have to do performance review, quarterly and half yearly review we can do to achieve the targets which we have given to different level of officers and we can then monitor the achievement of goals vis a vis targets given.

Incentives and disincentives may be used to take performance according to target from the manpower available with us, disincentive may be if performance is below target then the caution or warning etc. we utilize in our day to day office working and incentive the appreciation good CR etc. utilized as tool to take performance from our staff, and this all entire process may termed in MBO, **Management by objectives**, objectives here means our targets, goals, outcomes, outputs that the work assigned the targets given should be the focus of the manpower the officials available with us and the review of performance should be according to the outcomes, objectives, activities, targets etc. objectives here include, targets,..etc.

In relation to human resources the division of labour is also a management tool which is utilized to efficiently, and effectively use the manpower, division of labour is done according to the goals, objectives, broad goals, divided into task, tasks divided into sub tasks, for examples, broad categories of our tasks, according to the nature we may divide our cases into civil criminal and commercial, etc. or in our office of registrar we may divide the functions say human management, office management, finance management, finance and accounting, registry, for the cases depending up on the broad category of functions, then these may be divided into sub

functions like Recruitment, pay, pension, services records, different, different functions may be devised, and then allotting these sub tasks to officials efficient, in that task, the purpose of division of labor is matching the skill requirement of the function with the skill available with the manpower is the division of labour.

After this division of task, our function remained to be done our function remain is of coordination, when we devise or function into tasks and sub tasks etc. then the coordination of all these tasks becomes a big exercise, so in our managerial role coordination of different type of functions and tasks is our main managerial task.

The third category of resource was physical resources, and we day to day resources.. and our objective in use of day to day resources is minimize it. Minimize the use of day to day resources is our objective, say our stationary budget last year was at 10 lakhs, if our work load has got increased much we should limit the expenditure on stationary to this level or below this level, and fixed resource, our office space buildings, vehicles etc. for this we calculate capacity utilization, for our fixed facilities etc we should maximize, capacity utilization, so all the space available with us should be utilized and our capacity should be, target should be 100% capacity utilization of our offices space etc. maximum utilization of our library etc. The fourth, Information resources, our objective becomes the use of these kind of resources in minimum possible time, the speed of use, our data center, we have data center for this, various kinds of records will be there, best the judgement, optimum utilization of our data center, is the minimum time required to get the information required by us, the speed use the data center becomes important and that will facilitate us in speedy decision making. So, these are the sources and these are the objectives various techniques which we use and for the utilization of various resources to efficiently utilize the resource for attainment of our maximum objectives and to improve our effectiveness.

So, it is open to you, for questions, any question, sir, I am from MP, Jabalpur, High Court, as I understand for the introduction that you gave, that you are economic adviser to state government, I want to know some problems relating to purchase crop up every now and then store purchase, I was given to understand that, there has been amendment very recently, in MP store purchase rules, have you gone through that amendment, the ceiling has been raised now, the ceiling regarding the purchase of the article without floating a tender has been raised, I am not aware of the ceiling, what is the ceiling now, it has been raised to one lakh. Earlier it was 25

thousand, okay, my query was what are the niceties that are to be observed in purchasing, what are the niceties that are to be observed while invoking this purchase, formalities, okay. okay.

Tender here means open tender, when we are talking tender requirement it means open tender, purchase above one lakh should be done by open tender means our requirements should be publicized in paper as well as in website, now purchase below one lakh, while we calculate this limit, we should take into the requirement, if we want to purchase stationary, we should not take only one time purchase, we should take the annual requirement, for any item annual requirement and if that requirement goes above one lakh, we should go far this method, open tender and then, this is called purchase of small value item, and for small value item we should after calling tender annual tender we should go far rate contracts, annual rate contract, we will invite the bids for various small items and we will select the lowest bid for each item or we can club the items, five ten items we can make a bunch and among those clubbed item the lowest tender should be accepted and annual contract should be given based upon the lowest tender accepted and for calling the annual, is it necessary that we should go for the lowest bid because suppose we purchase TV, we have to go for particular brand, the honorable judge were insisting on particular brand so in that event we cannot go for the lowest bid, every brand has its own cost and this purchase value so in that case it is not possible to go for the lowest.

particular brand we cannot mention in our tender as per rule we have to mention the specification, then what about the quality, how can we ensure that the best quality can be purchased, while devising the specification, in framing the specification we should take care of the quality aspect, electronic items these are difficult item to purchase, especially while framing the specification. We can take expert advise in preparation of specification. E-tender, all the requirement of normal tender we must follow in case of E-tender also.

Questions taken and openly discussed, could not be make the speech, as the participants talking without using mic.

Thanks giving to Mr. Yashwant Kumar

Session-9: Time Management

By: Dr. Parul Rishi

So, good afternoon to all of you last session of today, waiting to end the session so that you can have great time, so we try to keep the session to a little so that you are able to enjoy it along with the learning that you are going to take that time is something which is very precious to all of us at the same time you all know that we waste a lot of time on a daily basis many times I just can't make out how we just can't make out at that time waste and how the whole day just passed and we start thinking at the end of the day what we did we are not able to concretized something that this was the productive output of today we are not able to make out because of the range of activities multitasking that we have to do in today's times and so many other factors which are external on which we don't have any control but they eat up our time like anything, these are some of the issues because of which it becomes very difficult for us practice time management although speaking it's scenario all together I can speak for hours on time management but it is a challenging task, we all accept it, and when we have to actually manage time it is a challenging task so we are just starting to take the challenge is good to take challenges and work out the challenges in a way that is beneficial for us for our family for a workplace for us all.

So, you all successful people, a quote for all of you, being successful doesn't make you manage your time well, managing your time will makes you successful, it is reverse to that, managing your time will makes you will make you successful and not just being successful if you are a successful person will be able to manage your time when not necessary but if you are able to manage your time well there is gurantee that you are going to be successful, and I am entrusting court for that, we will talk about the time management how this problem comes up and how do we know who is good time manager, who is not, on an estimate we can say that two hours a day we waste like messy disk and faltered files which we are not able to manage you are such a field were filing is so big issue and so big issue and if they are not organize properly they eat up our time like anything, can't find things unprepared sometime not able to find the time, try to do things with other people are supposed to do, another problem so no matter how efficient we are what we are doing the things which they are supposed ultimately the responsibilities is on us we can't leave it like that, that is also a reason which causes the wastage of time we are tired and unable to concentrate as a result of the first 3,4 things so this is all how the problem comes up.

You all are in the judicial administration if I am right, yes, so these are these are some of the major functions that you must be doing maybe a little variation is the general set of functions starting with the record management lokadalat RTI, coordination of cause list and index delivery, so many other, means for different for different Registrars, activities vary, this is as per the information that judicial Academy they have provided me to link my core field of time management with what you people are actually doing and I will take you to the and I will take you to the 80/20 rule which is very important, if you are able to practice that, it eases out, many of our problems, like good administration in Judiciary system we all agree that comes with experience you are experienced persons so definitely are able to manage the administration quite well and the second parts, that is very, very important that says that the art of identifying trivial vs crucial issues and accordingly providing time there are certain details related to case which are very very crucial, and certain details which are trivial, but what happens information related to trivial details distracting factors of a lot and crucial details ,details that only 20% and what we are supposed to do, critical witness case details they are only 20% however the trivial distracting unnecessary information that is 80% a lot.

What we do what our time spending is the proportion of Information and that basically reverse the whole story actually the time spent should be reversed like we should spend 80% on the on the 20% crucial issues which are very, very important and 20% time on the 80% trivial, details okay it's they are there, but many times we are not able to identify what is trivial and what is crucial, then things gets mixed up.

And our time which we are supposed to be devote on that trivial vs. crucial issues that is not distributed in the way it supposed to be so 80-20 rule we have to keep in your mind, that we have to spend a substantial amount details on the crucial details, first identification of what is trivial and what is crucial then proportionately distributing time on trivial vs. crucial details that becomes very important, then a matter model which is trying to link how the Judiciary functions and what is the timeline of the judicial proceedings like, what we all expect, the target for all of us is that case are managed and disposed in due time, that is what the target is, for that you are playing a supporting role to keep that process on and going so without any delay is one aspect, manage and disposal due time its okay but not at the expense of time that is one additional challenge in front of us which is a difficult to take up for us and without compromising the quality and fairness in judgement.

Time is not as important as it is the quality and fairness of the judgement but it is definitely important, both things are required to be taken into consideration without any undue delay and without compromising the quality and fairness of the judgement. For that the subsidiary information and all administrative related to that you are playing a crucial role in that regard and in that regard timeline on judicial proceedings, that becomes very, very important, if we have some timeline, we know we have to complete this work till this particular period but sometimes we don't have a specified time line and your lost and we just let the things take their own face their own time and continue without putting much effort for that. So, we have to first thing is that as a judicial administration professional we have to quantify the delays at how much delay we can accept, okay, fine but not beyond this limit how much delay and then why the delay is coming up, what are the reasons weather the reasons, whether the causes of delay they are avoidable or they are unavoidable, many times they are unavoidable delays, for which you just can't do anything, then whether who is accountable for delay, accountability also we have to fix, because of that person that there is a delay, whether I am able to manage that person or not, so the person accountability for delay may be a lawyer it may be witness it may be prosecutor it may be judge and it may administration personal, it may be the police, it may be the situations nothing, no person just the situation is responsible because of with everything is getting delayed so until unless we are able to clearly spell out how much delay, why delay, who is accountable what can I do, so all these brainstorming we have we have to do within us as the head of registry and try to just speed up the process the way possible, the process the way possible without this analysis, these are all the tools to measure basically the time management.

SO, if you spell out all those things it becomes little easier, to plan your time, through time frame deciding the time frame for each step of the judicial activities, that goes from your system that goes from your organization so step wise you have to just plan all these things only then you can just imagine for timely justice that also not sure about it because many things are beyond your control, you are able to facilitate the administrative process after that also there are series of hurdles, which take place and you have no control over that, but as far as your task is concerned as per as your role in the whole judiciary is concerned your process should be planed as per the time frames and rest of things let's hope that, they also learn and practice in the similar manner.

So the tools to assess the timeliness are very important like starting the measuring and comparing case processing delays how much delays are there if you are able to measure that feedback itself gives you the idea that okay, at this level, there is scope that I can just reduce the time taken, and

the way the file is moving okay that movement of file can be monitored may be through the technological support of computers so that you can know at what particular point of time file, time is at which particular office you can see at what time it was received over there, so all these technical systems also, if they are not there they can be introduced but time frames they have to fit, the local legal culture that is very important.

What's happening in X state in a particular state you may be able to the time in a very efficient manner? However, in another state the pace of working of people into style of working and the local culture is like that, no matter how hard you try you are not able to do that, is no matter how hard you try you are not able to do that much, much extra efforts. Somebody would like to share their experiences in regard to managing the people and their time to facilitate you it will be very good at this point of time, and you will find a have discussed have taken Many sessions on time management different groups of people including Registrar in my observation, is that State variations are there for managing the time in certain states I have observed that, people communicate that if we plan certain things people follow in certain places people reject people resist so what are your observations in regard to managing the time in your respective States, how many states are being represented here all the states in India, so it is wonderful sample from which we can take that information.

Sir, would you like to contribute something, I am from Guwahati High Court, so what's your experience in regard to time management, over there whether the people listen, follow the way you are organizing the things how to... you have to motivate the People's periodically, periodic motivation is required to keep the things going otherwise, things can stop it at any point of time.

Sir from which State? Tamil Nadu, when the tie is fixed they will do, you need not closely monitor and periodically motivate them, in Southern states culture is like that people have a tendency to follow the rules and what is said that they generally follow.

Some other states from north India, UP okay, my state, so far as our set up is concerned, we have got no problem, because what do I find that our staff is working hard, say for example, if you take case of moving some application before some executive officer the person moving the application has to run from pillar to the post, in order to get the things done, and despite of best of the efforts we have to deal with executives, etc. Then you would get success, at last, so far as our case is concerned even a single application has moved in a court then that application has to be moved before the judge on the same day itself and if it is produced on the next day the

judge himself would ask his staff why it is so, as far the pendency reduction is concerned major areas are there which are beyond our control, measure stake holders in our case and they need to be addressed and sorry for today's over here and so management experts were amongst us but still we are struggling that what mechanism we are going to evolve, to get things.... That is the misconception never we are meant for any delay, certainly every judge has finished with their target, and if you go by records you will see rather you come across, that every judge has excelled his target, 120%, 150%, 100%. Hardly you will come across any judge who is below the target that's true, meaning thereby, what we are doing we are doing but why we are doing, why we are being exposed as a delay factors, as lethargic person, no it's not like that, system is like that things takes time, again there is misnomer, the system is presently comprising of the judges and the three staff only and that is limited in number, while within the staff even the advocates are to be included because... and they are no way under the control of a judge, that is the measure cause of delay, that's why external factors are there, like lawyer, witness, prosecutors, judge administrative. Then the prosecuting agency, you came from UP, ours is very vast State, once inspector, investigating a case at Agra, is transferred to Ajam Ghar then you calling for the witness, as witness to disposing some court and it takes two days' time, you can imagine that Agra he would have investigated more than 100 cases, two days per case it would require, for pouring the evidence 200 days how it is difficult to manage such situations, definitely that is why we are seeking the help of the management. Still it is lacking very much there,...

What was I saying was is my experienced in my institute, that in the year 1994, there was case against the appointment of 17 faculty members, and they are going to retire within two three years, case is still going on....Actually some people don't want judgement to take place, they have failed their own, roles so there are various factors related to that.

We here for some solution definitely we will come with that, solution of course India is large country, and number of cases, basically we can talk about the our activities which we can manage our things in a proper manner, the things which are beyond our control, particularly, unavoidable causes we cannot do anything.

Judges are, infrastructure is there, the stop is working hard, everything in our part is very much there, then what we are lacking, it has to be explored that is the research study basically, that is not a training component, we have to find and out and document the whole process, and how it goes on, exactly, okay.

So, first thing, Timeline of case processing the first thing is setting the realistic and measurable time will be able to do everything realistic time to decide that is also important that you are able to make sure that every step this much time is the standardized I'm like in Madhya Pradesh recently many of the services they have been taken up under the time frame that up to this particular period of time if a file is not been cleared if this service has not been provided to you can immediately report to the concerned person and immediate action will be taken and that person will be in trouble.

Participant: In our case the timeline is very much there, you can imagine that the heinous case murder, is to be tried within three and half days, this is the prescribe time limit, by the higher courts.

So, the second point enforcing the time frame is also very important, not just deciding a time frame, enforcing the time frame and monitoring the time frame is important, enforcing whatever time frame, you have decided in your own system, that is in that why things should proceed so that time frame should be enforced and every stake holder who is the part of the that process, he or she should be aware of that and should be the part the whole system to just contribute for enforcing it.

Your role as the head of the administration to monitor that time frame is being followed, your role is not to do the things and your role is forcing and monitoring is also equally important like if you are talking about how the time frame helps us. Time framing goal should be shared and pursued by all stakeholders participation, advocates are also one of the major, major stakeholders in your system's, so when time frames are being decided if you yourself decide the time frame no one going to just except that, so whenever time training is being done that should be in consultation with that should be in discussion with all the possible stakeholders, among the key players otherwise it is considered as your commitment, it is considered as your baby, you have to manage it, you have to take it to the judge and whole processes till that place it is your responsibility if all the stakeholders are involved in that they will have common commitment of all the key players...

... you have provision for doing that, if the time limit for delay provisions is reduced in that way, time provisions are there but they are filing petitions, to condone the delay, so the court is condoning the delay, okay that itself causes delay, that is the vicious cycle, provision of accepting the petition after 90 days is directory one, it is not mandatory these are all experiences I am

learning from you, because I don't have any experience in judiciary, in that you contribute for the development of innovative policies mean, how you can involve, people and convert the whole system into the shared responsibility rather than having individual responsibility, rather than having individual responsibility, considering the local legal culture, so the measure problem is the blame game, if things are not happening the way you want, you will blaming a particular person that because of him things are not happening, that person will be blaming the other person, so ultimately we all operate in a blame game, and if we are able to come out of that blame and have a kind of solution oriented mind set, then our way of thinking completely gets changed so the major issue is, that we can only change ourselves we can't change others we can just motivate them, we can just push them we can use our powers sometime to reinforce certain things so that things are in our control but ultimately we can only work for ourselves.

so in that way if we are able to just come out of that cycle of blaming others and trying to see that because I am the authority in this particular field it is my responsibility to keep all people on track and make them understand the way they are supposed to operate so in that way sometime we have to take certain hard steps, sometimes you have to motivate a very soft manners becoming the people sensitive boss or people sensitive employees using different kinds of strategy we have to just try to bring things under our control so that time line is met.

So, attributional style in this regard becomes very, very important, there are two types of attributional styles, one is internal and other one is external, people who have internal attributional style they will always speak up in a way that whatever I want I can get it done, the focus of all the activities is within me, if I am not able to manage time if I am not able to manage time, this is because of me, because of some lack in me, but I can definitely do something to keep a track on the whole situation, so that everything is going on the right track. people with external locus of control they have all together and opposite mindset, that it's because there's something wrong is happening I will always try to blame other things because of X, I could not do the things, Because of Y, because of Z, so they will just find out different range of excuses to explain that they couldn't do that work in time because of so many reasons, in that why their life proceed, so you can very easily identify starting with whosoever, in your contact may be your employees may be the advocates, or whomsoever in touch with you, whether they are the part of internal or external, most of the time you will find that people having external locus of control. Particularly for lapses on their part, they will just try to excuse others and then they will try to pose in such a way that they are perfectly fine, external locus of control they have another

tendency that my luck is like that god is not with me, these kinds you would have heard people saying like that they are all the people who are not accountable for their own behavior and that is the reason that try to transfer the blame on different other people and we have to handle different people different ways like external locus of control for delay in case processing or judgement delivery, population of India is so much there are number of cases lot of pendency what can we do so many cases per day, we are working hours and hours till now outcome what to do stuff is not cooperating, there are lots of outside pressure, legal system takes time it's okay, it is happening like that since decades and decades, system is like that, being meticulous is an indicator of quality and so many other things, the way the people of external locus of control, speak up. People with internal locus of control how they are supposed to speak, in spite of all odds I can still try to improve the system, a kind of positivity within us, it's my responsibility to handle the staff, in a way, that delay can be avoided I must monitor stringently to avoid delay at least on my part, and facilitate others to speed up, people should not mock judiciary for delay, I must find some solution, if that kind of mindset we are able to develop, within us some solution will come up, no management professional can give you solution, I am frankly telling you, the solution will come from judiciary....

...That is true but you are working in the judiciary, so your role much more crucial you have the experience of how people try to delay the things or try to mis-guide the you in different ways by putting certain papers which are unrelated distracting kind of information they try to provide so if you are able to have that kind of role in your way, and implement that role, parties there role will be gradually, reduced to some extent, this is the cartoon for you, it has come to my attention that the building is on fire, let us bring in consulted... Many times there are crises which are to be managed immediately, but people are having this kind mindset, then definitely, things are going to be turn into asses, and you have to be very careful in identifying what is trivial and what is crucial and I am taking you back to 80:20 rule.

I'll give you some examples of some very small countries which have many times smaller than the Indian States, even the smallest state of our country but still the way they have enforced the timeline, I will just share, share with you of course everything cannot implemented here, Finland is having the optimal time frame for each type of cases agreed for timeline, Solvonian Courts set time frame of 18 months after the cases has been presented before the court decision is not taken within 18 months, the case is considered as delayed the head of the court may ask the judge in charge, to report the circumstances why a decision has not been reached,

similarly for Sweden, targets were set up by the government and all Units within the court define their targets, you in Denmark 58% of the Civil cases should be disposed within 1 year and 63% of criminal cases they should be within 2 months and 95% within months, in Norway time frame there proposed by Ministry of justice and with the consent from Norwegian Parliament as of today hundred percent civil cases should be disposed within 6 months and 100% criminal cases within 300 months, so in that way and basically very small countries but still we can just read this court, **if there is path I will find it, if there is no path I will make it** we cannot compare India with these very small countries, but if you believe in, this particular court, some path we have to find out, so that we are able to contribute for the society as a whole, not only you as a person but the whole systems that is directly or indirectly associated with the judiciary including the parties who are just filing petition everyone one is the part of the system, so some path we have to make together to come out of it, now, I am taking you to the time management guru and management field of Management **Stephen Covey, he has given**, a time management matrix, it is just simple way to organize yourself in a better manner, this matrix basically is having two dimensions one is **urgent vs. not urgent**, another **important vs not important** the number I is, all the task which are urgent as well as important, you have to manage them, and you have to do it, all kinds of crisis critical pressing kisses deadline driven cases, review meetings things that you can just find out they are you can classify them in this particular category, you know the categories urgent but not important, but they are eating up our time so diverging papers, witnesses, interruptions, phone calls, media interventions so many other things they are just you consider that they are not very crucial very important but they are urgent they are on your head, so, what you have to do, you have to delegate, you cannot take all the ork on your head. So, you have to avoid being in direct touch with all these things do first level screening, first level screening should be done by the people to whom you are you are delegating this task in that way you can manage your time in better manner, so being a good delegator is an indicator that you are able to manage your time well but delegation itself is a risky phenomenon's many times if we are delegating the task to person who is not efficient and you are closely monitoring that whether the things are moving on the right platform or not then at a last moment things become very difficult for us so, with caution, with cautious approach you have to delegate.

Number three is very important aspect of Steven Covey's time management matrix, is things which are not urgent which are not to be done in hurry, but they are very, very important they are the complex cases, which are having long term implications, and they can create precedents,

so in regard to that all the crucial information on which we have to spent 80% of the time, so that is you have to focus on that and you have to decide when to do it, but you should do that when you are completely able to concentrate on it there are no diverging factors, like our particularly in regard to judges reading the case details it takes a lot time, but if you are not knowing about it it becomes difficult, sometimes you have to sacrifice the time for the sake of bringing up, quality and bringing up the fairness and quality, and you have to decide when to do, but if you are able to manage Cell number three, life is in proper manner, and things will not rush to number one which is the hurry burry kind of behavior now things are on our head we have to do it somehow and we just many times our logic at stake when we are doing something in a very hurried manner.

For the sake of protecting our logical style of taking decisions and the quality of whatever work we are doing we have to keep most of the things in this particular cell, and keep on doing in proper manner so that they are not transferred over here and these are the time wasters, things which are neither urgent not important but still all these things take a lot of time on our part all time wasters disturbance and unwanted people, unrelated details which are just trying to confuse you so we should try to limit and try to dump all those things so that they are not eating our pure time. So, now we are going to have very interesting exercise in which you are going to practice, please, I need the support of somebody, just five minutes, five to ten minutes you will just quickly, this blank matrix is in front of you as it is given over here just try to have brief thinking about one particular working day in your life, and try to distribute how your activities which were done on that particular day can be distributed in these four cells and... not necessary that equally activities will be distributed to all the four cell, but try to see, it is for your self-learning it is not going to have some calculations out of it, it is for your self-learning and to just practices and rethink our just heard. Imagine any ordinary working day, in your office, and keeping that in mind not very elaborate, description just, just bullet points of whatever activities you did and whether they were in urgent, important category, urgent-not important category, not urgent important category- not urgent and not important category.

Okay so many of you have done it, and many of you are still doing so it's okay you can continue later on and try, some of if you would like to share your observations while doing this exercise, how do you feel, what kind of difficulties, you experience while trying to classify your things into different sections of the matrix you are most welcome for that, and after that we will talk about ABC of time management. Any observations while doing that, was it an easy task, it was

difficult, what is your observation... it requires time you have to think over it, how it is distributed among-st different players but ya,... Every task assigned to Registrar is difficult task but I asked you to make it easy,... this was an imaginary exercise, wherever we are at our table, on our chair every picture is very much clear, even after three days I am attending my office, so immediately the picture would be there, in front of me, while I am travelling to office, it would be on imaginary screen coming in order, what is the targeted area for today, what are the priorities suddenly it will strike what are my priorities today, of course, that exercise and this exercise resemblance still we have to just imagine the things first here there suddenly it clicks strikes to your mind here we have to just think, recollect and then and classify it, in this it took time but when we are on our table instantly it is there...

In the last training, it was the registrar judicial probably and one of the participant, he was saying that what you are saying that you classify files into different categories, he was saying that I get this classification done through my staff, I have trained staff under me he classifies the files for me based on information that which one is priority A, which one is priority B, which one is priority-C, which one is priority-C. The way I utilize the time, files which are just to be signed and ignored and processed further for the next cell so that particular category I do while listening to music or attending the phone calls or all those mundane task which are actually, not urgent not important category, so while doing that my gossiping, I will just keep on signing those files and through it up.

So in that why category one and category two I am able to spend more time so he was able to able to train staff to classify files for him, so if that kind of efficiency level of the staff is like that they are able to classify files for you so that can save time for you, so ABC of time of time management we are left with seven minutes for this session i DON'T WANT impractical time management by extending the time, so I have to just show that I am able to manage the session time at least, you people have great, great responsibility, this is very small task I am learning from you rather I should say ABC of time management is basically, prepare the ABC list of the files or whatever task you have to do, accordingly do not get impatient if a list is not completed on particular day try to do some task from ABC list in the parallel manner as you all has to do multi-tasking you cannot just go with competing on list first and then coming to B and coming to C. and don not get impatient if one particular list is not completed try to see that, okay on the next particular day will start with what we left in the last day and starting the day with although many things are not in your control but still, the mundane task which are to be done but which

are not very important or they are in the category two or category four try to just face those tasks at such part of the day where you are not very efficient you are tired you are not able to concentrate you are worked enough, so that particular time is basically a kind of time where your efficiency level is not that much, so try to classify the works at different particular periods, whatever is in your controls whatever is as per the judiciary timeline that at particular time when the judge is coming then you have to provide the material of whatever it is that of course we have to take care of accordingly so, sharpen our axe is the lesson from this particular story of woodcutter, The Woodcutter is basically he's got the job with the timber merchant many of you must have seen the story on Internet it just says that the person who got job is wood cutter with the timber merchant on the very first day, his efficiency level was very, very high he cut 17, 18 trees next it was reduced to 14, next day it was reduced to ten he got very much worried what to do, and he asked the timber merchant he gave the idea, what was the last time he sharpen your axe? And he said no, I could not get the time to sharpen axe, how can I do it?

So, that gives the message that having time for ourselves thinking about us spending time to sharpen are abilities to manage the work in a proper manner that is also important, it is just not the people spending here, it is not the waste time, twenty minutes at the beginning of the hours if you are able to review your activities, reading and analyzing before hard to say that prioritizing and scheduling the week, keeping in the mind of reversal of 80:20 rules that becomes very, very important work Peter drucker says The Management Guru work where you are the strongest 80% of the time, work where you are learning 15% of the time, work where you are weakest 5% of the time, so as per your potential try to distribute your time which is in your control, the time which is beyond your control which is in the ends of other people we're working cannot do much.

So you don't find time for important things, you make it, that is one quote, for everything you do with an opportunity cost sometimes we have to say no if unnecessarily trying to eat up your time you have to just say no, and save your precious time vs dead time you all have that time in your precious time, so distribute the task as per there level importance in your precious as well as dead time, as per your level of efficiency some statements which we to cut short our time like anything I'm in the middle of something now or I'm only 5 minutes and if you feel that thing is not trivial it is important to then of course extend that.

Procrastination is thief of time and I am taking you to the last part of this session with again Steven covey, First things first and he says that how many rocks do you think you can get into

this jar...the point is put the big rocks first and you are filling the jar with sand in the first instance and at the most you can put water and your life will be full of trivial details which are 80% and twenty percent crucial part of your life is lost so put the big rocks first and sorry hold on your question we are running late thank you.

Session- 10: Role of Registrar (Administration) in Maintaining Institutional Discipline

By: Hon'ble Mr. Justice S.J. Mukhopadhaya

Good morning to all of you so it is the after total deliberation for last two days and I was told that earlier also there were deliberations on different subjects today I have been ask to chair the session with regard to maintaining institutional discipline before going to the topic, we have got additional five minutes, we have started at 9:54 may I know what is the meaning of this maintaining institutional discipline which institution they want to talk when you are the registrar administration of a High Court this question is because, I want an interactive session I don't want to give a lecture you have the experience not just if I can come to know how far is discipline can be discipline maintained, it is an inside and outside included or has to be there in the concept of institutional discipline, because if one is conducting properly inside the premises, it doesn't matter but outside if he is not maintaining discipline criteria sometimes it damages the institution to large extent, that is the inside and outside discipline one is supposed to, anybody else who wants to add?...

Anybody who is doing the job he must do it in the earnest why?...alright.. May I ask you a question, can we discipline anybody if I am not disciplined, so before institutional discipline what comes, what is self-discipline? What you mean by self-discipline, example? One should be punctual, dedication to the work, sincerity, honest...what is mean by moral value? Moral values means there is no specific rules as such but...I am talking about moral value, which is not approved to common conscience, is vivek, what is your internal conscience is saying that makes your moral actually high, when you talk of the value, what is the value of this dairy? It may be ten rupee, 20 Rs. 30Rs, what is your value, 10Rs, 1 lakhs, 10 lakhs, so moral value when we talk of has nothing to do with price stag it is priceless, until your moral value remains high, integrity is high, when you talk of honesty, may I ask what type of honesty you need, what type of honest you should be, one after another, yes, judicial honesty, in the role of Registrar Administration, any judicial work is there, transference, no discrimination, what is the corruption? What can be corrupt? Taking money, giving money is it only corruption, it may be cash or kind, avoiding the work deliberately, wastage of time, it is time corruption, knowingly doing wrong so there can be, so you are talking about mental corruption, you do something, you do some corrupt business, with dishonest motive, he is mentally corrupt person, anything, not only mis-use of office, caste bias, religious bias, favoring certain persons of the catoary, these are the things which are

normally found in those high courts where registrar administration favours one or other group, annoying another group making two groups, three groups in a High Court, is correct or not in some of the courts, I am not talking of your period, are most of you from the judicial service, majority, so in your tenure in the high court you find that, your tenure in the High Court is for three years or 5 years, but when you are in the district and look towards the high court, you know your colleague posted there as Registrar of one or other branch, and you are moving to them for favour, what favour, whatever the genuine, appreciation should be done by the court, please favour it matters are pending, if your promotion is not given in time how you will feel, if your junior is promoted and you are not promoted, then, that is heart burning, if you are not promoted in spite of the vacancy, there will be frustration and the frustration will lead to indiscipline, what are the factors for indiscipline? May I know from you, I am asking certain questions because for my experience, all of you have an experience, what leads to indiscipline, ground, one after another, yes this said back, lack of control by the superior, sometimes firing the staff for minor mistake in presence of other staff members, it humiliates him and it may lead to showing some indiscipline, so if you humiliate somebody they may also cause indiscipline. He has given one of the ground if the head is nor strong that means, whoever is in the helm of the affairs he is not strong then also indiscipline and when you talk of discipline and indiscipline in which field they should be disciplined? What are the fields in which they should be disciplined, a man is punctually comes on time, he goes on time does not work, a person is punctual, he is coming and leaving on time but not working, lack of devotion, known as kaamchor, kaamchor is theft, he comes within the range of a person who is stealing something I take salary of 8 hours but work for 2 hours, 6 hours salary is stolen I will say like that, therefore in the matter of discipline it is not only that the person who is coming on time or leaving in time but what is the ultimate effect, whether he is result oriented or not is one of the factor you are supposed to see, now what is this result orientation in different field who is to maintain the cleanliness of the institute, Sawach Bharat Abiyan, I was talking to the director, we talk of swach Baharat abiyan, who will clean our institution, we clean our self, is it your job or not to see whether institution is clean or not, you may have subordinate staff, there are posts in which there are supervisory posts, who are controlling the class IV staff, somewhere it is known as some other officer, but actually they look into the matter but all of them are under the control of registrar administration, is there any high court where there is any difference, you have come to national judicial academy at least this time you have come, do you find it is clean, well maintained do you like the environment, how are the gardens who are working there you know, outsources, or own sources, human being, who are cleaning these halls, do you find any dirt of nay table in your

chair have you seen, what is the position of the table of your staff, have you ever marked how are the chair, is it broken three leg and brick in one side, I have seen High Court where staffs are working sitting on a chair, chairs are practically broken one side there are bricks one side. In a panic manner he is working, so I am asking the Registrar (administration) have you visited sections and departments for the purpose of finding of what is the furniture not the working of the staff how many of you, how many of you have taken correctional measures for the purpose of and how the correctional measures is to be taken, how you will take the correctional measures anybody from back side, the positions are not correct, for example the chairs and tables is not in condition, by replacing chair, if there is dust on it, if there is dust they do you replace it, who will clean it, if safaiwala does not come to clean it what you will do, can you call him ask him to give the duster, I will clean it if you don't do it, can you do it, **an administrator must be the first work force** for maintaining discipline you will have to maintain and you have to get work done, if you can't get it done, show that if you won't do, I can do it, **what I am telling you that a leader must have the strength of performing any job whatever it may be, as a chief justice of state**, I have done this never bothered so that my staff, they should understand I have gone visited completely dirty, I was started staging the files at one places putting the chairs at one place, they came rushing what you are doing chief, I said you have not done so let me do it, there are ways and means, not necessary that you will have to review them, sometime you have to be Munna bhai, Gandhigiri, so in the matter of administration you will have to be a father figure, **you have to be a Karta of that family, your institution if somebody visits like national judicial academy**, I am giving example of this institution, which is your institution, if this can be maintained a High court can also be well maintained, am I clear, have you gone to hospitals, who are in the big states like Tamil Nadu, anybody, you are from Tamil Nadu, you have visited private hospitals, any good hospital, who is from Bombay, visited any hospital, Hyderabad you have visited, Bangalore you have visited, how many patients along with them their attendants rushing inside the hospital, and what you find from the enquiry position to inside, a large number of patients and their attendants, somebody is cleaning all the time sweeping is going on, I am asking a questions in how many High Courts when the lawyers and litigants are coming, sweeping is ongoing process, can anybody rise your hand, wherein sweeping is ongoing processes, it is ongoing processes in Delhi High Court, I will visit, that eight story building on going processes wherever the litigants are there, not veranda, what about the outside, what is the position outside, I have visited our High Court, I am asking you, you know, what about the lift?... In how many High Courts everyday there is cleaning at least twice in the office rooms, what will happen in the second half after the lunch, morning an evening I am talking to you in the working hour,

if the evening is done morning is not needed, you know what we are seeing can we develop our self, with the modern system of working, may not be the sweeping you know now a days for the purposes of sweeping different types of dusters have come, even the costly dusters apart from the cleaning machines which are cleaning the dirt from the corners etc. there are many high courts where there are carpets, how many high courts carpets are there in the court room, yes... which High are talking of, Sikkim, Jharkhand carpets are there, carpets are there are not, removed, now in the majority of the high courts you will find carpets have been removed why? not collection of dust, collection of germs, so those high courts where the carpets are there, can you request your chief that majority of the High Courts have no more carpets, weekly dry cleaning of the carpets is very, very difficult, in any case these are the matters not in your hand but where the carpets are there so what I am just thinking, a great deal can be there you know, first is outlook, I don't know any of you, but all of you having the tie... you are looking a very smart persons, so your outlook shows, your smartness, the outlook of an institution, shows the discipline, how discipline are the staff, you enter you don't find any class four staff here you know that they have done their job, you are there in the guest room, the beds that are there whenever you come out and you go back by that time they have made it corrected do you know, cleanliness has taken place by the time you go back, you don't find anybody who is working over there, but you find the effect, and feel the pleasure that shows the discipline of the institution, what I am saying that discipline is reflected from the outlook of an institution, the moment I will enter in any section I can understand what is the discipline, how you will understand the discipline of the section, you enter a section a large number of persons are working you entered inside immediately after entering, what you can see... just you have entered and you will find, what is the first effect who are working who are not working, who has visited fish market, anybody has visited a fish market vegetable markets if you find the hum and noise of fish or vegetable market in section everybody is talking how do you feel, the moment you enter you find everybody is talking... and you enter they stopped how do you find, so first is the sound, the moment you enter what is the effect of the sound which is coming is one of the quality to find out whether it is in system, I am talking of indriyas, five indriyas, next is what do you see, whether the files are stacked in the correct position, somebody has opened ten files, one here another there, my one book is here, this is here like that, and this file is mixing with my colleuages file so these are the small things for the purpose of the checking, nobody gives any important to the thing like my father used to say, which I learned from my childhood, once you are reading a book or something or a paper if you leave this place even for two minutes, please close it, you can keep marker over there if you want to eat don't keep it open, keeping the file

open to bring somebody, or some other file if that is also done, it is beginning point of indiscipline, he is not discipline that carries, that makes an habit, **and habit makes the moral**, once the moral is there they can realize the value there is nothing like value has gone down, realization is no there, that what is the value of cleanliness, next value of time, are they performing their job everyday within the time, have you marked that, if you sit, and you sit in your chamber waiting for the files to come and waiting to give a note on that, it is one way of working, what type of files come to you, I said in the very beginning. Promotion, confirmation, character role, who writes the character role, may I ask you the question on Class-III and Class-IV staff, Class-II posts, I think there is no character role, Class-III have character roles, who writes the character role, section in charge, and ultimately it comes to whom, whether it comes to the Registrar (Administration) or not finally... Is there any High Court where it does not come to the Registrar Administration,... it comes, wherever it comes to the Registrar Administration, how you will verify the note is correct or incorrect, how many staff are there in one or other high court the small High Court, 158, who is from Madras High Court, how many staffs, how many class three staffs, say round about one thousand, can you remember the name of those persons, that is the best way of the thing, is to know a person personally, if you interact with them personally, then you know the character for example those judges, the inspecting judge who are writing your character role, if they know you personally you will find your character roll is very good, those who do not know you personally, they will right it good average have you find this difference, if you are well known to a judge if he has good impression on you, then he will right very good because he knows, you know he does not know anything, it has come and I have to right a character roll, I have nothing to asses about his roll, much less character so in that context, if you know them personally you can have a grip on the matter whether actually, his character roll is written in the perfect manner, second thing keep it in mind if there is post vacant, if the promotion is due please move the file up to the top, to ensure that promotions are granted as early as possible, because they are also waiting that the term has come to be promoted to the higher post, as you wait for you term for promotion, as principal district judge, district judge, ultimately if there are vacant post then as a judge of the High Court, so if there is aspiration in the matter of confirmation, promotion and seniority, then please do justice to your staff, by giving them promotion, by giving them due confirmation within the time. By giving them opportunity to prepare the seniority list, within this time, so first I have talked of outside cleanliness to see the discipline how the person can adjudge who enters into the institution, second I have said about our visit to the department, to see the discipline which is being maintained, visit the toilets, hoe far the toilets of the litigants are maintained, whether outside

the court, whether they have littered anything, the litigants they are not disciplined, they don't bother but there is some disciplined staff who is taken care of this, small things in the matter of administration, actually changes the complexion of the institution, and people remember what type of officer was here, and you know among the staff that a best officer had come, who has taught us the disciplined way of living the life, not just discipline, a discipline way of living the life, including the work culture in a good atmosphere you develop a good work culture, I am talking too much, somebody said yes, so when you are serious, sometime a joke is also essential, to be light, you know, I find that everybody has become very serious, when I am talking of discipline, I don't want to discipline you, all of you are disciplined persons, inject your good qualities in others, I will be talking all nonsense today except the sense which you will have to derive, there is a word known as *sangh*, I am with somebody, there is *sangh*, there are certain things which are in front of the *sangh*, certain things which are in the back of the *sangh*, the front of the *sangh* is guru, *sangh* in the back learns, that is known as *sat-sangh*.

Sat is in the front and *sangh* is in the back, when you become the leader there will become leader there will be *sangh dosa*, *dosa* will be following you, so all your *chelas*, will try to derive only advantage out of you, and there will be a *sangh dosa*, am I clear to you, be in the fore front like a guru, don't be appeased by the *sangh dosa*, some cautions of people will say sir *aap jasse koi nahi hain*, there is nobody like you, you are so good so excellent, and you will give favorable note in his favor, even if some dereliction you do not favor you are very angry with another person you wrote very strong people that there should not be any discrimination, discriminatory action on the part of the head who is dealing with matter like Registrar (Administration) will bring indiscipline, if registrar administration himself is not disciplined he will be indiscipline if registrar administration, is mentally corrupt, he will bring indiscipline, if the Registrar Administration is lethargic, it will bring indiscipline, if Registrar Administration is not vigilant, if the Registrar Administration, acts without on the basis of others without looking into the reality, it will bring so these are the areas, you have to say I have to discipline myself, that I should not, they are mentally corrupt, I should discriminate, I should see myself, I must have direct idea, will doing everything of mine own process, whatever allows my consensus, I will not be influenced by third party advise, and I will first show them I am better then you and therefore I am your leader.

Now may request from this side or in the middle or this side, say something about registrar administration, on which I have not discussed with you, what better can be done by the Registrar

Administration, what role he can play to bring institutional discipline,...., innovation and correctional measures, highlight it, focus on it, he must have something in his mind, some times of submissions it is routed through so many tables, we can curtail, so this is one of the way, I am telling you a very old story I reality story, of my life which I have seen, my father was an IAS officer, who rose in rank from clerical post during the British period, was the first promote in Bihar, as IAS in 1950, I heard from who retired 1960s you know old days IAS officers, that whenever a representation is to come which is very genuine grievance so that there should not be any tinkering in the matter of grant or betterment, he use to give note, section officer put up the matter without any note, along with circulars and rules, otherwise what happens somebody is asking for compassionate appointment and you send it to the section, assistant starts giving his note, he highlights a circular to defeat his case or he is highlighting another circular, to highlighted the other case suppressing the other circular, what happens is there has been in knowledge of two three circulars, on compensate appointment they may highlight one or other suppressing the other or disfavor him and that note comes to the section officer, and section officer writes

Same thing without verifying that how many circular are there then Section Officer when it will come to the higher officer like the registrar joint Registrar and he will give the same note and registrar will say as proposed Yata Prastavit Hindi and as proposed is in English or at best Inspect your inspecting judge or chief justice will right yes. This is what going on in the High court without application of Mind by the highest people but only application of Mind by Clarke who has no mind to apply his applying and who has mind to apply they are not applying, so if the registrar administration has the full-fledged circulars with you with regard to seniority the rules and circular with regard to salary the rules and circular with regard to fixation of grades rules and circular with regard to promotion rules and circular with regard to compensate appointment rules and circular if he is completely in command of the circulation rules because majority of the high courts are guided by circulars and sometime follow the govt. circular, reservation for example high courts have no rule they follow the govt. circular, and you don't know that this reservation quota will go to whom, they will start form one, they will start from 11, so sometime you deny to the reserved category the benefit, there are other things in which a lot of injustice is being seen so when you are talking of asking them to given short note but for that you'll have to be in command, so one is from bottom you should not eat through the hand of another person when you are child your mother used to, feed you isn't it, when you have become little elder, you will feed yourself, please in the matter of all this things which are

sensational things in the matter of administration don't be feeded by others, they will give you food, you will know which food is need to be taken and which is proper for the purpose of that patient and he will prepare the food accordingly and then you feed yourself with those foods, so in the matter of Administration first thing is you must have the knowledge of rules and circulars of the high court and government, where it is not available you must know the precedents, don't be rely hundred percent on the note give your own a note that, so and so you are not going through the circular and have not talked about it and you can ask him why you are not highlighted and if you say I warn you to be careful you in future that you are highlighted one circular without highlighting the actual one then he will understand that no pull push will be here don't take harsh action against the employees, be a fatherly figure, but I am not talking about corrupt people if a person is corrupt take such harsh action that he never wins before a court.

Prepare the matter in such a manner disciplinary proceedings, prepare everything in such a manner that If he's bitten are killed in that fashion, I am taking in the matter of service jurisprudence, he cannot get any relief from the court it should be so strong, but before doing so, before exercising such power normal course you should be a fatherly figure, one should give warning, warn him to be careful in future not to be recorded in character role and can write like this won't be careful in future this will not be considered as adverse remarks not to be recorded in character role, you save him and simultaneously work him or you may call him personally and tell him don't do this mistake, next is the you are the right hand of the chief you are the torch bearer of the chief justice and you are the person who focuses and enlighten the chief justice, what is to be done what is not to be done so your advice to the chief justice should not be induced by any personal sentiment or favour please highlight the merit highlight demerit of the matter whatever is required to be highlighted before the chief justice and give it to note don't propose what is to be done only merit demerit you will have to highlight, whether he is fit for promotion, whether his seniority is to be finalized in this matter, whether he is to be preceded or not, give those matters on standing committee or on the administrative judge or the chief justice, whoever is in the helm of the affairs.

Discipline he's not push your opinion, where you are not the competent authority if you are not the competent authority to punish he is under our control but has been appointed by chief justice, you'll be highlighting the facts, but you will not be highlighting your opinion, that according to me he should be given warning, that according to me no, let the chief justice apply

his mind, he is the competent authority, if there is committee to looking to by this let the committee apply its mind, therefore for maintaining discipline you'll have to discipline yourself that I should not exceed my jurisdiction, exceeding jurisdiction is another form of mental corruption I feel that means the person is very much charm of his power and he wants to exceed his power he is mentally corrupt man who wants to invade the jurisdiction of the superior, an wants to exercise such power, please do not exceed your jurisdiction. Yes any other thing tell something from your experience something wrong committed by somebody how you have dealt with, which are the other things which can be taken into consideration. Yes, anybody yes... mic is off....training the employees, with regard to whatever circulars we have more particularly with regard preparing a note and all that, training of employee with statute and circular for that is there any requirement for taking permission from the chief justice, is there any requirement, whether the registrar can call certain employees, say ten employees, of a particular rank, section officer or somebody or the next assistant, ten assistant in one section, twenty assistants in one section, can discuss the matter for an hour, even after the court hour, so your work is up to 5PM or 6PM, you no so and so and department will, you will discuss on any-day, not necessarily not necessarily on Saturday, Saturday it is closed day you have to open you have to take permission then the chief will say alright, and they will say let a judge will come and who will deliver a lecture like me, who has no experience, I don't have any experience only because I am supreme court judge, therefore you deliver the lecture most of the people who has no experience will deliver the lecture and those people like you, who have the experience you don't deliver the lecture, actually you should see, I should know, because of my bad habit, when I was in the four high court, in the Patna even as lowest pusine judge, or Jharkhand as first pusine judge or acting chief justice or Tamil Nadu as First Pusine or acting chief, or Gujarat as a chief justice, my bad habit was to relate to the employee and to see the welfare of the employees and doing some welfare for the employee,... Yes anybody, you are from which high court, Delhi, yours is one of the pioneer high court now, say something,... good leader, and for leadership what is to be done, not in the back side, keeping the army in the front so how he can, what are the qualities to be developed by a leader, what should be the first quality, he should be a honest person, people will not know you after looking into your face that you are honest our dishonest, have you given smile to the people, give smile to the others for which there is no cost, it is costless, but very costly, nobody smiles after looking to your face, every time everybody is very serious, if you see a serious face, then you will become panic, if you find that he is in a loving face, smiling face, he will say good morning sir, give respect to the others, irrespective of a status, whether they are class-IV, whether he is sweeper or a class three employee, or a class one employee, give equal

respect being a human being, give equal respect to even a pauper, a beggar, a lady beggar when she was begging somebody molested, she cried *mera ijjat loot leye hain*, so what has been robbed, is the prestige, if you don't respect the person concerned they will never respect you, if you want to get respect please remembering the life and you have to respect downtrodden people, apart from those who are at the top, top people you respect, chief you respect, other judges you are respecting, Registrar General, you are respecting please pay a respect to how are downwards, give there due respect talk with them talk with a decent manner as father talks with the children, don't show your angry face, as you show to our children when they do something mistake you show your anger but you don't beat them, you ask them, your children, to take them your correctional measures, instead of beating them, you ask your children, don't do this in your children and you will ensure that correctional measures will be taken by your children, if you are the Karta of the family, if you think I am the head, this portion is the spoke person of the leg also if there is pain the leg, the head will go to the doctor, there is pain in the leg, if there is pain in the leg, or there is injury in the leg, head will ask the doctor to give medicine for leg, not for head and if the medicine is given to the stomach, stomach will not keep the medicine in itself, it will give it to the injured portion of the leg, the others will not take it this is the duty of head is the spoke person for the rest of the part of the body, of which it is the head.

If, you think that it is the system, like human being of which you are the head be the spokesperson for them. If, there is any injury take correctional measure, if there is pain, then give relief to them, if necessary go to the doctors medicine, you go to the seniors, give them the proper relief and take the work. Then your leg will strong, you can run, that work will be done, that fast movement will be there, and that load will be borne by your leg, those who are in the down they bears the total load, the institution no you, you only apply your mind, if you remember the system, then you know they are my body, they are my leg and I am head only because of them, they must be in a condition to function in the proper manner, so it is your duty to ensure there welfare, some staff is directly under the control of Registrar Administration, like the personal staff attached to the Hon'ble judge, that is also under the control of registrar administration, but since the staff is attached to the Hon'ble judge, they feel that being in close proximity of Hon'ble judge, they say that they are on better position, then staffed attached with the registrar administration so, even if the registrar tries to, make them, rectify them, bring them at par with the others.

I have given you to hints, number one with regard to character role I said, if you know personally you favor him, I said the judges are doing, they don't know what is to written the character role, other factor I said, the second- don't do anything, which is not in your jurisdiction, your matter is to highlight the fact, highlight about him, send the file to the judge, let the judge say no, exonerate him, your job is over, whether he is favored or not is not your outlook, your duty is to apply your mind being the head, your duty to keep your eyes, nose and years open your duty is to reach while there is pain in the body, do it perform it, and I have been given time only up to eleven to give this sermon to you, excuse me many of the sermons you follow I don't follow and Director has asked me to give this sermon to you thank you very much for patiently listening me.

(Applause)

Tea Break

Session- 1 1: Leadership Role of Registrar (Administration) in Effective Management/Administration

Ms. Michelle Mendonca

The Next session is leadership role of Registrar Administration in effective management and administration now Ms. Michelle Mendonca will be delivering you the lecture on the subject and I will be requesting you also an interactive session so that I may also learn from them.

Good Morning everyone it is great honor to be here you, my name is Michelle Mendonca and I am an advocate, I work on anti-trafficking and POCSO cases, you know when I first became advocate, I found the court system very, very difficult to work through in 2010 I did masters in Leadership studies, and I found that my study in leadership actually help me to perform my role as an advocate much better, so all the material that I am presenting, here is from my leadership studies, as justice Mukhopadhaya say this has to be an interactive session even have group activities, we will have at least 3 group activities during this one and half hour, so the answer will come from you, because I have been outside the board of national judicial Academy, it says one of the goals is problem solving through knowledge sharing I have never worked as all the answers to your problems and challenges will need to come from you is that ok we can be interactive the next one and half hours.

So, the higher we progress in our carrier, greater the challenges, do you agree, so you are Shirastidars, clerks in the court you tell them exactly what to do they do it, it is so easy, is that the same before you, somebody will give you a goal, and somebody tell you exactly tell you minute by minute, you have to think through that yourself, and sometimes it difficult right, that gentle man shared his challenges, he said that even though the staff report to Registrar admin some of them who report to the Hon'ble Justices, create bit of problem in the court so it is out of his control and justice *Mukhopadhaya* has given very good solution to that what are the other challenges that you find.

Is your day certain today when you come to your court can you know what will exactly happen or other uncertain things that come up can you predict how your day looks like, not, definitely we cannot predict but many of the times we are knowing that today what are the different jobs we are supposed to do but in between we come across certain phone calls or meetings as without any appointment or something but some having really urgent business, even if the business is not urgent, still they want to meet us and we have to allow them. The impression is that, even if he is officer he hardly looking into the problems.

Because it is view point, we don't avoid them because such people and calls and something, so your job is always certain, right, and sometimes that brings in stress and anxiety because you are asked to do things many of those things are not within our control, ask to manage the discipline of you courts, but there are some staff who report to honorable justice, who are breaking discipline, so the goal is not always in your hands to accomplish is a right.

They are not breaking the discipline only thing is they think that they are above the control of registrar administration, because they can get it done through the judges, feeling of immunity is there, from the actions of registrar or something. It makes your work little bit difficult, one more thing is basically we are judicial officers, in court you are the master of your court, when you go to the Hon'ble high court, as Registrar first of all you have to understand the working, then there are different segments, then you have to balance and take all the segments along, if the day passes peacefully then you will say okay, safe on next day it is very challenging job, and we try our level best to perform, in your court you are the master, you have come to situation where you do not feel like, you have authority, you may not feel that you have power and authority to do. So, now we will look at, in this one and half hour session, we will look at what we can do to control over our circumstance, we will look at double loop thinking, and how it can help us perform better, and lastly a paradigm shift.

Control over our circumstance is our first, why some people successful in the same circumstances while others fail. You agree that the same circumstances one person can be very successful and other person find challenges and difficulties why do you feel that is, sometime it could be more education... it could be talent, what else, but we all know if we put the person with same education in the same talent, still one will be better than the other, I will give you an example, actually it is the matter of application and implementation of the talents, so I will give you an example from my court room days, there was one judge is Bombay sessions court, and if the accused did not show up at 11 O'clock he would cancel their bail, so the accused will be running through the court, you could see them at 10:45, they will run to the court, to reach the judges court room at 11 O'clock.

Whereas in other courts, they might come later, 12, because judges would wait for them, same circumstance, shame laws, which judge has better control over the docket, the one issues the warrants, because he applied it differently, he had the same power then everyone else, same educational qualification but there was little bit of difference in the way he controls his court room in this booklet on page 30.

There is test for locus of control, it is very long test, we won't take it now I would encourage, at the end of the session to take that test and to see what your locus of control is,

Select the answer that you agree with the most for you may not agree with either of the two answers but select the one that you either agree with the most you disagree with least, and at the end of the test, give yourself 1 point for each of the answers that you have ticked that appear here, it is as simple as that, okay. So, you can find out your locus of control what is locus of control, when something good happens to you credit your action or you allow it to others, when something bad happens to you take responsibility or again due credit your fate, are you the master of your fate, are you the captain of your ship by taking this test you will have exactly what you are looking to control is.

What is locus of control to then, so there was behavioral psychologist who developed the concept of locus of control, he said people with an external locus of control, place responsibility for behavioral consequences on luck, fate, other people. People with an internal locus of control, place responsibility for behavioral consequences on their behavior and personality characteristics I will ask you which of these two people will bring about more change.

The later one why? he is more interested in correcting the things and that is why instead of blaming others for failure it is better to blame because he has that sense of loss in the losing control which resulted in failure, his commonsense would strongly, allow him to self instead of just beating the drum of others, exactly. Another answers, why do you think the second person would bring about more change. You know justice Mukhopadhaya said before bringing institutional change, it is necessary to bring in ourselves, before we change our institutions we must change ourselves

It means the people of internal locus of control they look inwardly and they see what is in them that they can change so when this gentleman brought up the problem he does not have authority over the staff that report to the Honorable judge but he hasn't already over what he can try something that we can do we can write a report and highlight it and bring it to the notice of the judge, somebody else may say I cannot do anything right, these are the staff of the judge, let the judge to look at it, who will bring about change, people with an locus of control.

May I add something here, I know in my life only one thing that there will be problem and the problem will be created by others, I was student of mathematics problem you used to be given their use to be one heading, solve the problem, problem means it is to be solved and who is to solve it the teacher can tell you how to solve it, but he will not solve it, the student who is having

the problem given the problem will have to solve it this is life. Thank your lordship, I would request you to look at 2 videos, can you call out 1,2 just remember your number. I think we will have four groups, all the groups, you can come to this side of the room, all the two's if you can go there....

I will show you two videos, one is fish farming in the desert, and one is agriculture in the desert, I will like these two groups, two work separately, you are group one and you are group two, you will both look at the fish farming video, and answer some questions I will give you, these two group at the agriculture at the desert video answer the questions I will give you, please select the presenter in your group who can come and discuss here, okay.

The questions which you are supposed to answer are what are the two kinds of responses the Israelis could have had and why they select the response that they need, I will put those questions after we watch the video as well, we will first see the fish farming in the desert.

Would you ever imagined that there could be fish farming in the desert? Agree culture in the desert? Before you start our activities and answer the question, I just want to tell you why this is so important Israel is the only country in the Middle East that does not have oil, all the golf countries have the oil and they can export oil, Is real has no oil well, so just keep that in mind while answering to the questions, each group please take five minutes two answer this question, select a presenter who will come and present our findings before the entire group. Five Minutes only please. Okay

Every group has to present, so who will present in your group let start the presentation almost done, whose is going to come first and present. Let us all please listen to group two.

We have taken this aquaculture in desert aquaculture is impossible, Israel, has just found the salt water which cannot used either for drinking our agriculture in a indigenous matter they found that some fish are sustaining in that salt water, and they also found that if one fish is fed to grow other fish, in a smaller area more number of fishes can be grown, and it can be sold in the market it was very successful, salt water which was not useful for any other purpose it was made used by the Israelis, they made use of natural resources which otherwise cannot be used.

What are the two responses they could made to the circumstance? Like we saw, like Africa also has many deserts so what could be Israelis, they responded with aquaculture what was the other responses they could have made. They could have left to their fate, they decided to use whatever is with them,... They did not surrendered to the fate and then they developed these type of ideas,

it was there question of their survival as well, they could have said we will not do anything but then Israel they would have no alternatives.

Who is the other group on aquaculture do you have something to add sir, we have couple of things in continuation of response to other group, I would only suggest what alternative they could have made is, one way is to get the food from the other part, for which they have to spend a lot of money and the other you have given clue that there is no oil. Therefore they have to survive within the circumstances that are available in, they made with the help of scientific development taking into consideration the salinity of the water and the warmness, for which they need no to spend anything right.

They have to innovative and they have to be entrepreneur and could have imported food but they decided we will not be dependent on anyone else. Saudi Arabia has a lot of oil, is Saudi Arabia as innovative as Israel, so sometimes difficult circumstances make us innovative, right great.

Agriculture the crops in the desert who are the two groups discussing that, can you share your findings, actually as per as the first responses is concerned in similar way they could have shown the negativity, and even if somebody would have try to convince them it is possible they would have just dropped, since it is the matter of survival, they being the deprived nation having no source of oil, scarcity of water and all that, they build on skills how to utilize the minimum to get the maximum, they build on their skill, and the tested the deserved success, that is what build on skill, in both the videos building on skill they have emphasized very much.

Can we say that they didn't look at what they did not have they could have said we don't have oil, we don't have this what can we do, they saw that they have warm water for the fish farming, in terms of agriculture they decided that they will look at what they have rather than what they don't have and build on that anything else to add sir.

This group, anything else, they thought that they have to come out of the circumstances, which are there, which are quite odd to them, within the limited resources, they won over there circumstances and ultimately they got success.

I hope this exercise started you thinking, sometimes in our court room, we may feel like, it is like desert, there are no solutions, it is extremely difficult, Indians are very good at jugaad, how often we see jugaad in our judicial system, maybe we can start innovating in our court rooms, and see what we can build on skills and build on what we have.

It also reminds me one thing, like if you see the conflicts which are happening in the rest of the world, all of them fight in, you name it like different culture, different nation or whatever, it is only on account of improper sharing of natural resources, somebody is having oil, somebody is having some other thing and any natural resources of this globe, will have to be shared equally by the citizens of this world, so there is disparity and people tend to you know, over power because of natural resource or whatever, if these kind of solutions are there, I guess their conflict will reduce but it was the Israelis they brought that solution, nobody from outside can give this solution to them, they know their environment they know their context, it is only people who work on that context, only in an environment that can come up, with these solutions, no one else can give us these solutions.

Now, I will go to the next, can we change our locus of control, how is our locus of control developed through our childhood through our experiences, can we unlearn this, so one of the ways I used to become more active, I told myself I always have the choice. Did you have a choice to come to the National Judicial Academy this week, how do you say that there was no choice, how many of you say that there was choice, why don't you think you had choice sir, you can give an excuse for not going to NJA, but you wanted to come. In all of our circumstances we have a choice, the thing is that some of our choices have consequences that we don't want to suffer, even in this morning you could have chosen not to come to the session, but it was within your control to say that I will not go for the session.

But, there were consequences you did not want, all of our actions they have choice, is just the consequences that determine how we will respond, so that helped a lot, every difficult and impossible situation, I would say I have choice, is not responding is a choice, is not innovating a choice, yes, you will be branded incompetent, you have to innovate but you can choose not to innovate, you can choose to do your job just like any other job, each of you leaving here today has a choice, we will either innovate or not innovate.

I will go to the next exercise, circles of control, influence and concerns, can you control everything on your life, could you control the curriculum in National Academy in this week, but were you concerned about it, you are concerned about it, you have given three days of very, very busy work schedule, and you are hoping, I hope the resources people are good, I hope that this is the good expenditure of my time, who were concerned about it, there are things that you cannot control, but still concerned about them, circle of influence, these are the situations you can influence but not control, can you control the curriculum of National Judicial Academy, you can influence, because Dr. Geeta Oberoi will control it, but you can influence it by giving

feedback, similarly that situation that some staff are reporting to the judges, and they are above the Registrar (admin) you cannot control their behavior, but you can influence them by giving report, we are all worried about right, that is in our circle of concern, we cannot control it, we can be careful about ourselves, when we are going public places we can be watchful and vigilant, I would like to do another exercise now, look at this diagram, your circle of control is very small, your circle of influence is little bigger, because you will have to influence other people, one thing is as registrar admin you have a good relationship with judges, or justices so that you have more influence over them, that will increase your circle of control a little bit, and lastly your circle of concerns is very, very big, what I would like you to do is, in your groups, use one problem which the Registrar Admin face not a common problem. You select 4 four problem to be discussed with the four groups, I would like to break down those problem, into their basic component, can you give me the problem.

May be you don't have budget, that is very big problem, I would like you to break it into to a smaller component, may be you don't have budget because the reports have not been submitted in timely manner, you will have to tell me your problem...

Four Problems,

1. Untimely recruitment
2. Lack of infrastructure
3. Man power issues,
4. Cleanliness of the court since justice Mukhopadhaya brought it up, which problem would you like to take, untimely recruitment, lack of infrastructure, manpower issues, cleanliness of the court, okay.

Put all the factors relating to the problems in circles... so look at what are the root causes of these problem you are discussing and decide is that root cause within your control, within your influence, or within your concern, concern means you cannot do anything about it, influences is you can do something about it and talking to other people, control it is perfectly within your control, okay. So, the root causes of these problems, and put it within these three circle, everyone has understood these instructions, shall we take ten minutes for this, what is this group discussing, infrastructure, no recruitment, cleanliness and manpower, all right, ten minutes please.

Group-1: Okay this group is presenting on what, lack of infrastructure and all have to give feedback on whether you agree, whether the problem within your control...

In respect of lack of infrastructure, we are within our control, for calling of our estimates, in respect of building proposals and other proposals, of the infrastructure, and then forwarding of these estimates to concern authorities, like committee, and thereafter to the govt. for sanctioning of funds and administrative approvals and thereafter, we can make some purchases like computers, furniture's from available grants, all these things are within our control, (everyone agrees). The influence we can make on the persuasion of our proposals, with the concern authorities as well as with govt. by using our connections, by using our relations, with the concern authorities or concern members of the govt. and then, our concern about the lack of infrastructure, is there must be enough infrastructure available to the high court and that must be quality infrastructure, do you agree that you cannot control the quality of the infrastructure, quality we can control, okay, do you explain why, ... sometimes it is within our control sometimes it will be our concern, let me clear the issue, sometimes govt. sanction our proposals, by giving order to the specific company, and that time quality is not within control, I don't think that will happen sir, govt. cannot say...

Justice Mukhopadhaya: In case of purchase etc. I will be saying straight away that everything is in your head, you know that how many furniture are required for the present that is if one is shortage another is in depilated condition, my strength is four hundred, but actually now we are three hundred fifty, so fifty is to come, all these basic job is to first done to find out how many chair, how many able, how many computer any other furniture are required, and this to be done every year, because in budget it is to be reflected and keep it in mind, that in budget whatever you will be asking for, the govt. will cuttle, there cuttlement is average 25, then you add 25%. When it is ten percent you add ten percent, skill of preparing the note, one thing I will not agree with you because I was the chief justice acting and no govt. has any authority to suggest any particular dealer, please ignore it, our chief justice should ignore it, they are supposed to release fund, and the fund is not bounty to the High Court, High Court has write to claim the fund, because it comes from the consolidated fund therefore if there is govt. instruction ignore it, but certainly the cost factor is to be seen, I am giving an example, I want to purchase and there is a DJST rate, in many state there are DJST rate, so try to compete with their rate, and my rate should not be higher, till I show that the quality is different, DJST rate is to be kept in mind, for the purpose of financing, that there should not be any problem, I was looking into the matter when I was chief justice, Gujrat, I called myself... I was knowing that they are bitter then others, DJST rate of the govt. was 2% less than the regular rate, on negotiation they agreed for 13% less, even less then the DJST rate, these are the things which are matter of negotiations, is in the hand of the Registrar in that matter of the purchase, you will have to vigilant at the time of beginning,

how much is required no that the only deliberated plus 10% to 25% more you have to be clever in that sense.

Make a budget properly, then you may need it for the courts, you may need it for the litigants, you may need it for the others, everything that is to be taken by the Registrar administration who is in the helm of administration...

All the problem has solution madam, they have to solve it.

He wanted to mean, timely step has to be taken in purchase and repair, if some immediate requirement is there for the repairing it do it just now otherwise, it may further deteriorate... I don't know which is not possible in to totality.

Your Lordship so far as the release of the fund it is nowhere in our control and second as far as I am coming from the State of UP, we are having the great lack of infrastructure, I said inflate your budget, see that the fund will not be a problem, inflate your budget, if you give a very conservative budget, if you are miser, then you get anything, if you cry open your mouth loudly, it is the system you ask for hundred corers, govt. will give you at least twenty corer and for this I think, don't say, who is from West Bengal, is there anybody, most miser states are who is from Kerala, these two States, and the second thing is encouragement from your chief, chief should be a strong chief, which is not in your hand but you can at least tell them, what is in your hand but is to encourage the chief, chief you ask for it and you will get it, who is from Gujarat, Gujarat is also very, very, we have seen the administrative block now, all total administrative block is air-conditioned, the goal of this exercise is to see, are they things which are outside of our control actually, like Justice Mukhopadhyaya said, you can encourage your chief. You can influence your chief justice, you cannot control which you can influence.

Group-2: cleanliness of the courts: Can you share your factors please? Okay you want to share recruitment first.

My name is Nagarguna from Hyderabad High Court, and I believe that the Registrar Administration can be named in modern parlance, as Manager of Human Resources, though other jobs are also assigned to the Registrar administration, in different high courts in different way but is the basic, in our High Court Registrar (Administration) is the head of the Institution of the high court administration, therefore the main concern of the Registrar administration is to see that whatever strength basically is there recruitment part, everybody shall be there on board so that the optimum of work can be extracted and we also supposed to keep track of future

needs and requesting the govt. enhancing the workforce number of increasing in number and sanction the posts, whenever the new courts are being actually, sanctioned, so basing on these first of all in our group we discuss the essential, the things which are the control of the Registrar is basically to maintain the timely data as to who is retired, how many vacancies are there in the high court at first place a given time and also to understand in a Calendar year to come, like within 12 months how many vacancy likely arise, keep those two things in mind, and prepare a course of action.

First of all with regard to the vacancies which are available prepare a chart and give the what are the kinds of the post that arise from the different categories of stenographers like court masters, ...and prepare the note and place it before the committee in some States is the committee of the judges are there Hon'ble judges, and in our high court the Hon'ble Chief Justice, and so the things which are over control is basically to prepare a note, anticipate about the vacancies, about the vacancies and that is in our control. Once it goes out of hand, we can only influence the hon'ble judges of the committee or the hon'ble chief justice, to give in order the clearance of notification that three types either we can take their employees by recruitment, or by transfer or by promotion whatever means, it is my influence, I can only request the chief justice, to go for notification that we have all have to influence the Hon'ble Judges and the...

Out of control, if the recruitment is not done, work of the high court will suffer certainly, sometimes what happens is, in our High Court the number of cases being filed under the reservations are not met with.

I will make one thing clear, (Justice Mukhopadaha) the chief justice is empowered to appoint maybe directly or through a committee... we are coming to the judgement later on, in normal course there are various ways to fill up the post maybe by direct recruitment, promotion, transfer, absorption anything the what Registrar administration can do, is to anticipate everything in advance, everything in advance and bring it to the notice of the competent authority, what you have shown so what is in your control is in advance caution your competent authority that you are going to be shortage of staff and these are the modes by which we have to fill up the posts, this is in your control appointment is not in your control, these two parts okay.

Everyone agree that here we have certain things in our control, and certain things we can influences, for the filling of the vacancies but appointment is not within our control, okay.

Group-3: Manpower issues

You said staff are inefficient, in effective, which group is discussing that please, here this grouped the quantity of staff, and bringing in the right people, and that people discuss quality of staff, we have people but they are not efficient or effective, right.

As far as my group is concerned we have discussed about the manpower in the administration, as far as Tamil Nadu is concerned, in the year 2020 most of the serving staff will be retiring, we thought that the persons must be given proper training, and it is within our control, we can also curtail the leaves granted to the staff, it enhances the working hours and the effective supervision of the staff, and the disciplinary control is within our control, and furthermore we can use the software systems so that it will reduce the manpower.

Following are the influential areas, timely appointment and timely promotion of the staffs, further we can also staff to work one hour extra.

Concern is strengthen the number of working hours in the administration that is out of our control.

Justice Mukhopadhyaya: May I add certain things, in all high courts you will be getting there verities of staff, one is dedicated to work that means they are work alcoholic, another they simply come and go, whatever work is given they will simply try to complete it, third,... fourth there is grade, who work but they are corrupt, that means if something feeded they will be working, registrar administration has great role in the matter of transferring and posting, who is the most experienced in which subject, which section, which department and for coming few years how many people I can train. So, X is very experienced in the matter of preparation of decree, nobody knows now a days, how to prepare a suit in a court like Madras, even after the first appeal. If, somebody is experienced in the field, keep him in that section and add certain person who are more interested in that to learn from them. Your manpower one is not the factor, factor is one manpower is the effective person, even three person may do job of one person, or one person may do job of three person.

Manpower when we talk of, we are to take the best of the manpower out of a person, corrupt, there was a person who was very corrupt, in one of the high court when I was there, I asked the Registrar administration posting in the disposal section where file is to be staged only let him earn from there, and watch whether he is properly functioning or not, he will have to all the time within the dust, sometime punishment posting is required, to get the best from the other, the others may feel that they must not get punishment posting and there are good posting and bad posting do not allow the staff to be in one place for years together if you continue them

years together in one section, there are people who try to be in and around the same section, a person having best knowledge finance, you can take the advantage of the account section but does not mean that he will be in that section for ten years, corruption will develop, in the meantime others are also to be trained, and you place him to another section, where he is to be trained in other matter, the art of transfer posting which should not be very immediate, within 3 or 4 years give them sometime so manpower issue is completely on you, no that I am short of hand, whatever hand is there, for getting the best out of them, simultaneously will have to encourage them, you will have to encourage that I know, I have given a posting to a person who was very corrupt I posted him, I have posted in one section, I have not said that, you are corrupt, I said that you are fit for this job, please do this, if you can do this job and give the best results in all three years, you will also given another posting, encourage him indirectly because you cannot through him out. Listing section, in some of the high court listing section is the very lucrative section, which case is to add which is to be taken out, sometime this pull and push is there in many high courts, certified copy section, which will be given earlier and which will be given later on, those places where you have to have to control. In this way you can get the optimum best out of them.

Group-4:

As regards the cleanliness issue, we have identified four root causes, which are responsible for lack of cleanliness, outsiders or the visitors to the court, who do not carry the sense of cleanliness.

As Regards to cleanliness issue, we can control it easily, the staff deployed if they are not using their abilities properly, that issue we can very much control, the area where we can influence in this regard is, the concern are failing in using the manpower effectively, so we can create the influence, then utilizing this man power effectively, visitors who are not carrying the sense of cleanliness....

May I add, if you ask me to draw the circle, I will drawing only one circle! Everything is in my control, cleanliness means others will litter, and I get it cleaned, I do not accept from anybody, that they will keep it clean, if I keep it clean, others will not dare to put dirt there, for example you go to a railway station, everybody is spitting, you also spit, you go to Delhi Metro, Metro station is very clean, anybody who has something to litter he will go and find out the dustbin, cleanliness depends on what others are performing, can you put something you know, just like paper or like that here.

But, in high court you just tear a paper and put it, so if I follow it, and ask my staff to follow it, those will coming from outside, in their presence if your staff collects it and throws it, they will be also following it, make the people understand, Swach bharat includes swach court, and the president says first clean your mind there should be cleanliness in a mind in the sense, that you should be very clear, I am not talking about clean.

That nothing is out of my control, there is only one circle, one circle, and one circle, within my domain, within my domain... cleanliness is within my domain, if I am the head I have to ensure that my home clean. Why the staffs are there, why the ... are there if messy visitors are there, for them, otherwise I won't require staff, I don't require a sweeper, if they are there, keep it clean, why they will be there, a man who is discipline is to maintain totality of the courts dignity, and that includes cleanliness, don't think that our decorum does not include cleanliness, it is inclusive, cleanliness is the first factor in the matter of decorum. When you come to the court first you go take bath, then comb your hair, you are looking smart, cleanliness for presentation, so that is also required there, so my personal perception is Registrar Administration if you want you can do it, full circle.

Speaker: So we saw this exercise, many of things that were out of our control are actually very much within our control and want to bring another discussion very quickly because we are running out of time because we are running out of time, double loop thinking, there are two types of thinking one is single loop thinking which says what should I do, and the second is double loop thinking, why am I doing what I am doing, some of you gave the carpets in the High Courts, how many high courts don't have carpets now, majority, why did take out the carpets, how many high courts still have carpets, why are you kept the carpets, which High Court, Sikkim. Sikkim require because of their weather, so all other high courts don't have carpets, Delhi High court, why does Delhi High court still have carpets... out his control, this illustrates single loop and double loop thinking some High courts said let us think about do we need carpets are not, but some High Courts no though about should we continue carpets are they actually adding value to, our courts so when I found, when I start new job I will ask somebody how do I do this job, let me give you the simpler example, first time when I started my job I need direction, somebody will tell me you take a train or if you are driving take this route, if I have done that job five years and I haven't changed my route what that tell you about me, because things around has been changed, they could have been changed, there could have been short cuts, there could have been one ways, but I am still taking the same route, somebody told me five year ago, less innovative I am doing single loop thinking, what should I do, but double loop thinking constantly

asks, is what I am doing effective, why am I doing what I am doing, if in the Delhi High court if there is good reason for continuing the carpets that would be double loop thinking but at every stage in our carrier, we should stop and ask ourselves why am I doing certain things, what are the things your staff are doing for instance.

The last time I was here, someone said that rules of the high courts are not been changed for 50 years, how many reports that you collect as registrar admin. Are they all useful, does anyone, is it used to improve performance, so why are you doing it, is that something you can influences, who is preparing the report is spending a lot of time and effort and then it is not being used, can you go back and see what our staff is doing is not being used, because it should be very frustrating right...

Within our own sphere of control, you can start talking with your staff and talk to them about single loop and double loop thinking, ask them what are you doing is not being used, I was asked to give report and I know that you never use it, you just take it because it is supposed to them, is there scope for double loop thinking in our courts can we give me one example of double loop thinking you can use, not carpets please.

Any other example that you can give me for double loop thinking, it saves paper and it saves time, so there is innovation, because I am sure, I am sure, there is lot of scope for asking why am I doing this, somebody has asked me to do it, you may not have control, should we all agree there is room for innovation and double loop thinking, and the very last think I wanted to... excellent.

Justice Mukhopadaha: previously all high courts use to think separately, now there is forum through which you know, the committee in the SC which guiding in the matter of electronic data, etc. and also with regard to other factors, a common committee is functioning, which is taking the advice from different quarters and I think within few year they will be finalizing one way of dealing with the High court's business, that is excellent....

Speaker: As you can you all commit that you will think of one innovative solution in our job, like video conferencing somebody else, has thought of right. As you are leaving here what will be our contribution, for innovative judiciary. What is that you are doing a job, do you want to build a legacy, so as you look back, will you be able to point one thing that you able to change, in our work that needed easy for the courts to function, will you be able to point it out, do you want to be able to point it out.

So, we do not do things which are out of our jurisdiction, not out of our jurisdiction, what is within our jurisdiction, but we can do what is up to, what will be our contribution to our innovative judiciary, at the end after your retirement, you look back at your carrier are they two are three things you can look back and say I did this, like Justice Mukhopadhaya talked about that great example, corrupt court clerk was sent to the disposal unit...

Justice Mukhopadhaya: May add, when you write a judgement do you bother whether the appellate court it will alter it or not, never, so if write something about your note why should you bother that your registrar general say, or your judge in charge will say, if you were to give the note if you required 20 chairs give the note, if you require 40 chairs you give the note, your job is over don't bother that will be reversed by the registrar general or that will be up held by the judge in charge a judicial officer should be fearless don't cry like a child he's dropping me know nobody can stop me energize yourself you make yourself the master of your administration please do not infringe in the area of the others, if it is the Registrar judicial matter don't interfere if it is the matter of Registrar general, he may accept he may not accept don't bother you give your note with regard to your jurisdiction you're the boss of your jurisdiction nobody can command if you register general says who said I am giving my note you give your note yourself matter ends let the judge who think, whether your note is proper order or Registrar generals note is proper, if you're giving in writing no registrar general if you ask him, you give in a writing to your joint Registrar, that I require this, within 10 days if you don't get, get it done through some section officers and take it in note, get it done for that chair will not be purchase or not be given don't do like that, what I am saying keep confidence on you, that in my matter, anybody agrees or do not agree is not my headache, what I think proper according to my judicial conscious and the moral conscious I'll be giving my accordingly, some encouragement is required to yourself you remember that some other registers are your colleagues and they may be senior, junior there may be some competition... he thinks himself very, very clever, if you are clever show your cleverness, let the people bother how it makes the difference, I'm just encouraging you don't I say that don't cry they will be stopping it, if you give it in writing nobody can stop it, let them reverse it, yes.

Speaker: I will end now, just one example have you heard of for many, many thousands of your people tried to break one record they try to run, 1 mile in under 4 minutes, for thousands year they try to do it, and the record was broken on 6 of May 1954 by men called Rodger bannister. Rodger bannister did it do you know that you know how long it took to the second man to run 1 mile and 4 minutes, can you guess, 46 days, why did that happened for thousands of year

nobody did it, Rodger bannister did it and again someone was able to do it, because Rodger bannister showed that it was possible, so I will encourage you all show your colleagues what is possible, and become an inspiring example to the rest, thank you.

Justice Mukhopadhaya: May add one thing at the end, since our child days we have heard and all of you must have heard, the word impossible says- I-am-possible, thank you now it is the lunch time.

Session-12: Feedback

BY: Dr. Geeta Oberoi

Next year, next academic calendar so now you have to course, you had time, some of you have come once and some of you had come because it was follow up course some of you have come second time also,... ya that is one thing but what do you thing as a course will it help you in your work...these two courses yes, yes yes... ok. So, in the next academic year we should propose to have one course for register administration yes, yes,... and duration is fine.

But, some of the classes, may be perhaps the speakers they may not be having the idea of the work which is being undertaken by the registrar administration, one or two classes I believe like, they are centered around how to dispose of the cases as a trial judge, who handles the court, the examples and those things they have given so far as the work what we are expected to discharge connect connects more this thing.

Ya we need to tell our speakers those who come actually on soft skills, that about the nature of work you do maybe we will identify it well in advance and actually talk to them Shivaraj that offer next year they should frame, and one more thing in the material given one more thing, the material that you supplied the nature work of the all the high courts is not included period we had asked registrar general to supply us this material but some high courts have not supplied, maybe we write another letter from where it has not come to your high court and then we can write to you also, and secondly in some of the High courts, the duties that are assigned to Registrar keep changing one registrar to other registrar, though basic functions will be the same, so it's a good idea to collect the information every year so that if any changes are there you can reflect in your material.

Can we write letter to all of you to give us what duty you perform because, ya actually if that input is there it is very easy to identify the training module... otherwise what would happen in some area like judicial disposition, that we hardly do, while we are working in the capacity of registrar judicial or administration, as participant we are informed to give us area of working then I presume this is the best foundation for working out the material and information, yes. Therefore better address directly to the Registrar Administration, whoever is in charge they will able to send it... basically in some high courts there is no post of registrar administration. Such job is performed by registrar judicial or some other registrar so those High courts are to be identified and those matter to be taken to the Registrar General, this was our first programme

yes definitely there were lot of things for us to learn actually, and will take care of all these things, where our shortcomings are also there, we will take care of these, for the next academic programme,...

Any other issue, anything apart from the court... forty five minute or one hour it will be better, okay. Once it is done, you can go no issue, you can go for your lunch and after that, thank you very much and happy journey, good bye, thank you Madam.