

# **National judicial academy**

## **Verbatim Report**

### **Conference on Registrar [Miscellaneous]**

**4<sup>th</sup> -6<sup>th</sup>, 2016**

**P-981**

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## **Session – 1**

### **Organizational Behaviour**

#### **Resource Person – Dr. Amitabh Deo Kodwani**

Mr. Om Prakash Shrivastava - Good Morning Everyone. I am Om Prakash Shrivastava. I am Registrar I.T and Central Project Coordinator E- Committee Supreme Court. I am from Patna High Court. I welcome all of you and expect great things to come in this session. Thankyou.

Mr. Amrander Tripathi - Myself Amrander Tripathi. I am Registrar Appointment Patna High Court and we are very happy that we are meeting 4 years around, I stayed Bihar Central Academy and since then i have not got any opportunity to meet you. Thankyou.

Mr. A.K Patil - Goodmorning, I am A.k Patil, Registrar Administration Bombay High Court based in Aurangabad.

Mr. Bharat Bhushan Pandey - Goodmorning Everybody. Myself Bharat Bhushan Pandey. I am from Uttarakhand High Court. I am there as a Registrar A.D.R.

Mr. Sujoyonto Pule - Good Morning to everybody. I am sujoyonto pule. Registrar Original Side High Court kolkata.

Mr.Neelkamal Das - Good Morning everyone. I am Neelkamal Das from Guwahati High Court. I am Registrar Recuritment.

Mr. B.K Sharma - Good Morning Everyone. I am B.K Sharma, Judicial Officer from Punjab Cadre Restar Recuritment Punjab and Haryana High Court Chandigarh. This is my first visit to Bhopal.

Mr. Rajmohan Sharma - Good Morning Sir's. I am Rajmohan Sharma. Reinsta Recuritment High Court of Hyderabad.

Mr.Arvind Malhotra - Good Morning. I am Arvind Malhotra. I am Registrar Vigilance H.P High Court (Himachal High Court).

Mr. Sandeep Gupta - Good Morning Everybody. I am Sandeep Gupta. District Judge Jammu. This is my 3rd visit to the Academy.

Mr. Girish Sharma - Good Morning Everyone. I am Girish Sharma from Delhi High Court.

Mr. Sunil Kukreja - Good Morning Everyone. I am Jiont Registrar Protocol from Delhi High Court. I am working there as chief Protocol Officer. Thankyou.

Mr.Umesh Kumar Shrivastava - Good Morning Everybody. I am Registrar Exam and labour judiciary. M.P High Court Jabalpur.

Mr.Sanat kumar Kayshyap - Good Morning Everyone. I am Registrar District Establishment. M.P High Court Jabalpur.

Mr. F.H Qazi - Registrar I.T. M.P High Court Jabalpur.

Mr.Ravi Shankar Sharma - Registrar Inspection and Enquiry. Chattisgarh High Court. Presently incharge of Recuritments also.

Mr.Vinsis las tope - I am a Judicial Officer and at present posted at the High court of chattisgarh as Officer on Special Duty. And i am with Mr. Gore you might know. He is V.C in the High court of chattisgarh in the computer cell.

Mr.D.B Singh - Good Morning Everyone. I am Additional Registrar selection and appointment cell. Chattisgarh High Court Bilaspur. And this is my first visit.

Mr.Manish Hande - Good Morning Everyone. I am additional Registrar Chattisgarh High Court.

Mr.Mayank Kumar Jain - Registrar selection appointment and seniority, Allahabad High Court.

Mr.Satish sharma - From Punajb and Haryana High Court.

Mr.Vinay Kumar - Jiont Registrar from Punjab and Haryana High Court.

Dr. Amitabh Deo Kodawani - Thank you so much, it's really good to see, you see number of registrar from different categories have gathered here and it is your academy sir , you don't need any kind of welcome or any formality so be comfortable and always feel free to share whatever views you think that should be shared with everybody. And as far as this program is concerned. When we are designing this programme it was bit difficult for us because we have as participants different category of registrars so we just cannot focus exclusively on the profile of one single category of registrar so we thought that why not to focus on the core of organizational functioning. So if you see the programme schedule the themes of the programme are structured in such a manner which focuses on organizational efficiency, behavior, team management, relationship management, conflict management, leadership skill and these are the themes which cut across different categories of functionaries. So we structured it like that and there is huge pressure on judiciary to enhance the performance.

And Supreme Court Judges and High Court Judges are coming here, they have been telling that our judges require to be trained in management methodology that is very necessary and this programme is not exclusively for you because you are leaders of your own domain so you have many subordinates working under you, so you have to manage them also, then there are various issues in district judiciary. So if you interact here and take many, see skills from this programme that will going to influence your state judiciary as such not alone you. So that's how we thought, And as I was saying that there is a huge pressure on the judiciary to enhance the performance and there is variation in the performance across different states in India also. And it is also required to be bring in uniformity that would be very difficult as such. It's easy to say, but i am sure in coming hundred years that kind of uniformity in performance, I think it would be difficult but we can

always make some efforts. I'll show you some data. you see this High Court data alone compiled by law commission of India it is 2014 Report of the law commission and you can see disposal per judge i.e average disposal per judge for 3 years only fifteen states had given their data to the law commission of India and from Chandigarh to Bihar, we can see there is huge variation, This is just one example of performance indicator there are many other indicator also but as matter illustration, i am just showing to you that some states are really able to do very well, but some states they are required to come up and it's although showing the performance per judge but see there is huge background in which a judge function, infrastructure, skills of staff working under him, computerization, availability of internet and other facilities. So all those factors also affect the performance of judges in your states.

This is for subordinate judicial services, we can see that Chandigarh is at the highest and then Kerala then Himachal Pradesh, Jammu and Kashmir, Haryana and we are coming down to Andhra Pradesh, Sikkim, Jharkhand and Bihar. Then for Higher Judicial Services, Himachal Pradesh is at the top then Kerala, Gujarat, Chandigarh, Haryana, Punjab and again to Delhi, Sikkim, Jharkhand and Bihar. So this is just for the sake of illustration we can clearly see that there is need to improve the performance of the Court and that cannot be improved if we remain stuck to the old methodology of functioning. So that's why we have invited various experts from IIMS so that what is actually happening in efficient sector that can be shared with the Judicial Institutions with judges and for two and half days, you would hearing from management experts but you should not only be hearing because experts who are hearing not all of them have exposure to the Court System, So you can bring issues to the forum then management experts can respond accordingly. I now request Mr. Amitabh Kodwani to begin. And all of us are participants, there is no resource person, these are name plates just for facilitation there is nothing special about this everybody is participant and kindly share and even I should say that everybody is a resource person as well, so you are all very experience people, all of you and your lot of experience, many of you are working in very difficult situation with minimum resources. So your experience matters a lot for the success of this programme.

Mr. Amitabh Kotwani - Thank you very much. Good morning everyone, i am happy to see that people from almost northeast and southwest are here. i was just going through the statistics, I don't know lot of curiosity came to my mind also, that you know why there is so much of fluctuations are there. Probably I will be talking more about, related to this statistics in the next session, when we talk about the performance management because showing some amount of performance related to each state. We would be talking about that. First session I would like to focus on the individual part, in fact the topic which talks about the organization is too vast. Too vast in the sense, you know the organizational behavior when we talk about the classified 3 components of the individuals, one talks about the group and third talks about the organization within individual we talk about the individual beliefs, values, attitudes, perception, and personalities. These are the issues when we talk about the individual factors. In the group we talk about the team, the team building we talk about the organizational group dynamics, the power or politics. These are the issues which are effecting the group per se and then in the organization we talk about the leadership issues and all. So this is the way entire organization behavior is classified. Generally we take fifty five to Sixty sessions to cover the entire organizational behavior. So we will not be able to do everything in one session. So, I thought one of the factor, which i thought would be important both in the personal and professional life and especially with the people of your gesture who are senior

and who have lot of people to manage, i thought that relationship is something which is very important in day to day life. we often interact with people and during interactions you know we create perceptions and all our actions are based on those perceptions we really don't have time or don't have enough data, resources to analyses each and everything what's happening around us and might come to a fact that come closer to the reality. So 99.99 %, there is no reality there is only a perused world.

And whatever we do, or whatever we act is based on our perception of reality. So we may be far from reality but our actions are based on those perceptions only. So these perceptual processes influence our day to day activities and that affects our relationships also. And when we talk about the relationship interaction with the people we often find that many times we don't get the answers to the questions that why somebody has reacted the way he reacted. We didn't said anything but why somebody reacted. Even at home also it happens like you know sometime you know that person reacted the way he reacted. Since it's a one to one individual at the family level still you may get the answer sometime and all. Because we can continuously chase and try to find out why things are happening the way they are happening. However in the work life, it becomes very difficult because we are interacting with so many people at the same time. We don't have time to you know to spend lot of time with each individual to find out they are reacting in such a way, in showing some patterns of behavior. For example - while saying hello to someone you don't get the same reaction. We tend to generate some kind of a quick perceptions about those people, oh! You have become arrogant or is like that. Or ill not say hello next time. Look the way he is showing off. Something which keeps coming over mind. Sometimes it also comes over because of some biasness which every individual is going through for example stereotype, we often have tendency to type an individual personality based on the caste, class or religion or the place where they belong to and we try to type them. They are like that only.

Most often you would find that. In fact very interesting thing, when you were all giving your introduction. I found that people from same places are together I think only the people from Punjab and Haryana came later so they had to spread. Otherwise I found that people from Chhattisgarh are together. so it's very common tendency that the moment you go abroad you see any Indian you feel there is some kind of a connect within India people from the same state you will find some connect within state people from the same city you will find some kind of a connect. Within city people from the same area, school or college you find some kind of connect. So that's a kind of stereotype we have, which is inbuilt. So the way from the childhood we have seen this comes into our mind. Second thing if we look into the other biasness are , there is very interesting quality of individuals wherein what we do try to do, based on certain qualities of an individual we try to type the total personality of an individual for example hand writing is good person may be good , his dressing sense is good person may be good. His personality or physical structure is good, the individual may be good. Or somebody who is coming from a BMW car he must be great person. So these are the common phenomenon we often try to connect with people and try to type the people based on the single trait. Or one single quality and that again influences our perceptual world because we a tendency to develop perceptions very fast. So coming to my first issue, you said hello to your subordinate he didn't respond. Fine I'll see you. Appraisal will come I'll see you there. Or something comes to your mind. The moment something comes to your mind. It's a hard disk stored and whenever the situation arises those stored memories are forcing you to react or enact in a different way and that effect our relationship further. however, this relationship goes

well there 2 things we need to understand, that whenever any transaction happen between 2 or more people, we say that there is some kind of transactions are happening and the transactions are dependent upon the personality of both the individuals, 2 individual personality are interacting. Now when i say personality, one of the factors which influence the personality is individual ego state, we all have ego state and these ego state are affecting are transactions or our relationship. for example these days whenever we are talking to our kids and we say that don't do these things and he start arguing, he says that look you know we try to tell them our own stories, look I never dared to say these things in front of my father. I used to follow whatever he says, we tend to tell them. Because we are not accepting what they are saying. But we need to understand why they are saying, what is going on. I think by and large this is a common problem with the new generation.

They don't simply buy or accept the things. And then there liking are very different. I tell you we did an experiment also. We ask the young guys to come to a room. we told them that there is a competition and this competition would give them good amount of money and simple competition what they need to that is they need to sit on this side on front side there is a table they need to keep their phones there and sit quietly on this side and they would be shown a video and then after the videos some questions will be asked and based on that they would get the prize and all. Then the person went and started trying to show the video and the video didn't worked, they said there was some technical problem so you just wait and we would just comeback and would take care of the video part. But don't touch the phone. That the rule, you are not supposed to touch the phone. They said fine. So people are sitting that side and seeing their phones. The way they are seeing the phones you can easily make out how tempted they are just to go and see their phones nothing is coming out no bell and nothing but they are tempted. Then they are waiting and waiting and you know feeling restlessness what to do you know fingers, I am trying to do some chatting WhatsApp or something after 10 minutes you know they became impatient, we have number of those people so we started giving the calls, the moment they see their phone ringing. There is a huge temptation to go and pickup, but the rule was if you pick up you are out of the game.

So there not picking up the phone. after that 15 mins people could not control themselves and pick up their phones up and said get lost with competition get lost with the prize and let me have my phone. So the entire generation is because they have gone through the exposure from the childhood they are unable to control. Now the problem is that they are very good in connecting with laptop, computer or any other screen T.V or phone, very difficult for them to interact freely with the people. So there interpersonal interaction level is going down drastically compared to the earlier generation. Because the earlier generation people had the tendency to go and talk to people rather then you know WhatsApp next door neighbor.

So that a kind of relationship effect. What we are going to do is just fill a form it is a simple form. It has some 36 statements and these statement are, you just need to read the statements. There are 5 options available and you need to click whatever comes to your mind first, don't think much about the statement, whatever comes to your mind just tick and then move ahead to the next statement. Again I am requesting you all whatever comes to your mind first tick that first. Once you are finished ill help you out how to give the scoring. those of you who are finished i will explain, what we need to do is that we need to look at this chart, which says that the first column talks about the C.P which says  $Q \text{ AND } F \text{ Q}$  is the statement no. the statement which you have finished the 36 statement, these are the statement number so for example statement no.3 what's

your option you have selected its 0,1,2,3,4 , so whichever options is selected, you need to write in front of that. Similarly for question no. 11 what option we have choose, statement no. 19 what option we have selected. So that's the way we need to do. Just write the option in front of the statement no.

Okay what generally we do in our life is we often interact with people may be at the workplace with the boss, with the peers, friends relatives, spouse, kids often we are interacting now this concept of transaction analysis came from, you know the fundamental questions which it addresses is that first of all why people think, the way they do people act the way they do why? And then the way people communicate and interact with others why? So these are the 3 primary issues we are going to address through this transactional analysis and it is based on the work of the people, the games people play.

Games people play is famous book you can get in all stalls including bus stand to railway to airport, everywhere you will get all the 3 books, very popular book. Now let me give you an example, the games people play talk about. How many times have you gone to a jeweler shop with your spouse and wherever we go we keep some budget in mind, something some tentative figure we keep in mind? And how many times we come back happily, that we have spent within our budget. How many times it had happened? Perhaps never. That's a unanimous kind of answer. Now look at the way things happen in jeweler shop, next time when you go just observe it. the moment you enter jeweler shop the sales person understands we has the more bargaining power, the wife or the husband who enters first with more confidence and where is the first look they trying to give. They watch it very carefully. after that, they see who comes to the counter first, then you ask show me some bangles and then the shopkeeper, has enough time to assess the depth of your pocket and to assess that we is the final decision maker in the process and you will find that he would start paying attention to the that person rather than other person. If the husband is really a dictator or controlling everything, you will find that he will be focusing only on the husband. Otherwise most of the chances focusing on the wife only.

And then what she does, is ask is there any tentative budget anything in mind. She would say yeah around 75,000 or so some bangles. Fine. he will show you something around 1,25000 one interesting very good bangles and i have only one piece which is very unique one and i think, it is very perfect for you. He will bring one piece, right. As an Indian customer we have tendency to see the price tag, rather than quality or everything else. so the moment the wife sees the tag, before going further she will give a look to the husband, that its very costly is it okay to look in these price ranges, then the shopkeeper says madam don't worry whatever you ask I will give that only, just give a try, you are not supposed to give anything, just give a try. He will force insist, he will say the moment, I say your personality. I thought that this is the best for you. Choice is yours. Then she would wear those bangles, the moment she would wear those bangles. He would put in front of her and she would look in the mirror and this shopkeeper or sales person would say that, wow! Mam this is perfectly matching you and the other sales person would do the same and his job is done. What is he doing? He is playing with us, he is playing with our emotions, he is playing with our personality, and he is trying to play with our thinking pattern also.

Because he has understood what is going on. But still we are hesitant to go beyond what we thought in our mind. So this lady would feel it, don't want to remove it but still reluctant, since she hasn't

got a green signal from the husband. Believe me most often she would look at the husband 2 -3 times, until the husband says, its great take it. And then she is not getting any signal and then with slight reluctance she would remove the bangles. And would say, that can you show me some more. Now this shopkeeper will have got the clue that this lady is liking so much and doesn't want to remove it. He will not remove that bangle, and would say don't worry madam, i will show some other pieces also, without removing the previous one. Now the lady would try other bangles and would see the only the bangle which she liked earlier. 90% of the time you would find that, you would end up buying things which the shopkeeper wants you to buy, not what we want to buy. this is a kind of game people play with each other, we often do that for example we try that on our kids, if you score 100% you will become a judge or you will become this and that person. We do that, from their childhood. Try for IITS, M.BB.S, Doctor or whatever.

Why do we want to do that, from the childhood we want to create an aspiration so that he aspire for that goal that's also a kind of game play with them? the third type of game we play, for example you want to give some assignment to your subordinate there are 2-3 ways you could handover the subordinate, you also know that it's a additional liability I am giving it , it's a painful activity and has no outcome. The person who is taking it, also knows it. Now the question is, how smartly you are giving the assignment so that he whole heartedly accepts it. He also knows that the way it is being presented you are the only person, probably he will feel good about it, and he may take it. So every individual is playing games with other. Sometimes you give a phone call where are you, it's not that you know everything is fine. To check you, where are you, these are the games we often play with each other and that effects the relationships and interactions. Now here what happens, these books are basically focusing on concept or trying to answer, why people act, behave differently the way they do. This is what we are trying to address the answer, now we all from the childhood every human being till we die. we have three ego states present these three ego states are primarily as parent ego state, adult ego state and the child ego state, all are present at all times.

Now further the parent ego state is divided into 2 parts one is called is the critical parent and one is called the nurturing parent. critical parent are those ego style or the people with high parent critical ego styles they often make the statement like - don't this thing, why you are doing this , why you are sitting like that , sit appropriately , keep your desk clean , why you are doing so , do in this way only. So these are examples of critical parent ego state. The second ego state is called the nurturing parent or caring parent ego states, are those parent ego states wherein, if your subordinate is working late, you try to arrange some dinner or some snack or something for him, so you are trying to show some concern for the subordinate. Similarly, you know helping subordinate to finish the task or let me help you with the task. These are showing some concern towards them. So nurturing parent ego state, people are showing more concern for others. Second ego state is called the adult ego state. Now adult ego state is one in which people trying to find out the rationale or justification, without that we will not accept any statement. For example adults have tendencies to ask don't drive fast. You would say why? Don't smoke...why? So unless until they get a strong justification they won't buy the argument.

So adult ego state is looking for fact, rationale justification . Third ego state is the child ego state. There are in some literature it is said that there 2 kinds of child ego state and in some literature, it has talked about 3 child ego state. Now the first child ego state is called A.C which is called the adopted child. now this adopted child, let me give you an example, to explain this one, when we



take our kids outside, when someone invites us to parties and all, the mother give small inputs to the kids that don't jump on the sofa, don't do this and that, especially with the small kids they don't understand instructions. Now the moment you go to a friends or to boss places. Nice cookies are served, the child wanted to eat that and they were served. He liked the cookies. The adapted child would, say no aunty I am full and try to avoid the offer, and look at her mother for green signal, so that he could eat the same.

The second child which is called the natural child. Lot of instructions are given, but as soon as the cookies are offered he would jump and try to take all of it. And would ask himself, i want to eat so i will eat. Who are my parents to interfere, i want to eat so i will eat. And suppose something is served which they don't like to be served they would react in natural manner to reject it. This is the natural child ego state. This is to say the react as there wants them to react. Irrespective of the situation or anything. There is 3rd category which is called as L.P, L.P is called as a little professor. Like thinker, who thinks a lot? Goes out somewhere tries to find the magazine or find out the pt., open national geographic and keep watching it without any disturbance. That's called as the little professor. So we have in total 6 category of ego state. At the time of interaction whichever ego state is dominating at that point of time, we would be influencing/affecting our interaction with that ego state. But these interactions are very complex and depends on many circumstances which are subject to change.

We live in perceived world. What I perceive I react accordingly. Now one type of transactions are called complementary interactions. You ask what the time is, you get the exact answer. There is no problem the relationship will be smooth. But if you what is the time? Why you don't have a watch. Do you think the smooth relationship would remain? Answer is no. now suppose a boss asks the subordinate that you are late again. What does he expects, an apology right. That this won't happen again. The moment he says that everything would be fine. But suppose he responds in any other manner. So what i am late. And i will try to find out why did he responded in such a manner. Now the kids these days are always responding like this. So the complementary transactions are okay, but the next set of transactions which are called the cross transactions are very painful. For example the subordinate responds like so what you also come late, Sharmaji also come late, why you always point out me. Relationships gets spoiled. But if you read these statements they are factually right. But the way it is being said or the way the boss is expecting, it is not the same. So that's why the relationship gets spoiled. Now let us look at the 3rd kind of transaction, these are very complex transactions. These are ulterior transactions. When we ask our subordinate can you help me, what does he mean, are we really requesting him? Can he say no to it? He can't. I am speaking for softly, but it has an underlying meaning it is called ulterior transactions. For example - suppose a boss asks a subordinate lets listen to some music together. Can he say no sir I don't like the music. What will happen if he says so, the boss may not like it. First boss is not really requesting you, whatever he says you have to follow. Hidden meaning is called the ulterior meaning. And we react according to our needs in these transactions which benefits us the most.

## Session - 2

### Performance and management

#### Resource Person – Dr. Amitabh Deo Kodwani

Dr. Amitabh Deo Kodwani – Thank you. Welcome back, probably these two sessions are different types of sessions one is talking on the grey areas and one is trying to talk about everything in objectivity. So first let us finish this part, my request to all of you is that, whenever we do any schematic tests, it sometimes makes us very happy and sometimes it's make us likely unhappy. Don't take it otherwise, because it is one scale. No. 2 is what was going in your mind at the time of filling that you only know. Third thing is that probably, you can keep the score with you and after sometime like 3 or 4 month, retry this test and see that what scores are coming out. probably when you are at home you can try that and then you take the average of both the score that would be real score, because once you have done at the official setting and one at the personal setting. And then you can take the average, and then you can see what your personality type in that way is. That's one type of test. If you are not happy, this is not the score, a tentative indicator of the score.

As I said, if the difference is between 3-4 , its absolutely fine, for example if I am playing a role of if I am playing a role of boss definitely, I have to act as a boss, if I am a subordinate I have to act as subordinate, so my ego state keep on changing so if it's a floatation it's a balance one I will adopt to the situation very fast similarly if I ma playing a role of father I have to act as a father i can't tell my son that boss I used to drive so you also drive rash I can't, I might have done it I might have enjoyed it, but as a father that I would tell this is bad so the role also affects our ego state if it's a balance one absolutely fine, if one score is too high say for example adult is too high, there is no harm because the kind of work you all do that demands lot of justification in fact day in day out you are looking for that so automatically adult ego would be on a higher side. to NC On the lower side again because the virtue of position you enjoy you know definitely you try to control your behavior so that the decorum of the situation can be maintained, so that would be also on the lower side but if aim trying to suppress too much then it may affect me negatively because the human body is such that the biology of our body is such that you know for example the moment you think of good food or the moment you are hungry and somebody talk about the food, we start celebrating why because the body is such that and we have gall bladder which start secreting a acid because body start saying that food something is going to come you start your work so that the moment food comes it has to be digested so the acid would come out of it.

And suppose I don't eat the food and I am visualizing the food somebody is showing me the food I am feeling the fragrance of food I am not eating the food what will happen the acid has come out the acid will go somewhere I will affect because it didn't get the task, it will affect the body that's why the gall stones are formed so look at the way this connected, similarly when I a suppressing my normal behavior too much my body is reacting but aim not allowing the body to react physically but inside its reacting so it may sometime affect me too much or it may affect the common things are the fits and you know the stress or cholesterol sometime the skin problem or hair fall you find that these are more related to these kind of personality issues so that's what we need to think about but if i am happy aim critical parent and I am happy and I want to be then my

body is tuned to that ego state i need not to be worry about it because I am happy I want to be like that if i am not happy let me think about how to improve on it the simple way like I used to be very short tempered in my life suppose somebody is you know I am driving my bike and somebody is crossing me I cannot tolerate how come this fellow is trying to too is much okay let me show you this is kind of short tempered person will react like tis now if I am happy with the score is okay yes this is the way it would like to be but the moment I realize that this is affecting me too much let me try to change it the moment I made up mind I want to change the best way is that while relaxing or while the moment you go to the bed take out 3 4 min of time and whatever I have done since morning to evening and you will automatically find out that where i am going wrong and next time you would find that this time I would not make this mistake again so slowly you will find that some improvements you know in our own behavior now people tell me that you are so cool when i always tell them you know you should have looked 10 years back you wouldn't have make this statement . So you have to start working on that but if I am happy with it there is no wrong score then fine alright. Now let us move to our next topic or if you have any specific question 1 or 2, i can answer it.

Participant - Is there any standard score?

Speaker - No there is no standard score. because sir if all my scores are in the range of 17 to 20 absolutely well balance score all my scores are in the range of 7 - 10 again it's a balance score but we only look at the relative score the difference between the score with each other the difference should not be too high.

Participant - how can we use it this ego gram to our personality?

Speaker - as i said sir suppose if I find that you know that my cp is too high suppose my critical parent ego state is too high it means that whenever i am interacting with people around me i am trying to pin point their mistakes I am trying to tell them do this thing don't do that thing sit like that why you are doing so probably not everybody would be happy with okay so the moment i am reaching home papa aa gaye ho speak carefully they should not because they know that now you are going to pinpoint me for too much right if I am unhappy with this state i want to change then i would start showing concern towards the people all off sudden after 6 months or 1 year you would find that your cp score has gone down and your np score has gone up.

Participant - you said the difference of 4 or less than 4 is okay so is it in keeping into the judiciary in mind it is a peculiar type of organization viz a viz to the corporate sector because we are dealing with the peculiar subject matters.

Speaker - these are the standard scales so the scales are being tested worldwide on different people at different time period in different context , including judiciary so that's why these are the standard scales very validating scales i tell you a very interesting thing you know there is another scale called firobe i.e fundamental interpersonal relations orientation behavior very interesting scale its again very validated it talks about the compatibility between the two people for example if there are 2 people together and one would like to dominate other would like to be dominated by someone that's a fantastic combination there won't be any argument there won't be any issues but suppose if 2 people husband and wife both want to dominate what will happen there is a problem , there

would be clash or conflict right so this scale checks the compatibility between two people so now people are saying that the psychologist are saying that instead of rashi an janam kundli matchmaking let us have firebe because most of the time the problem arises on the smaller issues I like this thing you don't like this thing i want to sleep in the day time you don't want to so the small issues are affecting more that can be captured through the scale and that gives the better compatibility between 2 people so they are very powerful and very validated there are so many scales but all scales are not validated but this like transactional analysis firebe MBTI mayors brick type indicator, I am sure some faculties would use this mbti also in the personality I am sure some faculties would definitely use this mbti or this 16 personality factors very powerful tried and tested over the period of time now even you can see the scores and think about yourself and see the score , whether the scores are somewhere closer to what you feel about yourself or not and when you look at your own interactions the past interaction you find that that by and large showing the real picture for example you know y cp is also n the higher side because i often find when i go home why the laptop is lying on the sofa the laptop should be on the laptop desk , my wife will say yaar it's a home let them relax so cp score is high so that's an affect somewhere.

Participant - What L.P stands for? And what is A?

Speaker - Sir L.P stands for little professor. Sir, little professor is more of thinker and intutor who would like to think read a lot watch news loo for some more information analyze info in his own mind that is a intuitive thinker it's a good score.

A is adult ,facts rationale you say that do this way i say why should i do it way only unless until i for example you know i did one interesting experiment , in a hospital there were some patients very old 91 -92 year old patient so they were chain smokers beedi you know chain smoker from the village and the young youth was also sit and then these guys were told to share their stories , arey I take two kattas of beedi every day and look it my health now and they wanted to check that what is the effect of this one and then after that this youth people were given a session on what is right and what is wrong habits and somebody tells that smoking is injurious to health, you know what are you talking about i just have seen a fact that a 91 year old guy who is smoking since last 30 years is too fit. i won't accept now unless and until i give 5 such people who is smoking and have faced health problems they will not accept so the adult high is looking for some justification or rationale it's a good in a wee its good you know that somebody says that sir black coat is not good for health i said why? why should i not let me have my own experience, i will not even go through what he says especially high adult people are away from dogmas because we look for rationale some scientific reasons and that is good for us.

Participant - What is FIRO-B?

Speaker - it is the compatibility between two people. It is fundamental interpersonal relationship behavior.

Participant - How is this firebe spelled out?

Speaker - it is spelled as FIRO-B. It's a very relevant very apt very valid instruments are there infect these instrument were costly earlier now they have made it free for example MBTI there is

indicator called mbti mayers brick type indicator which talks about whether we are shy or open you know we are high on shyness or high openness all this kinds of score they talk about this test is still costly. so for every instrument suppose if I have to use 30 instrument i need to pay 30 instrument charge each instrument cost some 1000 1500 2000 Rs something like that they are still not free but this instruments they have made it free after some every they make it free. It won't vary too much unless and until there circumstances which are affecting too much. for example - you know all of a sudden something happens too serious to me which has shattered my entire life then it may otherwise it generally doesn't affect in such a short term too much it may vary as I said when I am thinking about office environment and when I am thinking about home environment then it may slightly vary but you will find by and large its indicative score by and large same indication would come it may come 20 or it may come 21 but still it will dominating in all you will find that in short run it will not change if it's a too serious and experience. For a long term yes if this treatment continues for long term yes it may have.

But I tell you very interesting thing for example you all know each other very well I know your bosses must be transferring here and there see that who was your boss you think that he was very tough task master now where is he and ask him that is that is he tough task master or not. You can see that. the basic nature very difficult to change I tell you the example sir for example if I ask you what is the color of banana what would you answer green white yellowish green or greenish yellow am I right ? dotted that's it color I am asking so dot I am removing , now suppose sir for the next three days in the breakfast here you get the red color banana which is there in the south alright the fourth day I would ask you the question you would start with red greenish yellow yellowish green. now the sequence has changed now the red has come up because this behavior change is due to the believe all right that my believe that police is corrupt why because eon the movie inn the serial in my personal life I am hearing or newspapers so many articles I am reading which forces me to believe that police is corrupt but if you encounter a police or few police cops in one or 2 months and all were very helpful very genuinely helpful if I ask you the same question what is your believe about the policemen you would say that they are good so something my behavior which is influenced by my believe can change by giving you some more information facts by seeing something it will change but if y behavior is deeply rooted because of my value system values are this is right and this is wrong okay, then it is very difficult to change.

Now let me give the example sir look at the recent honor killing cases sir a father is killing daughter brother is killing sister difficult to imagine a father who has you know taken care of the child for 20 years and one day he kills him and fret that he is not repenting on the decision he is feeling proud of that this is sir value because this value system are saying that no to protect the caste system or the community or the religion or whatever he did the right thing and that's why he feel proud in doing that so that's the value system now the value system are deeply rooted very difficult to change I visited a place in Jhajhar in Haryana sir I was doing some survey and I found very interesting thing a lady is lying in a cowshit with anew born baby delivered hardly few hours ago I was surprised because infection this that and cow shit then they told me sir we have a pratha if lady delivers a baby boy she will be given ladoo she will be treated very well but if she delivers a girl so one day she will not be allowed to come inside the house and she would have to live in the cow shit and she will not be given anything to eat it's a value system sir string value system in this 21st century if we still believe so what i am saying is that if you talk to them they say that what i am doing is right even the lady the sufferer will say that its right. because she also believe in the

same value system that's very difficult to change, that's why a very interesting research was conducted by Harvard they found that who are doing excellent star performers they trace their entire transition that wherever they move from one company to another company whether they are still star performer or not they wanted to trace their career. they looked at 1600 total star performer who are doing excellent in their company when they move from one organization to another organization they could not sustain their performance infact there performance went down drastically now this the effect of environment because in one kind of a culture which is fit to me i am doing excellent I am doing I am enjoying the other culture might be paying four times salary, but the culture is not so good that aim not enjoying it and hence my performance goes down so yes the environment has an affect but it's very difficult to change the value system of the people difficult to change I am not using the word impossible but very difficult to change the value system.

You know we don't have all the information about the environment easily in our hand. you have to go and experience it because these are things individual oriented we can't have that you know that this x ray kind of instrument this tells me exactly the personality let me go there and whichever environment fits into it I can synchronize and work it unless and until I go and expertise or unless and until I had the first hand information it's very difficult to match with it, but yes it has an effect. Yes, it's a grey area, behavior is a grey area one has to experience it's very difficult to understand that 2 plus 2 is one also 2 plus 2 is 22 also 2 plus 2 is 11 also for every individual the score would be different and that's why you will find that you know sometimes a common ordinary man may do an extra ordinary job a brilliant person or a top ranker till 12 you may find that he is nowhere in the life. this is a very gray area sir alright quickly I will come to rather interesting part probably some of issues will again take up here because there is gray area in appraisal also . if you look at the performance management system it has 2 objectives one is it to appraise the individual or to evaluate an individual know appraise we are doing for 2 purposes one is for promotion that is the potential appraisal and one is for regular increments and you know giving the feedback. if the performance management is only purpose is to give feedback to the individual, it takes a different approach altogether but the moment I say the performance management is being for promotion purpose or evaluating individual for the promotion purpose then you will find that it takes a different route altogether.

There 2 important factors to me which are influencing performance management system and that's why feel that most of the government organization you will find that the performance management system people are cribbing and crying about it there are 2 factors one is called the controllability factors for example i take the simple case of performance appraisal of a judge I was going through some literature of different countries how they evaluate most often the common parameters which I found was let me just show you know these are the common parameters the case load per judge or the productivity of a judge duration of the proceedings I am saying that judge means the court system right the judge and the entire staff the cost per case the clearance rate cost the budget of the court and expertise of the judge treatment of the parties at the court or at the adjournment I found that by and large it may not be true for all the countries that all are using the parameters but by and large these are the broad parameters are being used now there is a huge amount of subjectivity in parameters for example if we see the subjectivity clearly was shown when you know Rajesh was showing the two slides. Bihar was too low the Himachal was too high infact in Chandigarh I think one case it was 3000 something and it was some three hundred setting so look

at the 10 times change now if I just look at the statistics and data what can interpret Bihar the system is highly inefficient the simple if I have to make out but is it so then why this is small now look at the subjectivity so that's why I thought that in order to understand the performance management system we have to look at the system view there is theory called the system theory or the system view which says that any system is an open system number one open system means it is influenced by the outside element and it is influencing the outside element also means it is influencing by the society and it is influencing society also so when I just looked at this one there are three sub systems of the system one is called the input stage one is called throughput stage and one is called the output stage output stage is clearly the judgement which comes out, most often we are evaluating on the basis of the judgement suppose a judgement comes from the high court its great good after 2 years or after 6 months the judgement has been reserved by the supreme court now we say that the judgement was not right so my reference point changes alright now one second thing when I am looking at the verdict I say that look you know one case we often hear like in a common man from others perspective if you look at he says our system is not good case goes for 20 years 30 years 2 generation are fighting property case and all we just look at the outcomes but we don't look at what's the throughput in the process we don't look at what is the input in the process for example if number of judges are less or the staff is less automatically the load goes up.

I need to look at the whole system in the perspective ear if you know still if suppose I was told that you now we are going through a lot of electronic data avoiding the paper work and all suppose if it was limited to paper work imagine the record keeping of data is a pain right if it completely supported by the electronic system it would be fast so the resources are equally important if the resources are not there and I just look at the output I am doing a mistake right here if you look into the tiers of resources one I am talking about the number of people number of judges number of staff whether the ratio is appropriate or not right plus number of people vs the number of people within the court you know whether that ratio is maintained or not at the same time a financial resources I should have some budget some equipment's some office stationary some resources whether those things are there or not plus I also need to look at the type of case i am going to get for example this is my understanding please correct me if I am wrong the kind of cases you get inn Jharkhand or Bihar you would not get the same kind of cases in Kerala or Tamil and right ?

Because issues are different I was seeing a statistics that in Jharkhand the number of cases filed is very low, probably I visited Jharkhand and I could make out that people are settling there issues by themselves so the circumstances are totally different right plus if you look at the literacy rate when I compare Chhattisgarh with Kerala Chhattisgarh which was you know the kind of you know was isolated from the rest of the country of the Jharkhand which was isolated from the country that development is very poor now it is coming out still in Chhattisgarh the Naxalite belt is huge one from there to Orissa if you there and the kind of impact on the people will be totally different, what i am trying to say that in the input part we also need to look at what are circumstances of that particular court now Bihar i am not trying to criticize any party but in certain period of time in Bihar if you look at very interesting examples used to come up I remember one example it came on WhatsApp that you know during the tenure of one C.M his doctors car was stolen the C.M one of the known doctor his car was stolen and he went and filed a complaint and nothing happened after 15 days when he went to the C.M's house he find that the same car is parked there cms house he was surprised so he went inside and said look this is my car. oh these people have stolen your car also okay fine I will settle down, he called that fellow who is from the guy doctor you do one

thing you give him one lakh rupees and take your car I am settling down the issue, he said it's my car why I need to give one lakh rupees. He said that they have put in so much of efforts ultimately you should think about their efforts also circumstances are different what kind of cases will come here and what kind of political influence will come here so the transition is too much you know see fortunately or u fortunately I have travelled across India this my eleventh job I am also used to change my jobs frequently and I went from northeast southwest all I found a very strange kind of problem I was in Hyderabad for 3years plus 3 years I Karnataka so very interesting incident happened with me, I asked my friend that I am looking for an agent he said what for I said that I want to have a license for my bike he said agent don't give you license he said license is given by the R.T.O authorities, then no no boss, arey you tell me an agent who can help me to get an licence. believe me he took 20 minutes or more to explain me what is the role of agents in the R.T.O Business and then he said that boss I understood we don't have an agent system you go and get your license done there is no problem.

I went to the test and after 3months of learners I got the license very smooth so that change my perception after serving for 5 6 years in that belt I straight away got, I joined Ghaziabad and my first experience was very painful my passport was about to expire and the condition was that you should have 6 month valid passport for U.S And all so I wanted my passport quickly I went to the passport office and i saw a huge cue so many agents are there so I was just waiting as what to do in all so one fellow came to me he was the gatekeeper of the main officer Kya kami Hai he said passport banwana Hai i said nai renew karna hai ho jayega but i said that there is cue know. He said haan subha 9 baje se cue lag jaata hai aur 10 baje tak numbering khatam ho jaata hai and all those people are standing since morning 6:00 clock cue ke liye because after 10 o clock we dont entertain any fresh. again i have to come he said urgent hai kya i said yes so he said 500rs do believe me very difficult for me take out this 500 rs and give it to him why because i was coming from a system where these things are not acceptable so i am tuned. so i said that sab log dekh rahe hai idhar kya Hua sabne diya hai aap bhi do believe me if you recall 10 years back when the TTE in the train used to ask for confirming the seat used to take you to a corner and check if nobody is there and ask for it .

Nowadays TTEs ask openly know because they say that this the vywahaar why this acceptable behavior way of life so look at the things have changed and after serving for 6 years in Ghaziabad believe it is very difficult to go anywhere else because I saw that you are standing on a red signal and somebody is honking behind you and he said he will blast you red light so what probably he will come and slap you also very difficult to serve where is the rule and people are breaking the rule you know one lady police officer she was standing for this two wheeler checking and all a constable was with her he stopped pone alto car he didn't stopped so this constable got motivated he throw his stick this fellow stopped the car came back he took both of them to the car and went to the police station slapped that constable blasted this lady and came out smoothly because he has a connection with one phone call everything he can take care so now what I am saying is that look at each location has different context and contextual issue so if I just compare Bihar vs Himachal i am bringing justice or if i just say that the productivity of a judge in on estate or one court to other court is different i need to look at the contextual issues that's what I was talking about that you know that research of Harvard that the context is so important that it influences the productivity of people a star performer may not be a start performer when he change the context an average person may be start performer when he changes the context may be so this context we



need to understand that's why this input in a performance management system is the most important element that we need to understand that whined of resources we are going to provide what is the context.

We need to understand that what kind of resources we are going to provide what is the context what type of cases are coming in we only see now the number of cases but we don't look at the nature of cases which are coming up nature of cases are important one case where in the factual information is very minimal because law and order is not there in that state or in that city or in that village if the law and order is not there you don't get the good data when you don't get the the good data how do you take good decisions because ultimately i am going to the evaluate the decision that's a challenge and that the problem another difficult problem is that you know the throughput process here we only evaluate the throughput process based on the length of the proceedings and the backlog of the cases right now these there the statistics but I don't know this is what my understanding is this is what we are using to analyses and evaluate however here i also need to look into again the context while doing this throughput what kind of influence you are getting from the local politician local mafias local gundis there also human beings and they also have fear of losing our life to some extent somebody may have too much somebody may have too less but still something is there we are not understanding this contextual thing now before joining the government organization I too had same the opinion about the govt organization said that look government means it's not going to work and everything should be privatized anybody used to ask me why me and father used always debate because he was the a government servant and I used to say that government is ineffective he said why look you go to deposit your electricity bill if it is open up to 3 he will not take your bill even at 3 one rubbish nonsense when you go to the government system you will understand that if they don't take at 3:01 somebody will file an RTI somebody will question you that you had some selfish interest that's why you have gone beyond 1 minutes also then how do we justify we don't have any reason to justify.

So that's why the functioning itself becomes so rule bound that you can't think of going beyond the rule I have one bad experience we used there is one MP electricity board were trying to hire some people for 3 years they couldn't hire a single person because either somebody will file a case to take a stay or somebody will interfere into it somebody will try manipulate it or somebody will you that the political pressure the senior official people that my ward my friend my know people so they finally decided to give the entire recruitment to IIM Indore they said we are not able hire you help us in hiring you charge as much as you can we charge exorbitant to them they were ready to pay that we did 3 years successfully very successful to the instant that not even a single stay problem or not even a single year any influence has influenced the entire process they were very happy unfortunately the fourth year I was the coordinator of that why I am saying unfortunate i will share with you the story I started the programmer now we have to enter at the same time this yapam scam happened okay.

So the govt started looking at every exam with the same suspicion that was another problem we did it so we used to do it so professionally that I used to ensure that even the question paper I should not take any input from anybody who is from MP or from any other state though it's happening for MP but I am not even considering so you know look at the kind of constraint i am taking from people from extreme corner even outside India it's okay i am ready to pay them more than even the printing is do extreme south maniple used to print our paper then nobody can even

you know visualize that the printing is happening at that level plus my exam is today yesterday evening i need the trunk of my question paper that's the kind of agreement we had with our printers and that the agreement with the blue art this is the way we used to arrange so even if i get 2 day advance there is suspect then also may try to open or peep it we don't know after that we did it thoroughly Dec 2013 I got the assignment February I conducted the test march my results were ready then the elections came so anchor sahita till may 2014 I could not do it may 2014 we gave the results after that you know then all issues started arising that vyapam so people said that know look these people have used pencil means there is something wrong then danik bhaskar news came okay IIM Indore there some suspicion in exam itself also the fellow who was coordinating from MP electricity board thorough gentleman honest to the core first this fellow was sidelined because the enquiry started the internal enquiry started so there vigilance team came lot of enquiry lot of issues lot of issues every time they come they humiliate they create this problem that finally we satisfied they were very happy somebody filed a case in the crime branch Jabalpur so the crime branch threatened boss we can take you if you don't cooperate then somebody filed a case in crime branch Indore .

So good that by the time we gave the all the pears to crime branch Jabalpur believe me i have not taken since last 3 years the papers they are saying that Bhai please take away your ..because now anybody is asking i am referring it to you now the papers are with the crime branch Jabalpur go and take there after that finally one gentleman he filed a case in Jabalpur high court supply that still that is going on and the moment this all happened we all decided henceforth we are not going to take this task at all we stopped last 2 years we are not doing any recruitment last two years if you see MP electricity board is not able to do any requirement I said that look government means it's not going to work and everything should be privatized anybody used to ask me why me and father used always debate because he was the a government servant and I used to say that government is ineffective he said why look you go to deposit your electricity bill if it is open up to 3 he will not take your bill even at 3 one rubbish nonsense when you go to the government system you will understand that if they don't take at 3:01 somebody will file an RTI.

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So people are very cautious careful and scared and that's why when i am preparing a performance management system i cannot simple copy paste what is happening in the corporate world there things are very easy, so that's another challenge third challenge which i found with the appraisal system is that subjectivity now if i see from here to hear the decision has come right this is what we are evaluating but we are not evaluating very important thing which is this part the quality of decision how do we evaluate the quality of decision very subjective and that is the most important parameter judgement anybody can give may right or wrong may not be of good quality but very difficult to capture this quality of judgement in this performance management system i don't know whether you have some kind of measurement which take care of the quality of the judgement in performance management system i think some senior courts are evaluating that judgement an some judgements right true true that is the case in higher judicial service exactly exactly so this is one quality of now how do i evaluate the quality of judge that's again a subjective measure again depend upon who is evaluating exactly what I am trying to say in performance management system in private and corporate world it has to be as objective as we can the moment i am

increasing the objectivity the people near satisfied the outcome of the appraisal because i know that how it is being evaluated what were the parameters used so i am happy with it in government official system especially the judicial system the subjectivity is very high for example i say that input of a case was very typical in one place as compared to the input of the case where the case input was simple right when the input is simple the judgement or the throughput won't take much time whereas if the input is very tough how can you do that so the subjectivity is too high and that's why the performance management system has to include this subjectivity the moment we include subjectivity the baseness increase its a human nature our own biasness increases now how do we minimize that biasness that's why we are recommending that the appraisal mechanism has to be very transparent the moment it is transparent even subjectivity i am able to understand that subjectivity so the transparency will help me to reduce that factor.

Now two factors which are very important to incorporate in a performance management system is you know one is called the controllability factor how many things are under my control if iam a judge at Patna high court is it under my control viz a viz i am judge at Kerala high court no so beyond that type of cases which are coming is it under my control the type of crime for example the moment you look into the economic environment changes the nature of crime changes we never had this problem in Europe now you look even in Europe the robbery this and all increases because the economic conditions are going down so the economic environment is influencing the rate of crime and the rate of crime will influence the no. cases can i have a control over the economic environment I don't have so I need to look into the controllability factors also things which are beyond the control of a person why should I judge them or why should i evaluate them on that that has to be taken care of the second think is the interdependency system if the police does its job very well any crime happens they do a thorough investigation prepare a strong documents with strong proof and when presented it takes very less time to the decision on that viz a viz when you have loosely recommended documents so the judiciary is dependent on the police interdependency so the interdependency factor has to be incorporated into the performance management system if it is not there then people would think that I am being penalized for something which i have no control on so these two factors are also to be taken care while designing a good performance management system so that's why there different tools of performance management system.

One of the tool which widely used these days is 360 degree mechanism in 360 degree mechanism is what we try to do is we try to find out this goes like this the idea is that right now we are trying to evaluate an individual by just either you yourself providing inputs and senior is evaluating it am i right this is the way things are happening now in 360 degree feedback you incorporate some more parties who can evaluate this individual it may be the peers it may be the subordinates it may be the third party outside it may be the party who is got affected by the decision or anybody else not necessarily we need to include all every time but can we increase beyond these two can we increase to the peers or the subordinate also for example subordinate might be knowing that how tough was this case and how difficult was it to arrive at a judgement so probably they can good feedback about the individual that he is going through the tough time he is in the very tough place the contextual environment is very tough and still he is able to do good job or peers can praise so the benefit of it is called the multilayer feedback system the benefit of multiparty is that then not one single part would not be biased towards an individual you have the support system of other parties also who are giving the feedback on you and then probably it will average out if any party is biased

towards you i need not to just take care of my senior if i please him everything will take care of i am open let him say wrong about me but others will give the good feedback so automatically his biasedness will be neutralized by other parties so that's the one of three concept which is being widely used these days this brings lot of transparency in the system why because individual is also giving input about his performance the other parties are also giving and he is getting the feedback from all the corners so the that he is able to understand on holistic way where he is going wrong or right how is performance is being viewed by many parties not by one party that's the benefit of creating the 360 degree performance management system so three things which I talked about 1 we need to understand the performance management system as an open system which is getting affected by the external environment and which is affecting the external environment.

It has 3 subcomponents the input the throughput and the output we need to be careful while designing or while evaluating an individual we need to look at his input also his throughput also and his output also just output should not be and output when i am evaluating there would be a lot of subjectivity in order to reduce the kind of a subjectivity issues we have to be create more transparency if we follow not exactly the this one but to some extent this kind of system where more multiparty are involved the transparency increases that's one and last one we also need to look into the factors which are under the control of a person who is being evaluated and the factors which interdependency in nature that is also affecting the performance so without looking into it if i am making any performance management system it has lot of problems in it.

Participant - you have missed or you have not taken care of very important aspect where is judicial functioning is concerned it is the bar and very complex nature of the bar which is totally missing in your presentation and our performance is totally dependent on the bar or the functioning of the bar.

Speaker - yeah agreed that's what i am trying to say that starting from the individual...you can include bar yeah that's what i am saying, you can include bar anywhere my idea was that you have to have multiparty the moment we have the one party they tend to be bias now if i am including multiparty .....yes yes sir i got it sir. yes yes sir .

Participant - Actually what is been pointed out that's fine that's the correct position. the litigants are the also the stakeholders who play very important role and in evaluation of judge they play important role now thing is if we go for this 360 type of evaluation of performance already if one person is writing the annual confidentiality report senior is writing it takes a lot of time because he is not only looking after the recording of ACR he is too busy with other work also now if we go by this type of system the ....this type of system put us 2 years back one person would take.....it is delaying the process and if we have this 360 degree sort of thing say the judge are evaluating the judge.....

Participant - But if we are going to follow this 360. I think this would not work in our system because there is always two parties one is going to use bar is also one side so 50 percent is going to, if you are respecting .....support the judge so in this 360 process 180 shall be always against a judge who has decided the case. As far as High court is concerned that is concerned with the output. Who are involved in the throughput the entire our system the court functioning there and the input of course what i feel.....some statements i have made sufficient numbers of courts .....2 sufficient

number of efficient staff.....3 efficient bar management that is my part that each presenting officer has to take care of and entire thing ...all these thing if it fits somewhere i think it will give a better output as far as the output is concerned ...and the evaluation also.....it is only the presiding officer of the court who is interested in early disposal of case. Nor the prosecution nor the defense and sometimes not even the litigants who are not interested in disposing of the case. The presiding officer is always fighting to go home. Are you supposed to know all these things before.....we presume that they know it and they are so many corners why can't we introduce that how many staff he has how many stenographers he has so the entire objectivity is effected but this corners are not there there some cases which are by nature go very long so that's very irritating. So that's not reflected in the performance appraisal. To make it more objective these corner should be included because we cannot presume that they have kept this in view while giving the final remarks. The thing is it is reported by only one person.....recently there may be few lawyers who are not pleased with anybody. But bar has a goal it is a very important constituent to judge the judges. The manner he is conducting the court proceedings....misappropriation is very well known to the bar so totally ignoring them.....because bench is the part of the bar is the mother of the bench . So you are saying that there should be some multi evaluation system?

Speaker - Not necessary 360, we can have 270 we can have 180. Now what i was trying to say that this is we have to find who is giving the biased feedback, and remove that. sir this is coming from here only that's what i am saying the input same person is not able to understand the input throughput and output so if you take from more people somebody has this much more information. Yes yes very true ....but i tell you this is way of data collection. i fully agree with you ....true ....i know that's true that's why i shared with you the Ghaziabad incident .....true true. That's what i am saying a sir we have to look at these two things because the circumstances of these issues are influencing these two things if i don't include these two things and just look at this one i am doing the injustice with the person. Hell lot of time.

True sir absolute true sir. know, just last one thing you know see the mechanism which.... see its not saying that you have to include the bar at all please understand that i don't know that who are the right parties i am only saying that can we have more than just one part as a senior ...that's what the purpose is nothing else that you know, i am not the expert to comment on it what i am trying to say here is if you have just more than one party of senior then they will be able to understand also these two things and they will appreciate that you know boss you are saying that only 3 decision he is given in a month but look at the kind of cases al; so somebody should talk about that . i tell you last one thing sometimes even in this system i may find that there is nobody other than these two p[people or let me give more weightage to this party only because he knows in and out of everything let me give more weightage. haan self-evaluation ... haan right so even weightages can be given according to it i can say that let me give more weightage here no no praise will not these people will not see the people who are directly related to the issues should not be taken into consideration because they have selfish interest the media has the self-fish interest putting the same news with more spices to make it ....TRP ....only those people who are somewhere getting affected can if he think that no they are not ...at least one two parties additional then that so that people somebody will be happy that you know not only one person is evaluating me or if one person is too bias against me somebody is also there....that also can done ..... is it documented .. no but is it documented ...haan so that's ....superior aa Gaya so you got two parties subordinate se superior has come. the experts have to take a call that you know the parties to include. that's always putting

some pressure ...that let be you know otherwise you know .....yes yes ....has to be there ...okay i exceeded the time by lot .

### **Session -3 (P-981)**

#### **Communication in Organization**

##### **Resource Person - Dr. Vijay Gayathri Vancheswar**

Dr. Vijay Vancheshwar - Thankyou, thank you, we will make it interactive and nice because all of you know many things.....we will share and communication as he said is very important, i think more important person in communication, we should know how to communicate with ourselves to manage many things, correct so how important, you think is communication, whatever role you take, take your judiciary role how important is it ...yes see without, which is the best form of communication before, i just go, see today with technology, you have got atm, you have got laptop, you have got social media which is the best most effective form of communication ....so what is face to face , nothing beat face to face, jo bhi progress ho...nothing , now that is a problem today in life, we have become very very insular we are sitting in a room next room koi baitha hai, we send email we don't go and talk to the person, correct nobody has time families also, whole people are getting isolated, there is no personal touch, the best they send the card on birthday, but that cannot replace so personal...so those are things which we should never forget personal communication, nice word, it can solve lot of problem many things can be resolved one on one, right so communication at the very important ...you know yahoo you have heard..Company, those days it is doing well, now thoda down hai, but it is still doing well.

Chris martin one of the senior persons there, he has said many people have said that, what is the most important, ability to communicate is a number one management quality, we agree..Not only in organizations because without communication can we survive. Which is easier to manage, a pet dog or human beings....*pet dog* why were just talking to Mr. rajesh, why is it easier to manage an animal or a pet dog and more difficult to manage ...why can you please tell me, is it easy to deal with children, compared to senior people, i think children are easier they will forget. Even if you hit them, they don't remember. Why is it more difficult to deal with human beings, tell me one factor? The big problem is ...not only big, huge ...people have huge ego, so that is the biggest challenge managing egos. So smart people always communicate making the other person hero and handling life in a manner that you can get the other person willingly. Some leaders here I have seen are very good at that, can we recall some particular leader who are very good, Abdul kalam, Vajpayee. Does anybody say bad about them, even vaypee even opposition will talk good because he has a way of talking there is sense of humor, there approach to life, isnt it, okay so its like the gule...or life blood in an organisation, it runs communication, 2 important things in communication are, i have written here zeal and enthusiasm...zeal kya hai ... what is zeal, what do you mean by zeal ...interest...see we have to show that everything we will talk about another factor there. People see lot of things are not said by words like you said ice isn't it how do you find out in a case, you can know the person is telling the truth or not. how, the eye cannot lie, eye cannot lie ...so person

lie detector ...eyes will reveal the heart, zeal and enthusiasm very important so, i give an formula here for good communication skills a,b,c,d,e so that you remember aacha another thing at the end of the talk we should have some, do you agree...otherwise you will attend the lecture ...accha talk theek tha, what did we learn ....mind cannot remember so there is way of remembering some key points so i am trying to do that what is a b c d e , first we should be ...what do you think is a ...i am saying a is very important in communication. what is a ...before ability first of all we should ...we should be aware ...many times i right, you are wrong ...problems is with others not with me...one finger three fingers are pointing here, remember nobody is perfect, so phela cheez hai, awareness ...b what should be b, I should be aware, yes i need to improve communication, i need to do this then only we can make improvement nai ...next step b i should have a believe, believe that i can do it and i want to do it ..c commitment now you see this ..c is commitment, not only committeemen then we have to apply it some of these cricketers whom we see sachin Tendulkar they say, why is he different from others, he has commitment plus he is also diligent ....lage rehta hai and he of course our good friend ...who we talked in the first light zeal and enthusiasm, awareness believe commitment diligence enthusiasm okay , a b c d e now since it is why i made it , isko again , i have crystallized into three things what are those 3 things ...act and ace ...awareness ..Awareness means. I want to do something, i want to communicate, i want to change ...so wanting to do passion ... okay c joice what to say ...you can say you are wrong, don't do it what's the better way saying it ....just an small exercise ..Suppose i say, i find that you are doing something wrong ...and i say ki yaar nai yaar..Dont do this ...you are doing something nice, if you do like this, it will be better. See that is not as severely.

Hurting the person, if you say no you are wrong, immediately he will put a mental block. so how do you say things is also important, the manner of saying choice, then tenacity like commitment is ...that is etiquette ...the etiquette is the what you say and how you say it, the tone ..Your wrong this is right...can't you do like this ...the way we say things. Makes a big difference say yes or no. even your own children, if you say arey tum yaar not studying, ...whereas if you say that look if you do like this, this is benefit you will get, the response will be more positive, but it is very tempting to be angry so you have to control that, okay right....next there is something called mojo have you heard the word mojo ....mojo kya hai ...communication mei mojo is very important, not only in communication, in life ...mojo is an english word have you heard of the word mojo ....mojo means having an inner positive, attitude to life and showing it in external things ..that we do ....andar mei jo josh aur enthusiasm hai usko bahar we have to demonstrate, so i will put it this way, what is mojo, is a positive spirit towards what we are doing now that starts from the inside and radiates to the outside, okay now marshall goldsmith, he is a trainer, he is very well known he trains people on leadership communication and other things..he has written a book mojo how to get it keep it and how to get it back , if you lose it ...now like you are saying ....aajkal it is very difficult to keep the temper cool, because everything is so uncertain he is right so sometime we get bored in our work same thing and our attitude ...but we should be cautious to keep our mojo, children have lot of mojo ...yes or no that is why we like them ....pet dogs have lot of mojo we like them ...but human being tend to have no mojo but only nojo ....nojo is the opposite of mojo which is ...also we can say mauj ...some punjabis mei hai thoda aacha hai ....which is a good quality.

Punjabis have ....mauja hi mauja ...hai ki nai see that is the positive aspect they have good attitude to life, look at the positive side, they dont become easily disturbed ...theek hai dekha ...that is good quality..So mojo is take responsibility nojo is play the victim mei kya karu ...its not my mistake..so



nojo ko mat dekho mojo ko dekho ...move forward, mojo means move forward ...nojo mean dont take the initiative aacha woh kar raha, typically unfortunately, i think in government nobody take that intiat no ...some people do ....run the extra mile ...satisfied with bare minimum ...love doing it feel obliged to do it ,so again enthusiasm , so if you love doing something, usmei farak ho jaata hai ...how many of you saw yesterdays match, west indies se ....i think he loved hitting sixes. Last ball he hit. I think he loved hitting sixes, last ball he hit about 4 sixes amazing. i think west indies ...mei hai ek mojo hai .....He shows right from the begining. They have have lot spirit is there. See that you had to appreciate. Talent hai. Spirit bhi hai. So even if there is a challenge look at it what i can get out of it? Look at the positive, rather then negative. Okay making the best of it endurity inspirational painful to be around. Some people are very painful to be around. ....they can give you experince. Usko dekhte hi arey yaar ...not come near him ...he is going to eat my head. so we should be people ...who like the company and how to do that. Dont talk about yourself. Dusro ko hero banake keep the hero ....dale carnegie you must have heard, he is a famous writer. How to make friends and influence people. What does he say first ...make the centre of the conversation the other person not about you?

I did this, i did this ....nobody is interested so make the hero the other person. Grateful and resentful. See many times, we are finding ofcourse there are lot of problems. Life is problems, but we have to be grateful for many things....yes or no. we have got healthy body, we are able to hear, see many people dont have that. I cried i didnt have shoes untill i found somebody. So be grateful for many things for ...in midst of chaos learn to be grateful. Because all this impacts our attitude and it's very easy to get resentful, we have to be guarded and we should choose our friends carefully people. People who are positive, not those who send negative energy. Curious, uninterested...zest for live zombie like...zombie is no interest. So don't be a zombie. Okay now, attitude is 2 things for lawyer there is small audio...video ...Cindy Crawford ...she is a lawyer in the U.S so there is an interview she is asked, what is the most important quality for a lawyer. And she says communication. She says very important, magar usmei bhi one communication that is not taught, law schools they teach how to deal with judges, jurist, and registrars. So many people what she says we don't teach. Because our uncle who had legal issue going he was receiving lot of letters from lawyers. He was saying, i don't understand this, i am not able to decipher. We don't train lawyers to talk to clients. You think that's an issue ...*very important*. But they are not trained, we just.....sending communication is not important we should train them. Because you re-assure people. Why talking to them. So she says communicating, with clients beyond sending formal documents. And then of course, listening the second quality of communication is listening. So don't be like, arnab goswami in times now.

No offence, but ....before the other person completes him .....i think Indian context mei there is a big problem, because we are poor listener. It is like the traffic, to many people are fighting for limited resources. Abroad when somebody talks people stop. Wait for you to finish. Uske baad reply karte hai. Even before hear. Before we finish the sentence. ....both the ....level and interruption is high. So listening skills are important. We will see, another video there and some tips and on listening skills there are 3 highlights. Write that down i will tell you, that and then may be show the videos about these things. Listening skills, how to be good listeners, 3 tips so you will remember. Write down please. You mention something which is very important...aapne Kya bola..Maintain eye contact. so if you want to be good listener, maintain eye contact , if i talk to you without looking at you how will you feel, very insulted ....very important to keep eye contact

.eye contact rakhiye no. 1 . Second point, don't be arnab goswamy...what is that, dont interrupt. So first point maintain eye contact. Second point don't interrupt that is ....arnab gosamy ...why i said arnab goswamy.....Because you will not forget...dont be like arnab goswamy. And interupt. Maintain eye contact. Dont interrupt, third important point. Suppose you go to hotel, let's say ...aap 4 -5 log jaa rahe hain. And you are ordering dishes. Five dishes. a orders x b orders y c orders z and d orders x1 , y orders y1. Can the waiter get confused or not. Chances are a will get x1, instead of x. chances are how do you make sure that person, understands what you have said. What is the technique? One should speak well without ...there is technique whereby you are ... nai aap kya karenge, i want you to make sure that bearer understands your order. Okay that is one, any other technique ...how do i suppose, suppose i give you an order. how do i make sure that you are understood, what i said and you give me what i have told you.....who said that ask him to repeat ...exactly good. Ask him to repeat ...uska ek English word hai. Paraphrase. What is paraphrase....what is paraphrasing ....paraphrasing is repeating what you hear or asking the other person to repeat what you say. in the form of main things. Aacha aapne yeh bola.... A ko x b ko y so you ask the person so that you are reassured. So three things. What are the three things? Maintain eye contact...second, dont interupt.....three, so next time when you are listening to somebody and you feel like talking pinch urself. Dont interupt.

Try it, you will find the other person behaving in a different way nice way. So we will see one video there. to give you that, feel of what we said here, what happens in that video is a person and this, i can you can say it is there wives. They are running a consulting company. So they are training lot of people including Japanese. Toh wive bol rahi hai. Wive is telling the husband. Japenses crowd you have to talk to them in small...see Japanese are different, they take there time. Even a cup of tea, they take there own time. They are not hurried. They want to be taking there own time she says that japanese you take your time talk to them separtely. Small groups, so first case he says ...okay(x2) i know how to handle it. So he is not listening.then after following this rule he is listening and he is repeating, oh so you are saying for Japanese. We should have a small group ... she understood and she is happy. He is following that rule, dont interupt eye contact...paraphrase so that is the video. First one is cyndi Crawford, shall we see that. That video first, just to get a feel of. It will be nice to go there....that legally speaking, see this is what i told you, but it will be nice to see that...play.....Voice volume...so she is only reinforcing what i told you. But you can also ....i thought first to establish it wil see what it is.... (Video playing), so she talks about those two things. One is communication with clients not just writing, personal communication and listeninig, many times you miss many things if you dont listen, so we will see how to listen well. In the second video, which i said three things, what are the three things ....eye contact, dont interupt, paraphrase ...okay. I am listening...ok it will here then. So iil come to that later or shall we put that now only, yeah, i am listening what did you said. ....it's good to remember some key things. so communication, one is of course communicating with clients, customers second is listening and in listening three things...the title is i am listening, what did you say.

Good, thank you.... (Video playing). So three things. Okay, thanks. so in the second case, he is following that rule and she is also happy, they both understand each other, essentially these three things, if we follow, many times it will create better understanding, better communication and better relationship between us and the others that is the idea okay, now we will go back to the slide. Full slide please, yes so as i said two things for lawyers attitude is eveything. Develop on attitude so we talked about it. Atiitude to life is very important, mojo we talked about it and we also talked

about. These three things...listening and ....the listening skills which has 3 skills and communication to the customers or the clients. Right, now i am just talking about some pointers. i just thought, you saw narendra modi, campaign was it successful or not ofcourse popularity may have dipped now, but that is because of certain things expectation were very high magari, woh communication technique that he used was remarkable yes or no, he is a great communicator. Like obama, of course earlier prime minister was.....no enthusiasm knowledgeable but not a great communicator. Now what were the things some of the things that, you know you look at narendra modi. There are some 9 points. First was spontaneity. See when he talks. It is very spontaneous. He may have rehearsed but it appears he is relating to the audience, you know there is lot of emotions. Lot of enthusiasm. Spontaneity, connecting with the right modes. so somebody advised him, 2 things which are important they did their homework what were the 2 things ...india still has governance, development he kept on saying in everything governance , development(x2). Governance development so very relevant. Third, focus on long term commitments. So he said. Give me more time. He was looking at the longer picture. To terms visions. The vision, then 5 lead the presentation involve the team.

You saw how he engaged with the audience especially in the U.S, 6.) Choosing the right time. If you notice that timing is also very important, in the campaign when did it happen, when people see mostly T.V.s, 9:00 clock news so they managed it very well 9:00 clock. prime time ....aligning body and mind and heart ...body language he said vikaas ...he used those words vikaas ...then he also said hum sab we are altogether ...acche din and with the smile he used say terms aayenge etc. so he involved them and he used another thing the human mind cannot remember more than 3 things. Why? How many cells do you know the brain has 13 billion cells and what do the speed of words. Only 125 or 130 words per minutes. Indian - French speak faster say 150, so why is it we don't remember many things. Brain is like as i said the fastest thing.

Yudhishir used to ask which the fastest thing the brain is. It goes from here to moon to Lucknow to Timbuctoo wherever ....no time the mind is like a super computer and the words bullock cart is it equal fight, bullock cart vs super computer. So what is the technique? so whenever we communicate don't say too many things, capture 2 or 3 things and in this case, mode used to advantage what did he say when he went to USA ....undone ek bola tha 3Ds you remember ...see you remembering it because he used the technique...india is a big democracy first d second d demographic dividend which means what, young population growing third, what is the third d demand huge demand in the country. Similarly when he went to Nepal he talked about three things information way, highway Tran's way information way (I.T). Highway roads, transmission way or trans way so he used the techniques so somebody has advised him and he also implemented it well. So its just an example. ..not saying 2 many things, capturing the gist. Okay, voice modulation....hamra desh mera bharaat etc,,...chaiwala and 3 things ...informationway, highway, transway he said in nepal. US, democracy, demographic dividend, demand so when you talk please remember to capture gist of what you are saying and highlight then people will remember. So after this presentation hopefully you will remember, eyecontact, do not interrupt, when you speak or communicate with clients or jis se bhi.

Summarize see good speakers always and give the highlights. So 2-3 cheezein yaad rakhna 1,2,3 that helps okay . Sava sau crore etc so we connect it with the inner self ofcourse that's very important in the world. Urbulent world that we are in, how did he connect? We all need to connect

with the innerself. Why is it important? I think you will have session on self development also. No, because most other things, i think that's also important to some extent we should do that. It's very important, because like you rightly, say the fuse goes up easily, because the world is full of challenges personal problems. This problem we have to ....there is principle i talk about in communication, in life also be sincere not serious. What is the difference, i am saying be sincere dont be serious many times they are very serious about everything. What is the difference please? Can you control the outcome? Sometimes, you put 100% effort you dont get what you want. Sometimes you would give 30% and you will get 100% or 90 % that time you dont say. Arey woh aacha mera kismat tha. I did it but the point is outcomes are not in our hand what you can do is. Like in bhagwat geeta do your best. So that is sincerity, seriousness you are always worried. So sincere is with the mind, serious is are emotionally disturbed heart the mind the heart gets disturbed which is not good for health.

Now how do you connect with the innerself? Some techniques. which everybody possible please practice, how many of you spend some time meditating at the end of the day or quietly sitting and introspecting may be you do that. end of the day or morning ....very good please do that, pardon both time, do you think it helps yeah how does it help, what is the plus point. *it relaxes and gives us vision how to work ...* it reduces the pace of the mind thinking and allows you to look at things. with a cooler mind, rather than get, so sincerity not seriousness and one more mantra respond donot react what is the difference ...respond you are in control, reaction you are driving the car, blindfolded suppose somebody shoutes at you. You shout back that is reaction, if you are cool collected and calm and then you are responding, so these small things sometimes dont implement it so respond do not react. Okay so three things listening skills very very important. Now you talked about performance appraisal etc...abhi kiya tha na, there is something called feed forward which is a technique related to becoming better which again marshall goldsmith says and third is presentation, what is feed forward. This is speed back. i am talking about feed forward is trying to get we all have some people whom we trust, whom we are comfortable with we all have some issues we want to correct yes or no , if you can open your heart and say for example ...i am getting very angry.

Can you please advise me what to do is there anything wrong in talking like that do we do that we dont. We should do that speak forward and sometimes somebody has a problem you give an advice so sometimes you are a mentor under the team your are mentee. That is feet forward it is much more effective than just writing feedback. feedback how effective is feedback as i was telling Mr. Rajesh also feedback mei kya hota hai it is more out of necessity, is there a geniuness or authenticity man times we feel it is not authentic yes or no touch your heart and say, yes ...appraisal is it ....it is all nice to talk. You said really we are all human beings is it authentic, the leaders have to demonstrate we have to show the empathy concern. Many times it is ego that play, unfortunately isn't it so feet forward is a nice technique where we can understand and get some inputs and also give inputs. Can we do a small three minutes exercise, or you want to do that?

Just amongst yourself, just between three of you one person says look three of you, you will say that look i have this issue or whatever you are comfortable with what do you think is your advice,so you give the advice 2 people give advice to one person, after one minute. Two other people give advice to the third person who wants the advice. okay so 3 - 3 people or you just do one set is enough 3 - 3 people one person chooses to say ...mujhe issue hai can you give me some advice, so



## Session -4

### Conflict Management

#### Resource Person - Dr. Abinash Panda

Dr. Abinash Panda - Good afternoon everyone say i am more comfortable standing up and walking around okay. So when i am talking of conflict with myself which is usually called dilemma how do we handle our dilemma before we move into interpersonal conflict the topic when it comes conflict we always think that it could be interdepartmental it could be interpersonal but we may dismiss the major conflict we have within ourselves the dilemma but from where does that dilemma comes from dilemma comes from when we don't things what we intend to do we desire to do something but we end up doing something else because of certain constraints which is given by the operatingwand we don't mind so once we do what we don't desire to do deep inside it will be aim doing the right thing or not so many a times u say if you want to be at peace with yourself you must listen to your heart but it is a risk on the other hand if you want to survive in the system you should go by the system don't listen to your heart so it's a conflict between the heart and head it is always there so either we suppress one your heart what your intent is and do what the circumstances demand or else you take the risk and listen your heart and face the consequences that is internal when you don't listen to your intent and do something some people call this self-deception.

We are deceiving ourselves that is one part of the story second part is most often we say conflict between x and y. why that kind of situation arises, if you really analyse somebody says that no conflict is interpersonal why is it so if i disagreeing with u or x i am representing an idea some different perspective different thought process different ways of doing things that i quit ecommmon even if we are talking in our family with our children or with our spouse he or she would bring in different perspective we really end up sayin that you dont know anything we dismiss because we always want to opearte from exposition called winning loose because i want to win at any cost when you are saying i want to win at any cost what you are suppressing are you suppressing a person tell me honestly deep inside we are suppressing an idea a perspective because this idea or perspective he is taking the risk to disagree with you... yes.

So that from a leadership perspective suppose i am there to solve the problem decide something and there are so many people in an organisational context social context any system there so many people giving ideas okay and in any other organisation if you see there would be dominant perspective a particular group which is also known as the elite who would always dominate the minority group so when you are trying to solve a problem when you are decide something and you are the protagonist the leader to take desicon or to solve a problem what we generally do lets not discuss the uncomfortable things lets not bring those things on the table that would create a lot of conflict that would create a lot of enimosity so lets leave it. we are avoiding that situation why we want a quick fix we want a decision that is easily acceptable we don't want to invest time debating discussing we are so result focused outcome oriented that we don't invest time on the process to arrive at ta decision the process to solve a problem in the process what's happening the particular

problem let's say p can be solved in three different ways let's assume it could be this is easily implementable but not necessarily the efficient one not necessarily the effective one the most effective and efficient is s3 but it requires a lot of shift in the mindset take the example of traffic okay i am from Gurgaon so i experience every day the basic solution is put some traffic signal even with traffic signals people are jumping the signals it is more risky because you can't take the red signal for granted even with red signals cars are moving fast rather they are moving faster so are we solving the problem because that's a technical solution and that would work when people will have self-discipline and self-regulation what is necessary to change the mindset because I need to respect the right of road how many of us really think that should be respected and that is necessary so most of the problem in order to have a most effective system in order to changing the mindset debate discussions and lot of ...it gets lot of annexed people have to come out of the comfort zone and it creates lot of problem how to handle it so in any situation in organizational context it would be either you are taking decision or your solving a problem at every point of time.

you take decision to address a particular problem and when we are trying to solve a problem i need to keep in mind my self-interest as well as societal interests right i understand the system from my perspective similarly each other individual is looking at the system from his or her perspective and everybody believes that his or her perspective is correct so coming back to this win lose situation let's say that this is win lose situation and i am powerful and i have got the power and authority that authority gives me a kind of power to punish somebody reward somebody then i can dominate the situation use my power and put a solution that helps me to extract put a solution to me which i think is correct to me from my perspective that may not be correct that may not be effective and in the process i am ruling out all other perspective right most often we do that sometimes what happens if it's a conflicting situation choro an year uske ke andar jaana kya hai what is the problem with that chalta hai because we don't want to take tough decision we don't want to confront we don't want to be challenged we avoid because we are not affected the moment i am affected then I'll start questioning everything so one is i want winning solution things should happen the way i want and otherwise chalta hai what do you think of this that happens day in day out in any organisation any system you are all learnt people what you think about this i am talking you from a managerial perspective so you must be seeing this day in day out so what you think? Then i will give you 3 other perspective i want to listen to you sir.

So, that means you are linking the problem with the person. Right exactly So why you are associating person with idea see that happens day in day out the same idea if it is brought by x i accept it and if it is brought by y i will start questioning because in our society the idea is embedded in the person we are very relational society if x is doing something that's why the subjective assessment rather than objective you are absolutely right. When we analyse an idea and try to solve the problem we say that who the person who is solving the problem is. let's forget for the moment what we are doing in the office okay lets focus on our self the way we deal with others in home with our peers in our society just a min sir forget the role that we are doing the role prescribes certain things that we have to do these these thing in that way we don't much leave way there but sometimes that gives a lot of stress because you don't behave naturally there our natural behavior comes when you come out of office and start behaving naturally at home think of that situation what you are doing with your friends on weekends and relatives or family me what you do sir you wanted to say something.

How to make the other person understand. Sir if a person is coming to you to raise concern what is in his mind? No woh toh baad mein aayega phele he is coming to raise concern something is at stake for him .right that's correct i agree. But sir different people interpret the same law different way woh toh Jo outside hai but laws are interpreted differently. When a person is coming first try to understand what is in it for him why he is coming secondly the way you are saying that is basically influencing that his interest as u have rightly pointed out that so that self-interest has to be met with the solution that you are getting so if the self interest of both person are met then the solution you are taking about would be acceptable to both that's what.

See if you go by what is prescribed in book you will never find a solution. i have seen and worked in corporate also why these advocates are powerful they have more bargaining power they came take the system into hostage that's y they are doing things theoretical solution how to reduce their bargaining power okay that is one thing second thing why the body of registrar as you have pointed are so dependent on lawyer you are saying that without lawyer you can't do much can you reduce that dependency if you can't then again there will be have that higher bargaining power because the problem lies with the system not with one advocate not with one registrar not with anybody the system is designed in such a way that the advocates or the bar council or whatever have got a lot of bargaining power that's why i say the person with the positional authority they have got that authority to control the system they are trying to control the system by going on strike that's the genesis of problem what is the solution of the problem the formal solution is not implementable informal solution the way whether it's an appropriate example or not the same thing is there with the manufacturing setup with trade unions okay the union leaders are really powerful and they are protected by law also you can't do much about it and other day i was hearing that long term settlement it is continuing for 3 years in this place called rudrapur so they have got powers ..So how do they do managers plant head how they do they usually go for divide in rule they information beforehand. So proactively they try to Sir you want to say something.

Participant- Let me say something it as simple as anything because the problem of Uttar Pradesh could be understood by a judge or a lawyer of Tamil and. or by my friend because the magnitude of lawyers the magnitude of pendency the pressure on the judges is of such magnitude then you cannot have a glimpse of it or you cannot even think about that.

How the judges in uttarpradesh are working we have tried all the formulas. We have tried that we have enforced you will say plenty of rules in district courts. Our courts paralyzed for months or say for 2 complete years in 1983. Jurisdictions were transferred and as a last resort our chief justice constituted 7 judges bench to monitor and i should not say it it's not a public platform we are discussing or problems with ourselves. we are getting bits of success there when our 7 judges sit regularly every week and independently quoting the names of the lawyers who are making trouble quoting the name of each and every single lawyer even if it is at the taluka level then perhaps there is some slight improvement there so the problem is very different it is very difficult for someone at a distance to engage as to what is actually happening in Uttar Pradesh.

Dr. Abinash Panda: Right. Okay there is conflict here. See what is visible they are the manifestations they are the symptoms real problems we don't know that's why the problem diagnostic is critical see if you are trying to solve the problem .... I am trying to solve the problem



for last 15 years. so let's not hope that we won't find the solution here also but the whole intent is to diagnose the problem share your problem at least share your thoughts but interest is bit different as an individual for a moment forget that role as individual i have certain tendencies how i handle conflict and forget about that the advocates and bar council for a moment come out of it when i deal with my sabjiwala there also those people who operate from win and lose situation they will fight for it 2rs toh kam karna hi hai apne observe kiye honge. the person is very regularly arguing with everybody kyun because each of us tendency to deal with the conflict in a particular way i am interested in making you aware of that style and here is an instrument i request you to fill it out . Is it okay sir? It won't take more than 15 min but that to help you. Sir 1 ghanta mein nai hoga. yehin fill up karegi then i will tell you that kya nikal ke aa raha hai.

If you see, have you all finished. If you see consider your are two dominant conflict handling style they call it one is dominant one is backup style stepping what happens your natural style does not work you fall back on the backup style so if you let's take the example of avoiding if somebody has avoiding style highest and backup is competing kuch logo ka hoga they would try to avoid conflict but you can't avoid conflict always sometimes you are pushed into a situation then you became highly assertive, aggressive. I have to win at any cost you have pushed me enough so I'll go all along to win it.

Participant - This avoiding viz a viz competing.....mine is the highest compromising. I try to avoid competing it creates unnecessary hostility.

Speaker - Avoiding is dominant and competing is the backup second has let's say that the avoiding is the lowest kisi kis ka hoga agar hoga toh, if avoiding is the lowest it is something like i don't know how to avoid conflict invite problems for myself for example there is a man coming i have being cede i will respond to that man and i will invite problem for myself that happens usually with people lowest avoiding score lets say that compromising is the highest if you see.....compromising what would happen think of yourself think of your personal life what would happen people will take you for granted ...yeah to compromise karne wala hi hai isko kuch nai woh toh haan bolnege hi bolenge so never ever compromise as the dominant style. Compromising style is always the backup style. you go to negotiation table you are going to discuss you are talking to a person if i have to compromise i need to give up these these points woh list bhi hona chahiye if the compromising has become your habit other parties will take advantage of it. Aapke saath ho raha hoga, i dont know. aap soch mat lo ho raha hai.....when you are the head of the function and you are going to implement a decision or try to do something which is good for the organisation but wont be liked by many there you have to demonstrate competing style come what may i will implement this ...jinka competing style highest hai woh log kar payenge easily baki log bhi kar payenge woh log ksr payenge without stress jinka compromising hai ....aapka kisi ke saath ladai jhagda ho gaya aapko kya lagta hai kitna din sochte ho aap. Because woh aapke nature mein nai hai aap reflect kariye you can't compete you dont want to compete. You don't want to compete because you don't want to compete you have never tested whether you can compete or not. ....aap logo ke liye conflict jab hota hai its a problem solving opportunity lets handle this problem and then you try to assess this situation call for a meeting to understand the different perspectives logo ka then its like common minimum programme jesa hota hai na sabka bhala hona chahiye lets find a solution jahan sabka bhala ho usually collaborating style is most effective style when you are

trying to solve a problem agar do department ke beech mei lets say between advocates and the registrars the only way you can go ahead is to have continous dialogue with them try to understand each other because the problem is so deep rooted it will take time to understand the problem and solve the problem so thats why i wanted to do this instrument collaborating styles some kind of joint committee committee kind of joint prepare then try to view the problem jointly and try to find the problem that is the only way i don't understand your context to be very honest so i can't say anything about it but theoretically speaking technique wise collocating style will help you to handle the conflict between the advocate and the registry.

If you are compromising i have already told you. accommodating is effective when you have started with certain assumptions and realize that you have missed out certain things in those certain things you should go for accommodation accommodation is basically suppressing your own desire and goal and allowing other person to have it or else if the relationship is so critical then you try to accomodate but for leadership situation when you are doing some kind of conflicting situation then you should not do if i take the example of lawyers registry is accommodating with them because if it is contempt call court and we are not penalizing them we are accommodating with them it won't give the solution them Hai sir. Broadly this is what it is and if you see another core line where you got percentile this one okay. for each style you have got a score competing compromising avoiding and accommodating okay try to map your score in this scale for example somebody has got let's say competing mei 2 or 3 so just circle on 3 that means you are in that 20 % and 30% percentile of global norm aapka position kya hai globally okay so that it is basically benchmarking yourself in the global norm it doesnot help much at individual level but you must know one thing you must develop all these 5 styles so that you are verstalie because diff problems diff situation requires different kind of style sometimes you need to compete soemtimes you need to compromise sometimes you need to accommodate and sometimes you need to collaborate sometimes you need to avoid.

When it is very in accommodating and compromising that means it indicates that you are not asserting yourself so you need to assert yourself. Okay anything else you would like to ask you are most welcome otherwise i will close the session. Anything that you would like to know. Because either you are using certain tool too frequently or you're not using at all that means you are overusing certain skill and underutilizing certain skill though you have the potential to blend all and everything so you are not able to use your potential to the maximum and because of that you may not be effective as an individual you could be more effective if you moderate things. see that's what they always say but sabka aisa nikalta hai let me very honest with you. i have used this instrument with many places everybody gets some kind of extremes but you need to develop a developmental plan what i should do what should i start and what should i continue you must be aware of this think over it you all are learned people you can always think and so the intend was to make you aware of your conflict management style rest is up to you if it is relevant and making sense to you use it or else its okay. Because you know yourself the best.

## Session – 5

### Time Management

#### Resource Person – Justice Sunil Ambwani, Dr. Bharti Sharma

Justice Sunil Ambwani: Very Good Morning to all of you. the expert of the session today is Dr. Bharti Sharma she is been teaching as a professor in indian institute of public administration prior to that she was professor in Assam, head of the MBA department in Assam she is also wife of Dr. Mukundkum Sharma, who retired as a supreme court judge. Mam, it's an honor for us to be with you over here because it's not quite often that we have this special interventions. I referred to you because you also must be in the capacity in knowing the working of judiciary. because justice sharma has been a Judge in the Assam High Court and so i believe that all the judges work as the team their wives also get a lot of information about the manner of working of judiciary i am known to some of judicial officers from UP AND Rajasthan i have practiced for 25 years as lawyer out which 7 years i was in supreme court as advocate on record then i was alleviated in high court of Allahabad in 2001 worked there till 2014 and then went to Rajasthan as chief justice for a period of 1 year.

So it's always a great opportunity to come national judicial academy to brush my knowledge expertise which i have gained as a judge also to interact with you and see how the judiciary is progressing both in the matters of academics, judicial knowledge as well as this administration management i was great votary of judiciary being trained on administrative and management side ordinarily we are not managers our fuction is judicial function we were just discussing that neither in our law school nor in any academy or in any training programme which are undertaken in state level judicial officer are given any kind of modern management techniques but now the judiciary is managing its own affairs one of the feature of the judiciary is independence and in order to guard and protect our independence we take multifarious tasks and duties upon ourselves the latest one which has been added to it is recruitment which earlier was in the hands of public service commission but now almost all the high courts under the directions of supreme court are undertaking recruitment now apart from these we have court management earlier you know the court administration and management used to be passed on techniques of court management and administration used to be passed on from generations to generations of judges it used to be never given any kind importance everybody felt that well administration is something which is given in the rule management is something which is inborn with us.

We know and we learn these things but as we know these two subjects are very very highly specialized subjects both administration and management the management is the judicial use of the tools and resources wit are with you now that since we have all the kind of multifarious task with us it becomes more important than we learned it the techniques of administration and management from the experts now as we know that we are not working in any profit model industry or success is not seen with the balance sheet of the profits that we have earned in a particular year which is very common with the business models we are in a service oriented we can't say industry service oriented organization the success quotient of the judiciary is measured in the has been measured i do not fully agree with it with the number of cases which are decided and no of cases which are pending infact the work of judiciary is entirely indispensable in our

administrative setup in our country and the success of judiciary is measured by the quality of justice which is delivered in a timely manner to the citizen who approach judiciary for their variety of problems people just don't approach judiciary for since they are either the victim of or incident of crime or as we commonly understand judiciary is a more complex organization that it is in corporate sector it is in taxation it is in common relationship between whether it's a personal relationship between a husband and wife and landlord and tenant which is also a very complex structure now in the manner that the judiciary also virtually caters to or reviews and interprets the policies of the countries both fiscal policies as well as the administrative policies almost all kind of policies comes in the fold of the judiciary for scrutiny whether it is an economic policies of the government or the reservation policies of the government now to give the best we have registry in the high court the registry not only manages the administrative functions of the judicial offices and the employees of the court but registry has now been given many more tasks.

As I said recruitment and one of the most important task which has been given is the ICT management information and communication technology this is the latest last 5 -10years and the another latest feature is the ADR systems alternate dispute resolution system all this are new as we have new laws we these new techniques also to in the judicial administration now unfortunately we don't get exposure to the techniques as to how to we are going by the experimenting methods and sometimes we have directions from the supreme court now the times we have directions from the high court and since i have interacted with almost a variety of judges Allahabad being the peakiest high court in the country with more the 10 billion cases pending about 2400 judicial officers and the sanction is ...of judges which is never been filled up because we have an infrastructure of 120 but at the best of the times there were 96 i was also given and rather I willingly took a lot of administrative responsibilities we have here Mohammad faiz alam khan. Mayank kumar Jain and Ramnagina Yadav faiz knows very well we have been interacting I was in almost 29 committees of allhabad High Court which give me a lot of insight into the functioning of high court and which experience i carried to Rajasthan and tried to im,pleenr it now todays topic is Time Management it may appear to you most of you that what is so greta abt time management we know all of us manage our time very well all of us are good performers also in our own individual manner so what is important about time management that the academy has devoted a complete session and invited an expert intervention to it.

Just as a introductory remark i may say that in everybody's life time management is extremely important because without time management you may ultimately land up into ...even if you start with the best intentions to a venture which may go nowhere as we say time fleets it goes away it , there was a beautiful illustration on WhatsApp messages which was given this there is something which is available to you today the same time may not be available to you tomorrow once it is gone it is gone so even each of us has an equal measure of time with us so no one can say that there is any kind of a special advantage given to somebody with time everybody has those 24 hours in a day and every hour has that 60min and every minutes has 60 secs. If you want to achieve your goals. if you want to achieve your targets it is the same time which is available to us to be managed the common complaint which everybody hears everybody is when is either given little work or lack of time i don't have time it is kind of thing that you will hear from every administrator every manager even if ....and judges but the judicious and the use of time may perhaps give us more advantage then the other now time as we know is to be put to the best use requires planning organizing and scheduling these are the three beautiful terms which have been placed by those

who are experienced and expert they also say that the time management is having control over time time which is fleeting away how far you can have control over time. i was just going through the articles which have been compiled by the coordinators in this there were seven shipmen the shipmen who is one of the authors and one of the experts of the time management says that in order to have the best use of time first and foremost things to be aware of yourself your knowledge capacity and competence then comes the structuring time appropriately then is setting goals and priorities increasing personal efficiency and priorities increasing personal efficiency and personal effectiveness scheduling time for activities all of us think that time management means only scheduling time as to how you put your agenda in the morning day or for a month or for a year but these are all factors which go into effective time management estimating the the establishing new and improved time habits scheduling time for activity and one of the most important feature which they find in these items is in that schedule also scheduling your relaxation time because no one can have the same energy to go on with the time in my view that one of the best time managers from which from whom we can learn is a housewives we normally ignore their activities as she begins her day the most important feature with a housewives is that she has to balance her time with timings of others with the children husband relative neighbors friends and even the workforce which works.

She looks after the needs of almost all of them balancing their time with her own time how she begins her day how she ends it how she finds time for relaxation is something to be learnt. All of us have a lady in the house now most of the lady are working also now that makes their job more..i want say difficult rather more interesting i have two daughters both of them are lawyers who are practicing in supreme court i see them how they manage their own time with time in the house also so time is not only a man's domain it's a domain of everyone and we can learn from each other and i believe that most effectively we can learn from ladies who are structuring and factoring their time which infact goes to help others and i have seen very few ladies who give actually credit to them and most of the men are also i can blame them also for not giving due credit to their wives for managing their time now the... i just only mention one more thing the time is not only for working time is also important for relaxing time factor is also taken into consideration for diseases also the management of disease like diabetes now when you go to endocrinologist for consultation for diabetes he or she will tell you that time management in diabetes is very important factor the time for taking medicines the time for exercise the time for food the quantity of food as to how the diabetic has to take the food that become important and valid factor. all of you have seen from your designation and the important function which you are doing in the hc registrar confidential selection appointments recruitment miscellaneous computerization each one of you are working tin a responsible position and i believe that these posts have been especially created for the help in the administration of the courts for all of you time management is a very important factor we will come to other subjects later now i will hand over the session to Dr. Bharti Sharma to give us an expert view on time management.

Dr. Bharati Sharma: Thank you for your nice intiation of the topic and infact you covered all the area which needs to be covered under time management still i have to duty first about myself i did my graduation postgrad from du them i got married and joined Guwahati university as a lecturer and there only i become reader and professor and when i left Guwahati university for personal reasons and i was the professor and the head of MBA department then because of my husband's transfer to Patna he that time he was elevated and he came after 10 -15 days or one week i don

remember exactly immediately he was transferred to Patna H.C and it was in 1994 at same year in December he was transferred to Delhi high court and i didn't join him in Patna because it was easier for me to get a job in Delhi so i joined Lal Bahadur Shastri Institute of Management. It's a good institute coming up well but i may come from the university stream i was in a private sector working in a private sector my children were young and it was little difficult because as you know private sector is very demanding everywhere but you know the problem is there for placement in government at least you get sat or Sunday free there in although it was a management school we didn't get even sat Sunday free because companies used to come for placement on sat Sundays so i was looking for an opening so i joined NTPC for some time then finally in 1988 i joined Indian Institute of Public Administration recently retired from there. I could remain there because my husband remained in Delhi high court as chief justice also and from there only he was alleviated so i didn't had to move again with him.

Now about the topic. He has given you know very good introduction to the topic but i will start with it and distribute some questionnaire also so that you know your management style how you manage your time little effort on that i don't know how effective it will be but still I'll start formally with my presentation so why i have included stress because time is if you cannot manage time properly you are stressed lot stress is due to not being able to manage your time properly you are hard pressed for your time and so you are stressed and deadline comes and it is very difficult to manage i will skip because i will not put stress part but i must tell you just a go through the slides because we have a very wrong impression about stress, stress is not always bad there are some stresses body response to the environment because in olden times if you think of the primitive people when in the jungle when they were in the jungle when they saw a animal ferocious animal but would be there response what will be there response terrified yes but what will be the response being terrified is something internal what will be the external ....yes defend that is fight or suppose one cannot fight flee these are the exact two responses which I wanted fight or flee same is with time suppose if you were given a deadline i will mention time more than stress because stress of course is there and suppose you are given a task and you are given a deadline if you can meet if you think that you can meet the deadline you will fight you will do it and suppose you cannot meet it you will be stressed and may be if it is possible to tell the person that has given the task that no that it is not possible to do it during this time but this is very very important.

But some task has to be done within a time frame so while fighting you stress yourself stress is like a rubber band like you stress it expands you give the best performance when you are under stress because you expand yourself all your adrenaline glands starts working secreting faster and blood rushes to your brain and all that so you perform your best but if it is stressed even ....effects then its breaks down so coming to that stress there are 2 kinds of stress one is distress and other is stress suppose getting a promotion becoming a father getting married all this were absolutely stressed you know ...what kind of stress is that very happy stress that's why stress is not always bad one is because of this and other one is under stress you perform your best. Others i have already discussed eustress challenge becoming a parent receiving an award while going and receiving an award you know people tremble and shiver why stressed very, much stress going up. People try to avoid it and bad stress is financial loss problem in job interpersonal problems illness traffic jam and i will just give you just one ...a two topics. two points here because personality factor and pattern of behavior and personality factor I say that stress because sir have mentioned you never had any input on management ....have you ? Maybe you have attended any other programmes also

already some inputs on various topics on management but oh yes. Yesterday you were in the organisational behaviour topic that gentleman was discussing about personality types . personality types are differentiated in different way but one is type A and type B personality type A people are very stressed you know very restless and all the time they are very excited they want to show the world that there good at the work you know and very restless all the time and they want to be the best type of and the another type is B type of people they are also good but they don't show off they would do it quietly when they would do the same work and perform the similar way but because of the difference in the personality the way of handling the issue is different so who will more stressed then A type of people but depending on neither of the type is bad or good but as we from the management discipline behavioral scientist should be you know proper fit between the job and the person there are some jobs where A type of people are required but there are some job where b type of people are required. I think for your job.

You all are working behind the scenes and those people are very important and they are assisting you are really doing a staff function as we call it you are doing a line function i will tell you i mean i will say that your function is a line function you are the people you know who are helping the activities of the whole court an so but you should not get edited you cannot be given a particular task you can sometimes intimate things but always your job order are...comes from higher courts. and another point is locus of control there are 2 things these are things that you should know in life that's why i am mentioning that's why there are A and B type of personality then there are 2 types of locus of control. Coming for a management course conference and not knowing a few management jargons is not good so that's why i am mentioning may be he mentioned yesterday no locus of control. And locus of control is whether you think that your action is due to your own efforts own internal that is your own efforts your capability your qualification. or its determined externally for example i give an example from different field but you have to give me example from your field suppose in an examination a boy doesn't do well what will the boy say what are the 2 ways the boy can handle that situation doesn't do well in exams. Just one response i got i could do better next time i will do better i didn't make right effort i didn't study well. that's is the internal locus of control the all the rest is external locus of control and the person who has internal locus of control can achieve better because you don't for .....Where your point in blaming others there is is no point in blaming others because all the time you keep blaming others and don't introspect then you don't improve okay i skip a few slides and yes you have to give example from your side. Those may have internal or external locus of control some examples.

Because you know this is again a management concept you can delegate responsibility but you cannot delegate accountability because although even if you have said that somebody else has made a difference the accountability would have been yours its good that you yourself have taken the accountability so that is the best so this is the one message for you have to delegate in time management also delegating is one very important component of time management, if you keep everything you don't trust anyone, you keep everything to yourself then you will be overstressed overburdened with work and you will not be good manager i mean although you are register sir just mentioned that you haven't done any management work as such you are all managers in your own right may be you really be called really leaders but you are leaders in your own in self. because leaders are managing a team a person who manages a team also is a leader and you are both manager and leader in your own right so managing things the job which has been given to you what does a manager do i mean ..whatever job is assigned to a person and doing it effectively is

you know managing things and leading is a step ahead leading is managing the team properly and giving ideas to those who had issued orders to you for example ...judges it was your duty as a manager or in any other role as a leader that sir this is not okay this is called assertive skills in management terms sir this is not okay because this is ... you have to i am telling you in front of you because they are little apprehensive you know speak to judges you know and saying no or giving suggestions but the way you give the suggestion don't offend the person but still you give the suggestion. But if you do not give the suggestion and you know it is going to be wrong and if that task is done in that way in that manner it's going to be wrong. That there would be some problem then you get stressed why I didn't tell them earlier. Even if the person does not listen to you doesn't take your suggestion it's your duty to give suggestion go forward and give suggestion if the person does not take your suggestion its fine i have done my duty. just always remember this to avoid stress and you will be stress free mene toh bol dia tha yeh toh hona hi tha, you dont enjoy the situation but still you are you know free your conscience is clear rest i wont, i think will leave the stress part i will go striaght to time management effective time management don't say that i don't have time. You don't have time.

You have exactly the same number of time were given to Helen and so many people for that period. He was the inspirational writer/author very famous U.S author and he is very right bad news is that time flies okay. but the good news is that you are the pilot, right such a good news although the time flies but you are the pilot of that flight aircraft you know so there are 24 hours in a day and it cannot be extended you cannot manage the time time management we keep on saying. We cannot manage time, what we can do is we can manage ourselves. A few tips quickly..1) find out where you are wasting time ...2) spend time planning and organizing already mentioned 3) create time management goals look at behavior that can interfere with successful time implement a time management plan not just set goals but track the time if they are helping you to increase productivity and decrease your stress that's why i am coming back and forth from stress and time. ....any question in this point/ any query /... i would like to handle it right now only okay.

Participant - In a corporate area there is a ...time given just like that ... whether there is any such method in our system to control the time allotted to other person suppose we have given some work to our subordinate we have to see whether he is doing that job in time or whether he is wasting how that can be checked?

Speaker - Very important question it'll answer that this is you know again a management concept this planning organizing leading controlling. Planning is you plan whatever it is i mean i won't go into the details of it, it will take a whole day you know all management concept. planning organizing suppose you are given a task then you plan plan at what do you do at the stage of planning you decide. Suppose you are given a task what do you do at a planning stage, how to do it the time frame the budget and all that and then organize who will do it. who is the best people in your team to do that task that is organizing you know assigning the task then controlling your answer is the controlling suppose the task is to be completed within one week so after 3 days at least not 1 or 2 you call all of them and find out how much they have progressed this is in management terms controlling so from again after 5 days or 7 days 5 days again. You know just 15minutes meeting with that group how much they have otherwise at the end of one week everything would go haywire because of that otherwise you can correct why you couldn't do it you know whatever may be the people may say that your teammates may say that i have difficulty



in doing this i have difficult in doing that you can kind of help them. Finally you are accountable for that although they have delegated you are accountable so you have to make them capable we call that empowerment. Empowering them, just give in task and again while selecting who will do what you have to see that whether they can do the task or not. you give a task and you don't find out whether they would be able to do it and then where is the point, that's why you have to give the task if you give the task the person is not capable then make him capable first how do you do it with instruction, with proper instruction and proper discussing that this is how you are supposed to do it otherwise if the person could not do it still you give the task and again the task will not be done there will be obstacle in doing that. Have i answered your query? You can't have timekeeper like that in corporate sector but this is what you do.

This is the second slide, I think. ...prioritize what you have to do today what is most important what you do immediately and what can wait that is called prioritizing start each day prioritizing the task keep a planner this is very very important now it is there in the computer, i mean your mobile phone planner and notes and everything is there so it becomes very very convenient otherwise you had carry big notebook all the time you know everywhere learn to dedicate this i have already mentioned this i have already mentioned, learn to delegate . If you cannot delegate you cannot manage time and you are you become much stressed. And again delegating is very important you have to know how to delegate because even if you delegate you always remember that accountability is yours finally if something goes wrong the blame will come to you only. So you have to choose the right people, who to delegate what you should know your team whose competency is what who is good at work.

Establish a routine stick to them as much as possible because whatever you do you can't be so strict that you will stick to adhere to the plan so sometimes there should be some scope for not adhering to the time also. Then get into the habit for setting time limit for the task. For your personal work also. Even in your personal matters you know whatever you do. That again helps in avoiding stress be organized waste a lot of time ...avoid clutter you don't clutter your table like computer desktop like our table now of course in the table desk hardly anything on the table everything on the computer desktop. even the computer desktop gets so cluttered even in computer i have experienced it myself i can't find anyway i have to searched so much to find sometime a file so you be careful that really helps in managing time do you agree otherwise in the house also you are supposed to ...although i am not a proper housewife but still as you said i have to manage.... sometimes i loose the keys and i have to during my elder son's marriage i lost the keys the main keys where the jeweler and everything was there so what to do i just you know i didn't search at all i said just let it be then the people got a key maker you know and opened that lock i used look for it in this house shaadi ka mahaul hai kahan kon kya rakha hai kuch nai pata toh where will i find it .

But that is ofcourser something which could be helped key maker could come and open it there are sometimes certain things that cannot be helped so it's good to be proactive and be very very organised even the most successful people are always very organised because the dont have to waste time in locating things don't waste time waiting do something worthwhile while....there are always under laptop you know say in the airport ...you know , our generation haven't got into that habit but may be you know instead of wasting time there why not do something worthwhile or if nothing else, read a book conquer procrastination that's again very very important like I'll do it

I'll do it you know you keep on procrastinating I'll do it tomorrow and then tomorrow never comes you know it's like that Hindi mei hai na .....it should be like that avoid being perfectionist this is again very very important like for us we write research papers and every time i go through it i like to make some changes again i go through it before submitting for publication but if i go on and on i will never be able to publish anything in life. for you also there will be something's some minor mistake will be there you cannot avoid any function anything any job you know kuch toh kuch rahega may be people will not know so minor mistake the people will not know but there will be some mistakes always but learn from that learn from that mistake so that you do not repeat it next time but dont because of trying to be perfectionist dont withhold your work learn to say no which

I have already mentioned no sir no madam no to your i mena anyway where your spouse even to your children nowadays you have to explain them why no you can't say no just like that, your children would not listen to you just by saying no to it you have to saying don't do it you have to tell them why not do it here also while doing your job in your job life i say as a registrar of high court so sometimes you have to say no to many people i will give you one example why do you have to say no to manage time and avoid stress suppose somebody ....you are very busy in your work and somebody comes from your hometown or you know village or some such place and you are very busy and you have submit something tomorrow morning or deadline is tomorrow morning or this evening at say morning or in the evening somebody comes and say that person is very relaxed all the time in the world what do you do say no need not that way but even if that person gets offended you have to tell him so you do not offend him but there will be people who will still be offended that woh toh bahut busy ban gaye hai aajkal wahan delhi pahauch gaye bombay pahauch gaye abhi time hi nai hai unke pass but you have to resist that because time is important that person can wait and so again you know the way u say this is not right there is a proper assertive still straining also reward yourself with time for relaxation and go for a movie or outin with the family and after a very important job a very important job for example your kind of job swearing in or anything of the chief justice very important any other important job. ....people have different ways of rewarding oneself.tell your people i have done a very good job where is the harm that i have done a very good job tell your friends you know i have complete this.

You know whatever job it is. Because different kinds of registrars have different kinds of job whatever job it is finish the target and reward yourself this is again very important ....yes again it is very important ... your way of managing time or your way of managing yourself will be different from ....everybody will have to although certain things are the same planning and prioritizing not procrastinating.....but still some will multitask but multitask as the time management concept says is not good you have to do one work at a time but still there some ppl who are good at multitasking let them multitask that way also people can do there is no problem but as a rule you should take one job at a time one task at a time. In the meantime we distribute ....there is small question here you just have to one has to be very honest and do not think just go on answering you dont take time to respond whatever comes to your mind first. ....either a scale has to be 3 point scale or 5 point scale when we design scales then either we make it 5 point ...this we make 3 point but it can be made 5 points also then there will be 2 in between . Then. Let everybody finish it ....wherever you put always assign 2. And sometimes one and never 0.....all always 2 or sometimes 1 and all never 0 sometimes is one...okay 38 i tell you anybody who has completed and calculated the score.

Okay you have to work on time management skills if it is less than 25 okay and 25 to 36 your work is stressful okay you have to take steps. then 30-37 you manage your time well okay 38-44 you have strong management skills i don't know if you are being honest or not . 45- 50 you have outstanding management skills 45-50 is the highest ...you have outstanding management skills 38-44 ....and 25-36 your work carrier is stressful that means you are not able to manage it well and below is you know totally out of control below 25 is out of control. 30 -37 you are managing your time well .ill repeat again.....sorry sorry 25-30 you work carrier is stressful and 30-37 you are very right thanks for mentioning ....its okay now you are clear now now recap quickly in 2 minutes because in management there is a concept called kaizen you have to be different person from 9:00 clock to 10:00 clock there should be some difference in you something you must learn even if the lecture , you absolutely dont like the lecture the resource person is worthless but still you learn something here what have you learnt from this one our lecture what have you learn just recap one or two point which you can take back ...prioritize then organise pardon .....self introspection..Introspect because locus of control...try to have a internal locus of control right and dont blame the outside world so much ...i mean many outside factors will be there but, only the outside factors for other factors you have to take the blame then all stress are not bad you perform your best when you are under stress examination time 3 hours you put in your best all the years of efforts you put in during that time because you are fast you are alert ....because you are under stress.

Concentration is high just before the examination you are stressed but you just skip through the papers in your notebooks and you remember everything you know that way then delegate ....yes very true why stress if you get a job i mean why be very depressed and yeah....another job we have very happy ..oh another thing i must tell you this is very important one is rusting out and one is burning out under stress and you really burnout elasticity breaks sometime an . when you are burned out ...there can be breakdown right then you have to take medical help that's a different thing absolutely you cannot manage time you cannot manage stress but rusting out is worst then burning out suppose you are given a beautiful room and all the computers and everything and many people and a team. But you are not given a task. You will be the most stressful person in the world. People don't understand my work, people think that i am workless, and we keep complaining we are overburdened and we have so much work but think about the time you don't have work. After our retirement for example we will be so busy you know i mean now if we don't have any work we have to keep ourselves busy otherwise we always say that you know my brain will rust. you will realize then only after retirement that how being busy was better then you know being not having work even now in IIPA we train group A officers I.A.S elite defense services army navy air force and all that and all the senior ones . Sometimes they get transferred without portfolio without any job and they are the most unhappy people in the world ....kuch kaam hi nai hai posting ho gaya koi job assign nai kia aisa position hai. Its better to be busy then rather burnout stressed out and rust out. Anything you want to ask finally from your side. Anything you want to ask again time is up but still one or two questions. You know this is very necessary. Questions from your side. I think it was self explanatory.

Participant - One thing i like to say at the end of the session whatever goes through for time in the administartive and management also goes true in the judiciary and most of you are on either on deputation or in the High court discharging your work as an administrative and all of you will go back and the time management in judicial function is equally important. With a little adaptability

time management not only in your own to how you manage your own time when you sit in the court or what time you take in delivering judgements but also time management in cases also ...handling the bar. ...today is the biggest problem ...we were interviewing a young girl in the examtions she was a young girl just passed out because there is no experience required so i asked her a question you are given a job civil judge junior division and there is lawyer who is difficult to handed and he is only seeking adjournments in the proceedings what are you going to do ... how are you going to manage it and i got one of the answer from that young girl and that answer was. Well adjournments that i have to give because there are so many other reasons which we can't refuse but i will not give long adjournments i will give a date after a few days or one week like that that is the best answer that i got from that young girl.

Now the Supreme Court has also fixed the time schedule for delivering the judgements in 15 days in session trial 1 month for the high court judges three months that also do not reserve too many judgements at the time. fix your board acc to your work and covinenace and another thing i like to say here that the judges you know ...those who do not fix there board properly they cannot fix their time schedule themselves many a times they fix 50 cases when they know they can do only 15 ...they cannot do more than 15 to 20 cases so it is the judge who seeks the adjournment in many cases and sometimes you know we have to also honor others time when we are running our time. Like when we sit in court we don't realize that there are so many people who have come to us litigants lawyers who would be happy if they are told that your case would not be taken up today. I am giving you the date so instead of giving dates on the end of the day you should give it in the morning to those cases which can't be taken up which you know can't be taken up you know you will be saving time of so many other people very good.

## **Session 6**

### **Leadership Skills**

#### **Resource Person – Justice Sunil Ambwani, Dr Dipti Bhatnagar**

Dr. Dipti Bhatnagar - I have come here for the second time i have to say that everytime i come here its a pleasure to interact with you people and also to visit your lovely campus...you know once i come here one doesnt feel like going back so you know you invite guest faculty like me at your own risk we come and then we may decide to stay back anyway i am happy that i didnt attend the previous session on time management. Unhappy that it is my loss i have not gotten those tips for managing time well. but happy in the sense since i do not know those tips i may not be able to manage my time very well in this class so I hope you don't mind if we spill over slightly into the next session because it happens to be mine so we will cut into some of the tea break and the following session is also mine before the lunch.

So i hope you won't mind little bit if we also get into slightly into your lunch time because after all i can say that i have not attended that class on time management so please excuse me. So i don't know how to manage time. so happy to be here, I was just wondering i don't know if some of you have heard the name depth Bhatnagar in some other context no have you does the name appear familiar to you in ...you have heard yeah is there anyone else who has heard depth Bhatnagar name in the context of let's say show business and ....you all so you are not speaking up okay you know

when i travel sometimes i present my ticket at the counter the counter person looks at the ticket and looks at name and suddenly brightens up and asks me where is dipti bhatnagar. the counter person thinks i am checking on her behalf then I say I am dipti bhatnagar then they say okay okay you know they have to expect that disappointment so I am the dipti bhatnagar who is going to handle the class and not the person you are familiar with. Okay so please bare with that okay i was just wondering what was one talk about leadership to a group like yours. You know in the final analysis we have to put it back saying leadership is essentially what each one of you is doing. And leadership skills is one what you are practicing in your different roles. actually i dont intend making this lecture session at all so we would make it interactive listen to your ideas about what it means to be an effective leader what kind of skills are useful in carrying us forward my role would be to present somekind of framework to carry it forward and may be some ideas that we can take back you know as part of the conceptual framework we can fit in our experince so i hope that would be okay with you.

So i am inviting you to participate and then we'll develop the theme of leadership together because you know one cannot really have the audacity to talk to a group like yours and talk about leadership skill and so on actually those are what you are each one of you is practicing for so many years with this let me just move on to the question about general question because if look at leadership and try to understand what it is looking at two great pictures of two great leaders that our country has produced i mean just look at those pictures one can draw so many inspiration lessons but coming back to the framework of an organisation when we talk about the leaders they have been tombs and tombs they have books there are articles thousands of book if you just carry a google search for books and articles on leadership the material is actually boundless and the challenge is in one hour how do we put it together i mean so we try to simplify that challenge by saying that actually in that session we are just trying to talk about leadership in our context yeah there can be so many context there can be political context they could be larger governance context ....but in the context of role that we play and we are going to build this on our experinces so it is actually not so much that the theories that we know about leadership but what leadership means to all of us present there. so if i were to ask you what do we understand by leadership what would you say and again i am saying i am not looking for a definition i am just saying that what is our understanding ....about leader who would you call a leader ...all right.

Please bear with my handwriting i can only say that in earlier times in younger times it used to be better but i hope it continues to be legible okay alright a person can you repeat please...*a person who leads its team to achieve a particular goal.* Can I add here it does not apply to the people here but you know for this kind of group we cannot even create an opportunity where there could be charge about gender discrimination and so on so here is a team to achieve a particular goal? Yeah okay great i think this gives us a starting point. I think we can just embellish it for ...yeah....all right when we are talking about leadership we are talking about a particular goal it fits into a vision and vision necessarily means of the future yeah. okay i think you know this is coming from the depth of your own experience so we are not talking about theory of leadership we are saying a leader is a person who has the ability to take his or her team into confidence and move further with the team yeah towards the goal so taking the team into confidence yeah .....yeah ...so we are saying he aims to achieve a particular goal or job whatever job he is doing in adverse circumstances okay i am sure this comes from your own experience also you know leading is normal times leading but there could be also situations there is challenge you know something has changed or

something has disrupted the ongoing simplicity of the situation in those adverse situation if a leader can successfully accomplish the job the task the goal that is assigned we would called him a good leader i think we have essence of leadership anyone wants to add to this. ....so we are focusing on the team and taking the team into confidence aspirations of the team.....one thing i would like to add a is there b is there ....he work little for himself more for others he can be good leader....focus on others not self .....lead plus dear ....i have never thought of this i think we can refine it that way so you are saying ...dear and how do we lead with dear you know we can still delete with your permission delete d and land here to what people are saying okay if we are saying that a leader is a person who has to pay attention take team into confidence respect aspirations of the people and working for the team not so much for the self of course if the team wins he will be accolated you know i cannot really you know separate myself from the achievement of the team but i don't put myself in the forefront wham we are thinking that what would be strategies i adopt to move towards the goals right so good ways for us to get started ....yeah sure ..... *i think in my view either he who prepare his team in such way that sometime in no longer needs the leader...* okay there is one interesting discription of the role of the leader.

A leader is a person who makes the team do something in a way in which he or she wnatns them to do you know at a time when he wants them to follow processes that he wants them to do follow because they wanted them to do. you know so the leader truly aspire the team act in such a way exactly the way he wants them to act, but they do it believing that it is there dream that is there methodology so that leader becomes redundant so great leader indeed .....They are leader ...we use so different terms to describe the leaders yeah. And you know we use different terms to describe... someone talks about follower leaderswship and whole lot of things but essentially team members feel that actually i won this i am the leader and others are coming with me ...*that would be like either he is one who creates more leaders* ....yeah yeah sure so i think great ways for us to get started and now we move on before i move further i just wanted to check i hope all of you have filled up the lead questionnaire. i hope you all have filled up the lead questionnaire yeah filled it up and how many of you have not filled okay 1 2 3 are there any more or ...those of you who have not filled you know lets get a sense is it fair for me to assume that rest of you have filled it up yes or no yeah you know once the disucussion proceeds then of course those of you can fill later.

But it would not be the same thing so i just requested you to fill it up and kindly keep it ready at some pont of time we will return to the quetionaire.....so there are collecting it filled up questionnaire ....they will keep it right yeah yeah ..... don't worry about that if you have filled up the first part of the questionnaire first 3 pages i think yeah 1-12 tats all okay ....those of you who are not able to see the board i think you must be able to adjust your chair little bit ....let's say you know just drawing up upon such a well thought about the insights of leadership we have just generated we can say that a leader is an individual who takes care of these to and uses the team to achieve the goal or the task yeah ....you agree i think the first definition of leadership had mentioned the team and the goals tasks works whatever objectives okay and the team you know we cannot imagine a team without a follower so by definition i mean follower are included if they are playing a role okay they are not just randomly gathered to do something activities have to cohere towards achieving something. I mean it is obvious so we say that there are leaders who have to take care of the team as well as task. leaders who are task oriented were concerned about the task to be done who are worried about the objectives to be achieved given time frame you know the given type of pressure we are given given the kind of committment we made given the

kind of commitment towards the quality of the work to be done we can call them task oriented leaders yeah leaders who are concerned about their team members their aspiration taking them into confidence taking them feel that as the task belongs to them you know they are the ownership of work. i am mainly to coordinate mainly to facilitate a bit essentially it is their baby they take the back seat they are team oriented and who play the role of just trying to find out is there any problem about you can i remove roadblocks so that you can perform my role is to enable you to perform and just see whatever problems are coming in the way I would remove them this can be called team oriented okay.... task oriented leaders because they are concerned about work predominantly about their responsibilities given the team of course the team helps them to achieve but their focus is on getting the work and at the back of their mind they have you know list of things that have to be done they tend to be directive by definition task focus we can also ....autocratic you know my concern as a leader is to get the work done you know since i am responsible i have to provide the framework i have to provide the ground rules I have to tell what needs to be done where how and so on your role is to do now for me to enable you to do that for every little thing I will tell you there will be hand holding but I will tell you what needs to be done when and so on sequencing of the work so i am responsible and i use a directive approach leaders who are team oriented we can call them people oriented ... they can be said to use up and up approach which can be called democratic the consult their team members they let them influence do you have any suggestion what do you think would be the best way ...is there any idea you have some insights can we do it better so they pay more attention to listening and lend their ears to what people are saying.

So essentially we look at leadership we can divide very basically and simplistically leadership into 2 broad categories autocratic leaders who are concerned about the task democratic leaders who are concerned about the team and we are saying we started by saying these two are important and basic planks of leadership you take any of this ...then leadership falls so do we agree about it as leaders concern is team and task but we have to decide which is our dominant concern often some people are concerned about work some people are more concerned about the team. So this is in a sense a continuum of leadership is it okay...is it acceptable can i ask you where do you think you are on this continuum my question is where do you think you are placed on this continuum knowing yourself okay not where you wish to be what you know you have known yourself as a professional leader for last 20 years 25 years more depending upon whenever you joined the service yeah. so if you just reflect on the kind of leadership that comes naturally to you where do you think you would be placed on this continuum *in between both* so i don't know your name can you tell me rajendra gupta okay is this okay point for you .....this is where he thinks he is placed in think we don't know scientifically but i believe that there is where i am and again i am saying that it is not wish. That i wish i could be but knowing the way you are the best person who knows yourself. Yourself. as a leader except if you were able to ask the team members they may be able to give some more insights anyone else *i also said that* where do most of us fall or where do all of us fall. My question is not that yeah yeah so where do you think ...i am want to place myself at the same position your name please *faiz alam khan*. Okay Mr. FA and you think you are also placed here. You have concern for the team you also have concern for team and you also have the concern for the task. Let's say .....your initials please..Om Prakash okay Mr. OP somewhere here good point okay. Okay any other guesses. Guess is means self-based on what you know about yourself yeah. to Mr. OP ...Mr. N.k okay. anyone just one or two more guesses. from this point here yeah your name please Girish sharma okay . so these are some interesting delineations one interesting point

you know we are going up to midpoint from task towards team anyone who feels ....you are okay .....where would you think you are placed. I am sure i am asking you might be trying to place yourself on this alright do you have any comment about this continuum. because in this continuum if i am NK based on whatever i know about myself i think task is my supreme concern you know the group has been given to me to perform the task so it cannot take a back seat is it not so when i am saying nk or op you know i am task oriented directive autocratic this is the style i have to use to get the things done you know i am the captain of the ship i have to run a tight ship so that there can be no compromises you know i have to demand work from the people because that is my responsibility and for that team becomes secondary and work becomes foremost yeah. viz a viz he is saying that the team comes first you know yeah how would you explain this can we just spell out ....you see the opinion all right okay excellent okay in a sense when i say this continuum that i am here i am towards the task that also indicates i am so much far from the team is it not yeah also when i am saying that i am so team oriented on this continuum i am saying i care for my team i consult for my team you know i get them involved i listen patiently to the ideas encourage them. I am oriented towards the team on this continuum towards my team but so far from the task. So distant from the task so what is the problem here, the problem is not with you the problem is with me the way i have depicted two leadership styles is it not.

You know how anyone who has any understanding of the challenges of leadership can say that as a leadership you make a choice that are you on the side of your work or are you on the side of the team. Yeah in fact by definition by our understanding of team the word leadership it means that somehow the two have to cohere and in this arrangement they do not seem to. So we will change this if you are okay with this we will scrap this out and we will present another way. Suppose we have a different way to present leadership this is task. This is people by the way i know how to spell low and high i am just saving on time. Yeah are we happy with this depiction .....people would mean my concern for my team and task would mean my concern for the work yeah. Okay so does this makes it easy for me to know understand and try to see.

When we look at leadership and do dimensions can i try to combine the two basic concerns or responsibility that a leader has you know style one is high in his or her concern for. And concern for people is low. does it makes sense so if we are looking at this quadrant if i am a leader here somewhere here then I have high degree concern this means high task and I have no concern for people. so this where I am placed style 2 is the leader has high concern for task yeah high concern for task and high concern for people we understand i am sure you know this is what you are doing all the time trying to combine you know the work has to be done what also the work has to be done by these people so how are you feeling are you feeling okay do i involve you in some of the things that work mentioned by vkv in terms of engaging the team by engaging the team with high concern for what needs to be accomplished how do we describe style 3 this high p and low t yeah a leader of this kind has high concern for people spends his or her time or trying to care for the team you know trying to consult the team trying to give a great deal of power to the team okay feel them engaged involve in the work that is to be done give them authority to carry out things to some extent remove the roadblocks and so on but what so much not concerned okay so low concern for task but high concern for people okay style 4 is low task and low. A leader of this kind has so first of all are all these 4 styles clear to us. Okay now that we have some ideas about these styles let me also try to give names to them. Style one - can be called the telling style or directive style. Does it make sense you know i have to have your agreement or disagreement if you have any reservations



and we are saying that leaders who follow style one they are concerned about what work is to be done. people take a back seat there concern there ideas not know ...what come first that high task low people orientation that is our style 1 which we like to call directive style because i am the one who is directing style 2 is can be called as coaching style or the selling style that ...that i will tell you that what needs to be done where it is to be done where it is to be done and so on but i will also tell you why it is to be done okay and i will also do some hand holding i am concerned about you about your ability to do things and all. so that is style 2 trying to combine a leaders concern for work and concern for team and at a high level style 3 - can be called as participative okay the leader is paying a lot of attention to the team listening to the team soliciting there ideas trying to channelise them and so om no concern. And give some names for style 4 - you were saying a failure. a style in which the leader is not showing neither concern for the team nor for the task nor for people so we call it failure anymore names unconcerned yeah any more name ...inactive anymore names ...anymore description of style 4 - passive okay - incompetence okay yeah anything else.

Yeah unfit okay okay. Not leading okay. Not a leader. Okay fair enough ji now i think we have to stop no more space and i would suggest another name for u for this style. based on your description you have understood this style very well the leader is showing neither concern for the work that needs to be done you know this much time has passed. So much ground had to be covered. for the class or she is not making good progress the leaders are not concerned about that the leaders also not concerned about the team is the team following understanding no .... And you are saying that this leader is failure also inactive and so on i would say another name for this leadership style could be delegating. Are you surprised? Yeah if you are surprised then we can spend more time yes surprised okay right. I want to suggest when we think about ...any comment .all right okay.

I want to suggest that when we look at leadership we started by saying that actually leadership looking not only for work but also for the team. you know its one of those situation or relationship in which in order for us to describe whether he or she is a good leader we have to look at the other side like if i say a mother there has to be a child then we can say you know looking at what kind of child we have in mind whether we can say she is good mother or not okay likewise if we say a sister there has to be brother so right there can be a sibling and looking at that sibling we will know whether he or she is good sister likewise when we look at leadership we have to look atr what kind of team members we are talking about then only we can say that whether the style is good or not okay so all those style to appears to be a good style for us.

You know high task high people orientation which is coaching or selling kind of style. .. but once you select i just want to ask you are all the team members in same level in terms of there maturity ..no so i am saying which is a good style depends not only on whether i follow this style or this style whether the style matches the attributes of my team member okay and i would develop it for the just to make it you know really comprehensible as i described this i would suggest can you keep in your mind some of your key reports people who report to you and so we are not talking about theory we are just talking about the realities each one of us handles okay and keeping those people in mind do the very in terms of their maturity level in your own eyes okay we are not talking about the appraisals how they are described in your eyes since they work for you for a considerable time do you think they are high on majority or low on majority and that's the way we would develop. can i have your attention i just want to suggest that when we look at different leadership

styles rather than in abstract terms i am saying that style seems to be a good style this style not seems to be fit for unconcern inactive incompetent not a leader or so can we look at the kind of people that person is leading and then see which is style which is appropriate for that person and what i am suggesting that is for my team members who are low on maturity as i say this kindly think of those people who in your own eyes are not all that good the style that would work best for them is the telling style. style 1 - telling style the directive because they are low on maturity every little while they have to come back to me and i have to monitor them closely okay for my team member who are little less immature. so what i am suggesting is for team members who are less immature the style that would work for them would be style 2 - which is the coaching style they are still immature so they require handholding occasionally i have to see how they are doing things i cannot leave them on their own so i have to tell them what needs to be done and where and so on but because they are less immature i also need to take care of them there feelings i have to tell them why it needs to be done and so on.

So I have to use a style which also conveys to them my concern for them for my team members who are still high in terms of maturity in my own eyes the fellow is good he knows actually how the work needs to be done he has been there all these years and many of these say actually he knows better than me so for such people as a leader i need not have high concern for work i can follow participative style thus it make sense are you with me and as i am saying please think of those name ...back home in your offices and you know in registrar's office wherever you have come from and i want to suggest for my team members who are extremely high in maturity if i am lucky to have such people please think of those people who in your judgement are mature they are actually really good they know their job and their heart is also in the job there is nothing more i can teach them i cannot guide them i mean they know they work they know their routine they have their skill and also they have the motivation the style which is best for me as leader for me is what can called as less delegating . so my suggestion as we look at leadership style is it does not help us to generalize that it should be transformational it should be interactional so there are so fancy terms as a leader it's my responsibility to make people work yeah.

And also it is my responsibility to ensure the growth and for that as leader it's my responsibility to ensure where they fit in terms of i have known them so well. So in terms of my own understanding they are this level of maturity if they are highly immature i mean i have no business being kind to them. You better sit down, and learn everything you have to do i ask you to do so no liberty no freedom you know no latitude kindly do this report to me i will tell you what is the next thing to be done that is style one telling style. For my team members not everyone not all five fingers are equal for those who are smallest telling style. Those who are slightly better i will continue to tell you how it is to be done. please get back to me but i will also start showing concern about you have to understand why i am asking because i think you are able to so you don't have to do it mechanically please also in your mind try to understand there are pressures these are concerns these are compulsion's and so on. And I will start talking about other things and how are you feeling for my team members who in my own judgement are fairly high on maturity why are we saying that concern for what should be low.

They don't need me as leader to remind them ki aapne woh kaam kar diya ya nai kar dia. they actually know the deadline is approaching they actually know the amount of paperwork that needs to be done they are very appreciate. I mean they are very aware of that, for such team members

the style which is most suitable and most appropriate is actually a style in which i will just say ki things....you know what needs to be done you already know, you know better than what i know ...tell me is there anything we can do to facilitate that can i remove your roadblocks you know are there some problems do you think that some people , i would not ask directly but you know that is my responsibility to remove those kinds of blocks which are coming in the way of their performance and i want to suggest for my team members who are so mature that they need reminder neither about what needs to be done nor do they need my help in managing team. I am they actually know how to resolve conflicts with their colleagues so far every little they don't come running to me with complaints. We push it back you have to figure it out those are your colleagues you have to continue to work with them. You know get back to me after the work is done. The style which is most appropriate is the delegation style ..... yeah we go back to the definition of leadership that true leadership means developing leaders. who do not need our input on daily basis and once with our help they are able to reach that level of maturity then we also owe it to them, not to interfere in every little way not to monitor much too closely. You do this come back to me and hovering not overlooking there shoulder let them be does this make sense i will take the question in a minute. Does this overall general framework make sense?

I am shock if there is individual differences i am sure you would have your comments but overall generally speaking put in all your vast experiences of handling people together does it seem to be by and large makes sense.....i know delegating is the toughest for us to come terms with because delegating we have described as .....Yeah sure. First of all we have described because we did not understand we have not ...I have not even spelled it out... i dont have an understanding of a style in which the leader is showing neither concern for work everyday calling ....nor i am showing concern ki are things alright i hope there is no interpersonal conflict i hope nobody is dominating. i hope you are mentally relaxed i am doing that.....so your question is first of all does it make sense for you to delegate ....if I am leader what i will do we will discuss latter if i delegate does it make sense for you to delegate work to a person whom you find to be mature in all respect ....there things which you can delegate..... His question is if i delegate everything what do i do as a leader that is your concern right...which will come to it in a short while surely so, if we delegate everything the concern would be how i justify my existence. It's a great concern i will return yeah any other questions by and large the framework is acceptable.

I would love these kinds of concern because that shows that we are thinking a lot. Sure.....*So far is judicial side ...first one is...a lucky leader is one who gets mature people.* Okay just a minute. Any confusion.....when he gets ...so i think what he is saying that as i was saying some people are more mature we are taking administrative side you know i am going by your side ...you know it better judicial side no ..administrative side so many of us representing administrative side so it would be useful for us to understand you are saying some mixed bag ....of course some are more mature some are i mean more mature some are less mature okay this is what precisely the framework is right and if they are working with me as a leader for some time i know i have some idea about we are my team members are more mature what this way suggests for those people who are more mature can i pay more attention to them there emotional landscape. what kind of support they need okay and if they really more mature then even that is not required given our understanding with maturity the responsibility of the leader is to find a task which is delegable find a person who in your definition according to you is more mature and give him or her that task you know setup the time limits. Discuss the contract that you know in this much time can you do

this i have not selected everyone you know there so many people have selected you because in my judgement you are capable and these are the parameters you act as though you are acting on my behalf. And this is my mobile no. when in trouble call me i am going to Bhopal to attend a programme. Don't disturb me during the classes but get in touch with me so arrange to keep in contact but we owe it our really mature team members to delegate things out of their way to let them develop. The essence of leadership actually great leadership is or effective leadership is do i have all the four styles in my ....i am not saying arsenal. arsenal is an inappropriate word do we have all the four styles in our repertoire of leadership for people who are less mature ....and so of course not being rude but surely demanding we are in the business of getting ... we are the captain of the ship we don't want to run a loosely runned ship we are responsible ....it has to be taught ship and it has to run you know of course weathers can choking this time that is the challenge of leadership but you know i will tell you what needs to be done for people who are less mature. those who are more mature what they suggest is i don't have to remind them that is understanding of maturity .....yeah karo phir iske baad yeh karo kiya.

Overlooking there shoulder kiya ya nahi kia we can broadly set the parameters and gradually start giving them power but when in trouble get back to me okay. And if not you know just get lost and my responsibility as leader is to get out there way for that task. Coming back to i have not addressed question ....if i delegate everything what do i do which is a very valid question but we will come to that a little later. So essence of leadership. Essence of effective leadership would be as we reflect do i have the flexibility to move so we are not even saying that this is the best style. i am saying style delegation works only if i have mature enough people and you are saying that we may not have lucky to have such mature people then a style maybe leading maybe directive style maybe you know counselling you know task oriented but handholding or maybe letting go of some kind of control but the essence of leadership is do i have reflexivity to move from one style to the other when its a mixed bag.

That is the challenge of leadership which means and that is a bit of complexity of the leadership that is romance of leadership that to my team itself i become unpredictable. You know people would say pata nahin and predictability doesnot depend on my mood you know sometimes for people who you want to meet him. Don't meet him after lunch, if the food is not good he will be in a irritable mood so we are not talking about kind of predictability. Predictability is related to task there is a general sense that this leader values contribution and this leader. If you are working well then he will spot your maturity then he will spot your maturity and increasingly he would give you more and more scope to view yourself that is the challenge of leadership that is the essence of leadership and learning to let go a little bit. Yeah okay, does it broadly makes sense, yes okay now coming to this basic question. What do you think, if i delegate everything first of all am i lucky enough to have such a fantastic, that whatever i am doing today can be delegated? rarely but according to this framework it is my responsibility to ask you suppose i say that, i am sorry i cannot delegate because my team have a low maturity level and according to this, conceptualization those who are low maturity level they don't need any power they should be ...i should be telling them ...hmm suppose the same people have stayed with me for a long time and i don't delegate we are still at this one and two style. Whose responsibilities is it to make sure that they move from low maturity to high maturity. to high order maturity ...yeah partly it is the persons responsibility is it not you know each one is accountable they are being paid and also being paid handsomely to the work but also if they have been with me for say 5 years and in my judgement

in terms of their maturity they are exactly where they were 5 years ago of course they are to blame but partly i am also to blame. i can ask myself, all these 5 years what have i done towards developing him or her moving from this level to little bit of this level or this level so leadership challenges also in helping people to develop in terms of maturity not this finger cannot become this finger but at least thoda sa growth is possible and that is what we would be doing if we are enabling them to go far okay. Now coming back to the question, if we ....first of all we cannot find...first of all finding such a great team that

## **Session - 7**

### **Team Building**

#### **Speakers - Justice Sunil Ambwani , Dr. Dipti Bhatnagar**

Dr. Dipti Bhatnagar- For the next class we have an activity, for which i will need your help. You know we have 3 groups which will be given a task. Theek hai and when they conduct a task. i will need your help in observing whatever is happening here. They will conduct an activity here, theek Hai ....toh aap sab can you please observe whatever is happening here. Toh i will need three volunteers who can mark time. Aap teeno kar sakte hai like could you be the volunteer for just time keeping for group one jab unka shuru karenge. I will give them, 5 minutes when i say your time beings now 5 min ho Jaye toh aap bata dijiyega. Yeah likewise aap for group 2, please or aap group 3 ke liye okay. Toh time is not my concern.

I will conduct the exercise. Rest of you can you please take notes for me. theek hai aap dekhiyega yahan kya activity ho rahi hai and we will develop based on your observing and we will forget, who these people are that is not important, we just want to see what they are doing to enable something to happen. Okay, please listen carefully and ...they are all here those who have not come i have requested them not to come, okay. So at my request they have not come. All right okay, now when they come, i will ask them, you know they will be in 3 groups so team 1 you will be time keeper.....Rest of us will observe for team one two and three. what they have to do is i have ask them to decide who is going to be just very randomly very casually....the registrars the sub registrar and section officer. and when they come the section officer will have the task of making a tower using these blocks okay and the section officer will make the tower using his wrong hand okay and he will be blindfolded.....right and i want you to observe we are not going to say anything, okay, i want you to observe and please take notes that group one and just then...i don't want their names but there roles that we will say okay you are the registrar, you are the sub registrar and you are the section officer. How tall a registrar is going to build okay? When he is building a tower you please be quiet.

He cannot see he will be blind folded and he will be using his wrong hand toh is a very difficult task to do. theek hai and our responsibility is to see what are these 2 doing to help him to build a tower thats all toh is it clear now when they are doing this exercise before that, i will tell them that a person of average ability is able to build a tower of 9 blocks and we want to see how tall the tower he will build. so each one will write his expectation that i think he can build a tower of 7blocks or 8 blocks or 12 blocks which i will read out and then i would like you to write out for me okay so, i will ask you when the discussion begins we will say group one, what is the registrar

say .. What did the sub- registrar say and what did the section officer say. okay they will write this down and can you note it down please, you will do that or you want me to ...i will busy conducting this exercise so i will just read it out and you can just note it down. theek hai for group one, group 2 and group 3, now actually when they begin there tower buliding there tower, i will tell them that you have, he has 5 min to build the tower and i want to see you know based on your observation, what were these 2 people do so in terms of there expectation what were they convey, in terms of ...the directions.

Were they telling him how to move your hand? move it left , right because this person cannot see okay so what role were these two people were doing... play so were they giving direction were they giving dos donts move your hand and so on and were they giving encouragement ...and were they giving feedback. okay, now what do you think, feedback ...when somebody is building a tower ...feedback can be he cannot see ....the feedback can be you know i am blindfolded i am building, if he cares for me he will say you have already four blocks five more to go so are people giving these feedback, feedback can also be you had 5 min you u have spent 3 min 2more min remain and so on okay, once the exercise begins I am not going to remind you so you can take note here right now for each group i would like you to note down the registrar and the sub registrar ....we will call them deputy registry yeah whatever works and check these terms with them okay. so the registrar deputy registrar, you know what kind of support were they giving, yeah were they indicating their own commitment to his goal or once they had given this goal, then they were distant that woh apne aap kar raha hai so your observation about how they are working, toh karenge aap log. 5 min I will give to each group after one group the time gets over you know he will tell me and we will stop then I will call the second group then the third group ...yeah sure each group 5 min ...toh you have any questions or and please dont worry about t these people. We are not going to use their names we are just going to see how we help a person build towers. So do able?  
.....

Participant - *at* least now i will go and tell my children, i have attended classes of IIM also .2 credit mil gaye aaj.Yeh soft skills hai i think, all of us should be taught these skills as you are rightly saying that in the high court also. Staff ka bhi training programme hona chaiye . Atleast one would one how the world is moving forward.

Dr. Dipti Bhatnagar- Okay, can you come here please. And can you tell us who is playing the role of the registrar, deputy registrar and the section officer. Okay can the section officer be sit in the middle and you can sit ...from that side you can take the chair. Can we shift a little bit so you can have this place in front? And so registrar deputy registrar and section officer...okay we have a small exercise in which the section officer. Will build a tower using these blocks ...theek hai and as you build the tower. and i want to see you know based on your observation, what were these 2 people do so in terms of their expectation what were they convey, in terms of ...the directions ..Were they telling him how to move your hand? move it left , right because this person cannot see okay so what role were these two people were doing... play so were they giving direction were they giving dos donts move your hand and so on and were they giving encouragement ...and were they giving feedback. okay, now what do you think, feedback ...when somebody is building a tower ...feedback can be he cannot see ....the feedback can be you know i am blindfolded i am building, if he cares for me he will say you have already four blocks five more to go so are people giving these feedback , feedback can also be you had 5 min you u have spent 3 min 2more min

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Dr. Dipti Bhatnagar- okay, can you come here please. And can you tell us who is playing the role of the registrar, deputy registrar and the section officer. Okay can the section officer be sit in the middle and you can sit ...from that side you can take the chair. Can we shift a little bit so you can have this place in front? And so registrar deputy registrar and section officer...okay we have a small exercise in which the section officer. Will build a tower using these blocks ...theek Hai and as you build the tower. we will put one block over there na, and it has to be single column tower we cannot have pyramid, so it has to be one block over the there,yeah ....multistory in minutes ...now silence will be ....because we will be observing all right so as you build the tower, yeah you will have 5 minutes and we want to see you know, how tall a tower you can build in time ...in 5 minutes ....that is what they are saying ...yeah allowed nai hai ...okay all right..theek hai sari blocks idhar hai na okay, so the task is we want to see how tall a tower, you can build in 5 minutes, the size of the tower will be seen by how many blocks are there before it falls, so i am building i put how ...how many blocks .....blocks bahut hai, suppose i have put four and while putting the fifth one the tower falls, then we will know the size of the tower is 4, that is how we will determine the size of the tower. theek hai, allright these blocks are smooth blocks, i selected this place because it is stable ...theek hai ...no actually you will be ...thode se constraint hai, you will be blindfolded, yeah and you will use your wrong hand, matlab left hand yeah theek hai ....okay, so my experience of conducting this exercise in similar situation, same constraints, a person of average ability is able to build a tower of 9 blocks before it falls.

Theek hai and before you begin i want each of you to write, without showing to others, your estimate about the size of the tower that you can build, *the prestimation before*.... yeah before consultation in your assesement how tall a tower you think he can build, okay don't let others .....no no....he is your section officer he is going to build this tower okay, don't let others see, yeah ...so in your estimate, how tall a tower you think he can build, a person of average ability, is able to build a tower of 9 blocks before it falls under similar situations, yeah ..toh aap likh dijiye then we will share it, now please let me conduct ....and trust me okay ....yes....so the group one registrars ...is 9, the deputy registrar says 8, right and the section officer says 5, okay 9, 8, 5 there seems to

be some gap, can you in minutes time arrive at some targets for him aap log baat karke can you discuss and zor se bol sakte so we can.....you know you have to arrive at an agreement, can you switch it on the mic so we can all,....we would like to hear all conversation which happens .....yeah. zor se 7 *it can be 7, do you feel you can do it all 5, yes sure or can we increase it 6 ..yes it can be increased ....yes yes i will try by best ... you can also, just go on building, until it falls , yes sir, because once you start building. The last one will fall down, yes yes so even if you standards high. so, i can ....under 9, no doubt how much you can build, you start building up and we will see the result, while building we can see that.* okay no , you don't touch this, yeah and your one minute is going to get over, so you tell us what is agreement, you all can hear the conversion right, please speak loudly so all of us can hear, so what is the target for the team, you tell us ....*Between 7 and 8 no, give me a number it can't be 7 and a half okay.*

Ji 7 all of you ....*i think it is 8 oh sorry sorry, yeah 8, okay , so the group agreement, the group target is 8, yeah and we will begin now, can you blind fold yourself or you want me to do it. are you okay, its not too tight na, yes, yes you can breathe properly ....5 min we want you to be in good health, good shape ....yeah ..they are all on your left hand side, only left hand, and you have any questions before we begin. what is the time limit, time will be 5 min, once he starts, yeah any questions or shall we start, no so your time begins now, yes .....we can tell you ....sure, if you speak then speak loudly, everyone can ....yeah ....check karke dekhiye neeche..wale ka accha hai ...yes.... yes, yes easy ....yes next ...ruk jaiye ek min rukiye ....no no not to touch ....accha. halke haanth se rakhiye ...haanth ...yes yes ...towards my side thoda sa aur ...bas bas dont touch ....yes , yes dont move much leave,leave ...ab haanth ka pressure na lage haanth upar se utha ke le ligjiye aur upar aur upar....now place now place .. slowly, yes yes ...above above ...yes , yes ...come here come here ...place ...place towards my side ...it fall otherwise....above above ...more more ....aur upar aur upar le jaiye ....towards my side ...somewhat towards my side...dhere dhere mere taraf laiye ...yes yes...it will fall now, otherwise that is the last, yes very good, carry on....yes good ....above above ...towards my side ....towards my side, yes place place ...it will fall ...it will fall ....last, last ....aur haanth upar uthaiye ....haanth ko upar laiye yeh side mein aa gaye hai level pe haan towards my side ...towards my side v.good, v.good .....fall .....1 2 3 4 5 6. six .... excellant , i am sure in your free time you build towers at home ....can you go and please sit together, wherever you are sitting, because we will discuss, thankyou ....yeah, ji haan teno ek jagh baith jaiyega. when we discuss,....12 blocks the while putting the 13th one it felt, there is no block there na ...no , so observers are you ready, for the next ....i think you did a great job, not making anysound, because you know it can be distracting, because it calls for a great dea of concentration of course the performance, was fantastic, for those who are active in group one our ground rule was when they are conducting this exercise, doing this exercise please dont say anything.*

Me just be quite, yeah i am just reminding you, this is the ground rule. ...allright welcome to this exercise. Can you tell us, who is the registrar...*Myself is the registrar, okay deputy registrar and the section officer* ...i would suggest can the section officer be sit in the middle. okay yeah ....you can occupy one of these chairs ...this is an exercise in which this section officer, build a tower using these blocks okay, theek hai and let me explain, when you build this tower, you have to put one block over the other. okay,theek hai, it cannot be like this ...and you make a pyramid, i mean thats not allowed , no no just one block over the other. okay yeah ...and you will see the size of the tower, by how many blocks are there because it topples, suppose i am making and i have put 5 and



while putting the extra one it falls, the size will be 5, is that okay ....accha once again please....no do i have to put another one beside this also. no no only one, yeah single one yeah. ek ke upar ek karke yeah. okay yeah, and you will have 5 min we want to see how tall a tower you can build in 5 mins okay, theek hai yeah, right as, you build a tower, which is the hand you use for writing, ....right, okay so you will use your wrong hand, which is, left hand, and you will be removing your glasses and you will be blindfolded, okay, yeah so i am repeating, you will be blindfolded you will use your wrong hand and in 5 min we want to see how tall a tower you can build, putting one block over the other as i conduct this exercise, my experience says a person of average ability is able to build a tower of 9 block, before it falls, yeah before, you start i want the registrar , the deputy registrar and the section officer to independently write how tall a tower you can build, aap consult nai kariye. Dont let others see, but you write the estimate. A person under similar circumstances an average person is able to build a tower of 9 blocks. And dont let other see it. You are ready so the registrars says ....6 or 9 ? 6.

The registrar says 6 the deputy registrar says 11 and the section officer says 7 ..hm. 6,7 11 there seems to be gap haan, in a minutes time, can you arrive at an agreement about target for him and as you talk can you speak loudly. So all of us can hear. This mic also i want ....you can use the mic ....par whatever conversation you have ...please speak loudly. Please everyone loud, because a normal person is build with 9 as he will use his wrong end. I think that it will be less than 9 that is why i say 6, so you please go ahead you will achieve....*please go ahead and try to make best, as much as i can do, but them since average is 9, i will ..I am using my wrong hand, left hand and blindfolded, i just want to set the target, a bit lower than the average. yes, so that i am not frustrated at the end of the day, that is why ....i pinpoint on 6 because if 9 is not the target you will be good enough if 6 is build okay, thank you* so what is the target for you, what is the agreed upon target, number, around 7 no not around ...around can be 6.8 ..7.2 ..

You want 7. *Have confidence it will go beyond 11* okay thank you, have confidence so what is the target, that was the speech but. in numerical terms, but for your subordinate louder. *now i say you will go till 11, okay 11 its up to you ...okay i will be happy if it is 7.* so what is the target, both of them, now you tell me what is the target for ..Before we could start. We are running behind time. *What do you say? I say 9 okay then go ahead. So what is the target 9, 9 is the target, okay can you.....*Before he begins do you have any questions to ask? Okay so, wrong hand.yeah, left hand side, yeah okay and your time begins now, please quiet. please observe us ...please be quiet, trust me, we are conducting the exercise, .....now don't push, yes ... he did 10, all right, how many were there, 10 all right, so very good. I would like the three of them to sit together. When we have discussion. Toh thoda sa please, can you ...so observers, i hope you are doing a good job of observing, now right.....i want to remind you of our understanding that you please be quiet, yeah leave it to me to conduct the exercise, i know we have the ...to tell them just please dont say anything, okay ..Can you tell us who is the registrar, i am the registrar....can you please occupy that chair, who is the section officer. next one, this one sir .....and the section officer ....we have a small exercise in which the section officer will make a tower using this blocks by putting one block over the other you have to make a tower, yeah and in 5 min we want to see, how big a tower you can make. so once you start the time will 5 min. theek hai only one row ...ji only one row thats a good question, we cannot have like this, yeah so it has to be one over the other single column tower, yeah and in 5 min, your task is to make as tall a tower as you can okay , even if it falls down

meanwhile, i can ...your choice. you have 5 mins surely, yeah thats a very good question ...yeah sure, accha, okay as you aap normally you are right hand or left hand, right okay, right , okay as you build a tower, you will use your wrong hand, left hand. Accha okay. So you may have difficulty in making ...so but i can use it, you decide if you are comfortable using you can use ...only one i have to use. Haan you have to use only wrong hand. Toh you can't take the help of the right hand, but if you have difficulty, he can, okay ...so you have already been promoted. Yeah. I won't say the same thing about you .theek hai. so the rules are the same but you use your right hand. so you use left hand, 5 min we want to see how tall a tower. You have to create the tower, with only one hand once we start and i will tell you when you get started.

Okay, so that is the task. theek hai. Okay when you build the tower, you will be blindfolded, and you will use your wrong hand. And build a tall tower in 5 min. theek hai now, my experience in conducting this exercise is a person of average ability is able to build a tower of 9 blocks, before it falls and we will see the size of the tower by how many blocks are there. before it falls, as i was telling you suppose, you know i am making and i have put let's say 5, the 6 one it falls then we will say that the size of the tower was 5, this i am explaining, so later on there is no conflict. ...you can't use your right hand at all. For preparation of tower. yeah, i mean after that you can, of course you can use your right hand, once the exercise gets over, feel free ....rest of the live i am not barring you, all right, oaky, so as i was telling you, my experience in conducting is this, a person of average ability under similar constraints, is able to build a tower of 9 blocks before it falls, before we begin, i want each one of you to write and estimate of the size of the tower, you can build, independently ....how tall blocks you can make, number of blocks, okay yeah and without consulting and without showing to others, okay okay.

Yeah how many...they are ....many more one can use, okay so number of blocks is not a constraint okay, so without looking at or consulting others, please write down your estimate, yes before .....So the registrar is ready. Sub registrar is ready, section officer is ready, yeah okay, so pass on the slip, that's okay i will ...the registrar says 13.....deputy registrar says 6 and the section officer says 7 ...6, 7 and 13 .....allright, before we start the tower building exercise, i want you to take just one minute to arrive at any....target for you so three of you can talk and arrive at an agreement, which you can share with us, when you talk please speak loudly, so all of us can hear what is the conversation, in one min quickly, zor se ...louder ...*i tried my level best ....between 7 to 9 .....7 -9 we should ...it should be precise ...7,even there is no penalty for ....not like that ...see go ..As soon as...a similar situation may arise, wherein, there is no penalty. for doing less and why not....let us try for 10, yes we can, i feel that ...that . Then, why ...what is the objective, 13...more then that...it is always risky ,what risk is there, falling down, the very purpose is to keep it striaght , can you arrive at an agreement , yeah tell us ....7 9 10 again 9 10 okay 10 take a 12 atleast one more. I find you, 9 -10 yet, let us take the risk where is the penalty, where there is no penalty....we are capable of estimating up to. What is the problem, if its ....let go he is saying 8 will be okay ....what you say, you have to see your capability 10, okay 10 we are going by 10, as you say...okay so you will have 5 min and .....Do you have any questions before we start, any questions ...is it of the same size? Same size, very smooth i selected this part of the table. So it is also stable...yeah so we can start, okay then, can you blind fold yourself, or you want me to do it, we will come to 7. Okay in 20 secs we decide, we damaged...okay no problem,okay tell us quickly .....so, even if it is less then, what is the ...oaky ..What is the target 10, you are blindfolded i think we have to start, next*

question.....are you able to see it, i will be honest, yeah sure, so just. arey there any question or we can start...we can star t, all right, *just a min*, yeah please .....Assist the choirs. Now you start...so your time begins, okay ...shall i continue....can i quit. Our choice. Is it over sir, shall i try,no ....done, your done, okay thankyou so the size is...your estimate is correct, okay allright , 8 i would like you three to sit together as we discuss this. can some of you please, vacate seats, so they can sit together .....and observer ....thankyou for shifting seats, please make sure they sit together. Okay so are we ready for putting the data on board, observers please I need your help, direction encouragement feedback and...All right group 1 can you quickly help me, you are registrar no was? Right. Okay, all right, everyone consensus 8, actual 12 time taken. 2 minutes 37 sec, okay direction- these we will discuss, all right, okay. Group 2 registrar, 7, 9, 10 ....okay group 3 - 13, 6, 7, 10, 8. Okay, all right, okay so comments of observers, quickly we have limited time. what do you say, first of all I want to draw your attention to the process of arriving at these any comments, of arriving at a target for the person, okay first of all, from my side I am sure on behalf of all of us, a great deal of thanks to all the participants who came here and participated, thank you very much, if you have not so sportingly participated we would have not got these insights, second is my appeal to everyone, these are our learning movements right, so those who are going to share, those who have played a part here, you know you have played a magnificent part for all of us to draw these learning moments so please don't give the inputs personally and take inputs personally is that clear, yeah ...you know this you have done for to benefit all of us okay and in the same spirit those of you who are going to share, something please share because that is the learning each one of us has to derive and those of you who had played your part, you have already done a great deal for our benefit so it is not meant for you.

It is for anyone who is in that situation right, okay , now your quick comments on target setting *mam once you have set the number yes...you have told us that in these conditions, one can build the tower up to 9 ...it also fix the number in our mind, all right ....that is why we have taken the target, who were you what was your ,.....dr so if i say 9 you make it 8, allright okay yes*, so i am just saying observer, ....observers any comments about target setting, madam...*group 1 mein humne yeh dekha ki ....very nicely unko assess kar rahe the ...abhi nai..*. Surely that is useful we will come to that a little later. Target setting, before this line ....here your comments. For group one is there any comment. Anything anyone wants to say. No okay, no okay. I am intrigued by this formula, is it not interesting, yeah and i would like to explore it further, likewise by this. see this 7 ...i am equally by this 13, now i understand the reason little bit, okay earlier i thought that because someone else is ....but you know after we came to know that the registrar had forgotten this fact that this person.. .then we understood it better. Okay i am also ...by these things and also 7 so let's begin by this 5.

Who was the section officer, so can you tell us why ...and we are not telling, what happened latter. Why did you think of 5? i was knowing it for the first time ,.....yeahbut i had said that the person of average ability under similar circumstances when i am indicating 9 i am saying that average person has done it for the first time, he was blindfolded, was doing it with wrong hand and he could achieve 9, why this 5 .....I should have put more efforts. You thought that you will need more efforts. but looking at your performance ....i think i have calibre but ....is it great insight, he himself is saying that ..Can you know ...these are small moments these are learning moments? You know it will not also very, valid evidence, but this is all the insights we can get...is it true of yourself tell

me generally. Is it true .....Ki, i underestimate myself. i have so much potential, i am not exploring, just look at the numbers 5 and when a person average is 9 .....5 is so much below it and look at the spectacular performance, it is not every day that i come across and individual, in these circumstances making 12. he is doing it for the first time, so i think performance was phenomenal that is one thing but learning ...some time we tend to underestimate it phenomenally, okay.....we are a in your eyes he is below average, *but actually our mind was set by your words that in general condition, one can go up to 9 yeah*, actually my words were, in similar conditions an average person ....i did not say up to 9 ...you remember, i mean observer would tell us, okay you may also remember that a person of average ....so when ...i think these are ideas for each one of us to learn when i am indicating something below when i convey that expectation, infact i am without using those words, i am conveying to the person that in my assessment, you are even lower than average. And average in anything is not a great thing, you know we don't do you want our teams to be average, are we average people.

I don't thing so, each one of us ...otherwise you would not have occupying this position, and we are above average. People who are working under us it is our business to convey to them you are above average, if not above average some of you maybe average but below average. i think we have signaling to people Ki aap thoda bhi karenge toh chalega, you know we are not using those words but we are .....Just. now how did you arrive at this 8, *we worked out a solution considering the lack of confidence in SO, yes i thought at least he can be very ....he should be brought very near to my set of target, your target ? That was 9 sp i thought it well one below can do, let us see ...okay. but you also, think that he is average, no i thought since he is having a lack of confidence, no no when you indicated this 9 , you didnot know what it was, that was 9 when i thought, i got from the feedback, which i got from you, that a average person can , so i am just saying*, but you know the assesement was that he is an average person right, yeah, is it not ...okay , do you want to revisit that assessment in light of this performance .since i didn't had any feedback, i thought it will be better ....under normal circumstances, okay so you know just one again for our own benefit, we tend to be conservative in estimating people actually it can be an error i can make, reality , i do not know , but i can either underestimate or hope.

I can overestimate other people, we tend often to be lower in terms of assessing people or estimating people. ...you know that would not create pressure, all right then we come to this, now 2 we are you sitting, ji the registrar, .....can do 9 out of ...yeah .....okay. The literature haan 11 if you encourage an average person he can go up ...so same input. Someone is toning down. yeah 9 bol dia, toh apap toh usse kam hi kar denge, there is someone that is ki average, imean and i will treat average is the baseline with my encouragement he can go beyond, i am that is where the contribution of a leader in terms of building a team you know without this , you are at 9 level, but mei hu na ...i am there to encourage i am there to support. I am there to give you feedback and actually when we are talking about the delegation role that is also we had in mind Ki we will encourage Ki you are good. And to genuine cases, that i know your maturity i encourage you to go ahead, i know you can do it, convey high expectation and just let that person be. So that was 11. SO, 7 why 7 hand.....the average is 9 then ,,,,and my organisation should not .....So interesting, is it also sure. Learning moment, isn't it interesting insight for us that for us. that, i want to protect my organization from frustration by understating, what people are capable watching also ...Ki aap iss bhi kam karo, comittement hum kam karenge, utna ho gaya toh accha hai, you know that is one

way of leadership, yeah average hai, average under similar conditions we will agree for less and this gap you can meet, that is one leadership, another leadership is yeah toh average hai ,i am there, you are there, i know you are capable together we can make difference. So i am just saying these can be different point of views. Yeah, ...yes, if someone else has to do i will make it higher, yeah agar mereko karna hai toh you know it will, 5 or 7 woh bhi chalega. Intersting okay, group 3, *mam first thing, in target of 13 fully i misunderstood by blind eye. Actually i could not take, you might have observed it the time when you aere.... at time actually, i could ...that it is with blind eyes.first thing*, so is there any learning for you from this, yes and what is it? And your learning is my learnin...learning of everyone...so dont take it ...so what is the learning groud rules of game should be understood properly, isnt it, you know that is the starting point.

And you know, i can seriously say we all were so amused ...Ki aapne jab bola, oh blind folded, we were all amused, but then sir just a min but its a starting point. you know basic rules hume samjhana hi hai only, on top of that i can build the entire infrastructure, i jsut want to know who was the performer there, SO ...haan how did you feel when you heardd that your registrar is saying 13, ....par appka target 7 tha and he said 13, yeah this is your target he is saying 13 toh when you came to know that bosses boss is saying 13 how did you feel. I felt that considering.....some of us can feel scared, you know, i would think, oh my god 13 ...actually we have seen this performance in 3 groups. it is even beyond the best performer...okay of course it was by mistake, but i am just saying when we set the expectations very high, it also makes the other person ....if it is unrealistic, it can make the other person, nervous Ki you know it is undoable, to whatever i could also, i will abandon the ...even because mentally i have written off Ki inko pata nahi hai and i think he is giving it because he doesnt have to do it, mereko karna hai, toh you can give any target and expect, so just a learning... 6 ji *actually i kept adverse circumstances in my mind, ,yeah you thought the worst possible ,yeah adverse circumstances ....toofan aa sakta hai tsunami aa sakti hai , rajasthan mei tsunami aa sakti hai. kuch bhi aa gaya tab bhi 6 toh ban jayega.*

Adverse circumstances ...is it not but i am just saying what is our learning and i didnt even give priority to the feedback also nai ...yah .....considering that so, this is a fresh, i consider it as a fresh task. and but this should not .....and 6 will be easy , and ..At the same time and they will not be what you call as confusiom or restlessness .. just a min then i am saying my role as ....once again, i am drawing it, I am exaggerating, you do not had that in mind but when we understate, understate this much, keeping all possible things in mind, kuch bhi na ho kuch bhi na ho ...pakistan mein earthquake aa ssakta hai usse hamra effect ho jayega. You know such unrelated thing then whatever we are reasonably, capable of achieving, because we are exaggerating the negative so much we understate that and that can also performance a small obsrvation I am just making who knows, I am not linking these twos but who knows these 2 could have.....yeah you know there someone who says 13, but 13 key baad bhi when he realises ....still ...madam I wish to add something, had I understood even properly then too i have set my goal about time, sure sure, you would have kept your goal above 9, you did it, you remember when he realize again he said ....that is okay, I thought it was without blindfold, but even after his blindfold, uncha chalega so that was your observation, i think we have to move on quickly, 8 9 10 these were the arrangement. now observer comments, i think things that you were doing, now we come to the actual goal of performance, when performance was happening, what you have to say, yeah you were saying something .....okay ...so they were....okay so there was little bit of ....out of 10 kitne points hum

denge inko ....8 for direction. Okay, encouragement - 7 okay feedback 0 ....theek hai , any other comment about group 1, when actually they were building the tower. Anyone else wants to say anything about .same thing, they were very sincere, okay and there was great encouragement on part of ...yeah... and what registrarr were supposed to do, he was very patiently observing. Okay ...whener...it was fine so un-necessary he was not interrupting okay, that's a wonderful point. when we help someone, you know if the maturity ...exactly the same point when maturity level is high, without my intervention the person is doing a good job, okay there is no need for me to you know infact, keep on telling app aage karo peeche karo, who knows it may distract, so you know exactly what we were discussin in the previous session, if we look at it, as an activity in team work that my person is doing something for the first time, it is difficult challenge assignment and in that, i can contribute by just seeing how he is doing and step in only when he needs there and not every now and then. So now when we think of giving help, they can be something like too much of help it can be too little of help. And just shall, and you seem to saying that when it was group 1, he was, registrar was giving just optimal level of help. he was very positive, he was very patient the deputy registrar was giving appropriate directions, yeah so there was .....so there was, there could not have been a better team and look at the result, yeah ...phenomenal, i mean spectacular. Use whatever great object, you are capable, he was just ....you want to listen...you were the so.

Can you quickly share with us, the essence of ...can we request him to write down his feelings, when he was building it out. For our benefit. Yes while building the tower, he kept cool and didn't get a panic, and concentrate on my goal and put my 100% efforts one block at a time, yeah in building the tower. I got support from my registrar, excellent and you know the result shows.... so all of you, of course because, it was successful we have to draw more lessons you know, had it been 8 , then same behavior we would have analyzed, criticized, all right. But those are the lessons we need to draw, great job. We all have a similar observation. Kitna time tha aapke pass. Total 5 mins, how much you have to write.....so my question is did you have a choice, was there a possibility. yes, registrar and the deputy registrar can also, sir aap teeno ko. Yes we were, having an opportunity we can even go up to 14,in that case, if we have taken 5 units, toh why did you not take. we tried our level,best but just a min, i understand .....I am saying ...it was not pre-estimate by taking lesser time. My, question is it fell, at 2.3 min, they still had 2.7 mins to go, my question is why did they surrender that time did it occur to them, that you are surrendering a valuable resource but at that time constraint was not in our mind, because we were having sufficient time, so we tried our level best. Of course, that's why you did so well, okay one sufficient ....that is the point, i am making yes yes and how was not ,.....we were not aware about.....just a min why you told that you cannot rebuild it, condition that was said was he want ...just a min, each group was told that you have 5 min build as taller tower as you can, okay so, i am just saying, instead of you know ....You are not surely but mam, i am just saying this is how learning moment so what is our learning from this.....self impose inhibitions, self imposed limitations, i think thats a great point in teamworld you know, you might have assumed that ki ek baar .....Chalk Gaya but....we will count, only those towers were it would fall, sure absolutely you know so of the last group, whether we can.....absolutely. so i am just saying, i want to drive it home, the learning point can be, under similar conditions someone has ...stored whether you use or not, that's a different matter, but that's self-imposed limitation, was not there in that, and whenever ....asap agar puttee ...what could have said at the worst i would have said no, you know its not major loss of phase, it's not a major,

...rules don't permit and who knows.....if the rules permit, we could have taking ....who know supposes, it was not, suppose you were able to make only 9, your track nobody can take away, jo achieve car Lia nobody can take away, then hai toh great .8 points, that was because the task count, would be counted, no first of all he build, did i say last would be counted. No, again self impose, yeah i think many more, lets explore okay so that, was group 1, group 2, quickly, you have ...so in 5 min, i think this grp comments, observers for the process, the time taken for...so on what do you say, anybody, ji haan group 2, quickly ...we have very limited time. ji .....okay, sure the deputy registrar was exceptionally optimist, okay yeah, i think ....full of zeal, he confided fully in entire, yeah and so did reasonably well, yeah ...so i think this is learning for them, but that we have seen you know in terms of ...it reflected, the early assessment, you know the registrar feels even not so, in the way he treats his people, you know it is kind of holding them back, the deputy registrar feel, it is possible so he would encourage and he would say keep on go ahead and if you remember, he was using many nice words of encouragement occasionally, but one problem, yes ...yeah the second group did not ....there was no direction at all. How many points, you give for direction, out of 10....encouragement ...yeah ....he may rate it 8 also, okay fine, so encouragement ...was there, from one of the person, alright, therefore.....ji, yeah.....i have seen the skills, yeah while you are doing that ....Because he was taken ...haan ..while putting that work, on another, block, okay.....yeah he wants ....okay, achieved by him, if that, so you are saying the credit belongs to that ...so the SO who was saying that i can do only upto 7, but because of the technique, that he was using may be..... can we listen to the SO, okay, last point, yeah then we will, sure sure.....so on and completely surrounded. Yes so, the directions of the dr., in case of group 1, yeah group 2, now...was using there own intellect. and even in absence of directions, he was moving ....all right so we have, an independent SO now, you know but you remember SO, where.....can you his own self-assessment was 7, then what ....to 10, yes, yeah, i couldn't hear i got support, from the left to right ....right, i don't know, all right registrar or deputy registrar, but then ...don't push the bottom, okay just ....yeah so that, support was there.

See it is important to observer sitting there did not, occur to person who is doing and he remembers that, there was direction, that ....was okay, very nice ....support so, kindly ...so how many points you give for that support, out of 10 ,..... 8 so much credit....just for telling you not to question, just because of that, sure....it is your assessment, you have to do it , i would not ....that .so , isn't it interesting, yes ...from a distant we will not observe things, but a person who is doing to him, it makes so much difference, yeah when i am asking, to recount that is one direction that stand out, quickly, yeah ...one of thing ....the sense of confidence in me, yeah an encouragement .....all right, great, okay, great, when we talk about team building, art of help we can give by , directing app aisa karega then comeback to me , you know, you do this, then come back. so i will direct, yeah karo yeah nai karo, aage karo, peeche karo just metaphorically speaking, okay ....much more important then that is conveying to the other person, a sense of confidence, in his/her ability, i know you can do it, i try toh karo, and that is what, constantly the deputy registrar was doing, you know, he himself was ambitious right from the beginning and also ....there were not too many, but they were very emphatic and they were conveying, confidence....ji , in between i got some words of appreciation also, from i dont know ...from your right hand, but you know it was coming from ....he remembers that ....so see the importance of good words. importance of occasional encouragement just good words ...good job it stays with me, i may forget who has given but it

makes my deal....yeah ....another ....thing, i did not count the blocks, how many ...yeah ....so i didn't know what the .....The ...all right ...okay, so try...to that's a wonderful point, is that some feedback for the registrar and deputy registrar, that you were not given feedback. you get the point, the person who is doing, i was blindfolded, i have lost count, i am busy, concentrating, isko aise rakhu, yeah ...aise rakhu, what my colleagues could have done, would also have me to tell me. aapne 5 rakh diye. you are doing very well aap sixth rakh rahe ho, so just while you are done very well, this also useful, when we are doing something, the other person does not know my assessment, so occasional feedback, i am not talking about at the end of the year, you know formal feedback i am not talking, i am saying throughout the year, occasionally you are doing good job, you are not on the right track, thoda sa, i think, it goes a long way ....one more last point, yeah ....thee...and that,..... that's a wonderful point, you know, if there were some of us sitting at a distance and thinking, aise kar dia, held...i challenge you to come and do it, in the presence of our colleagues ....it is extremely difficult. you know it creates so much, anxiety that here we have colleagues some ....seniors they may think ,....mein kar bhi nai sakta, some juniors they would say, even he is senior... itna bhi nai kar sakte and ....and doing it for the first time, of course all those, being observed by once colleagues, i mean it is amazing that in spite of that fingers trembling, you could achieve 10, and whoever has done, even 12-10 , 10 is remarkable because we are doing it price of others, so that was the wonderful point, aap chale ab move kare.

To group 3, yes okay, quickly now ...yes sorry you had point to make.....yeah, okay again the same point, you did it so well, in limited time, why did you not try again so that, applies to you also, same thing, okay, alright, now the last group, what .....okay, this requires ....alright then we have comprehensive clapping for all 9 of them ...but let us first finish the third one, okay now quickly, observers comments. This we have done, this performance, time direction and encouragement. feedback any comments .....No feedback. who is speaking can you raise your hand, so i will, yeah observation, in conveying the and he was also positive and achieving the target, okay SO, where is SO for three ... haan did you read, can you tell us, just read out, quickly, i thought that my registrar has set the target, ...however while actually doing it, i felt....yes, yeah therefore after setting 8 blocks, yeah i seek the permission of registrar ...as we all don't want equipment on ...okay just a min, that's a wonderful, after putting several ....7. 7 was his personal target, so 7 tak we somehow we made, then he think ki just ...if i put above our head ....personally committed to that is good enough, so i put the 8th, uske baat, i need permission, i shall proceed or not, theek hai , ....it was granted, okay so you tried, and when you .... Also i wanted to ask, if i am the doer, why do i need permission, the target is 10, toh 8 ke baad permission ki kya zarurat hai. shall i proceed, of course you were blind, yeah so, i may after 8, i was not even knowing, how much block i can make, it is ....of course ....comment observation, quickly just one min, he again tried...okay, right yeah ...and i think for that, he deserves ....seriously and he was ....who kept on asking, several times he asked and i kept on saying good question, you know .....excellent. okay any other, observation quick observation, okay players i mean, the registrar, deputy registrar, anything you have to say, no so with this we conclude this session, i just want to conclude, by saying when we think of team building and i am a leader my expectation play a great deal of role, if expectations are lower somehow, with the performance of the people, as though there is role , there is law of nature, if i say ...aap itna karlo bahut hai people will adjust their performance to that if we say ki humko itna karna hai, i am sure you can do it, somehow ....most of the time performance raises itself to ....meet



the expectation, so as leaders present here, i just want to appeal to you, can you revisit. your performance expectation from your team members as one of the important. shall we say, motivation strategies you have in your rapportoire, as a leader and not fake expectation. jhoota expectation nahi, non genuine nahi, manipulative expectation nahi, but i also have some expectation of myself right, so if you say 8th i am also your leader, i am there you and we together surely we will, ofcourse average toh hume sochna hi nahi hai, we will go beyond that and i am sure, i know your capability, i also know my capability to provide leadership as a team we are going to beat the average and how far we take it that will depend on how we do it, alright with that, i want to close the session, a big round of applause to all the 9 people who came here . but i want to say, that they agreed to this because they didnt know what they were getting into. I just didnt even let them, come inside but it was really great of you very sporting of you to have participate ...sorry....*aim at sky*, but when we aim at sky, you know 13, 13 may be probably it was not understood, 13 because some people are done.

Up to 12, it is reasonably high but sky, if i see that, unreasonably high suppose it was 15, so aiming high is vgood but, it should be moderated by an appreciation of reality. Okay so, we must not lose the ground, while trying to fly high, because that is where.....because otherwise we will fall down with a thud, and seriously and i also want to remind you, i mean many of you, might have young colleagues so we have to convey, young convey the expectation, then to be tempered by thodi si toh reality. They cannot be unrealistic. Many of you also might have, young family members who are struggling very hard to make their way in extremely competitive world, a lot more competitive then you and i have known. okay but, if we say mere cousin ke bete ke bete ka you know 12 mei ya cat mei result 99.73 hai, aur tumhara kya hai, i think those are very unfair so while, it is good have high expectation, though you also have to be moderated by reality and not just performinig in one dimension is the end be all and end all of life. i think our people at home as well as at workplace they need our support and achievement so raise the expectations but raise them a little bit high and underlying all that, has to be the support element that the other person has to be convinced of the basic factor ki mei hu na. So it is not just ki raising is automatically, i am there to provide support that is what leadership is about, alright thankyou. Sorry for oversweating but I told you time management, not my strong point.

## Session - 8

### Personality Types

#### Resource Person - Justice Sunil Ambwani and Dr. Parul Rishi

Justice Sunil Ambwani - Good Afternoon, I hope you had a very good lunch, mercifully the academy has given me only one hour after lunch, yesterday, I believe there was long session. Personality types is the topic of the session which i was not able to understand, as to how is going to help you and help us in the judiciary to understand and in what manner the personality types are going to, help you in performing your work and duties, but when i give thought to it, and after reading the two articles, i felt that in every kind in every profession, we are dealing with different type of people whether they are our superiors and in our case the High Court Judges, Chief Justice, Supreme Court Judges or we are dealing with our colleagues or our, supporting staff, subordinate staff. As a Judicial officer the litigants and most importantly, not all which at today's real issues in judiciary are lawyers the advocates. the variety of advocates, the different kinds of advocate.... now if we understand what are the personality types, which basically ...they are either inherent in the personality of the person or they are by the grooming of the person in the educational institution or otherwise, the diversity in the personality types is mostly related to skills in knowledge combined with the ability and the perspective of the persons.

Some of the people are natural leaders, some are just followers who will never assume leadership under any given circumstances, for variety of reasons which may be attributed to their upbringing and childhood to the level of their education and knowledge. Some people are natural communicators who will spontaneously enter into any kind of dialogue or communication and some are extremely hard to communicate. You will not get any response from them. Some are risk taking, some are absolutely... some are motivated by challenges, some are easily overwhelmed by the circumstances in and inactive. but each of the person have a positive contribution and the balance must be struck to achieve the ...their... interact with them to take advantages with them or to enter into better work atmosphere then there are extroverts and introverts, the extroverts are those person who will project themselves in a manner which you can say outspoken. The introvert as we say will never speak out, but both have their own knowledge skills which may be used by us, now as i say the most difficult to understand are the. Lawyers, i had, my some good experiences and bad experiences with lawyers.

I have myself been a lawyer for 25 years in High Court and Supreme Court. But recently a new trend has developed and the trend is ....the judges, bullying the judges, overcrowding the workplaces and unfortunately a large number of lawyers who are practicing in the court, it is now coming from the bar council and even from the chief justice of India that they do not have valid degrees. Which we call they fake lawyers. They are the most potentially dangerous people. in my view one of the judgements which reversed the whole process by which we could have controlled the this community of lawyers, was that reviewing judgement in that ...V.C vicars case where the supreme court says that the responsibility of taking a disciplinary action against the lawyer is of the Bar Council of India. Under the advocates act. that was a missed opportunity where at least we could have said that when it comes to functioning of the court, the responsibility of the lawyer should have a different consequence and therefore the court have the authority, in Allahabad i had

an opportunity sitting with justice B.S Chauhan, writing a judgement on a lawyer, who would not allow a court to function in mainpuri , now in that judgement we carved out a difference between the professional misconduct of a lawyer viz a viz another lawyer , lawyer viz a viz client, lawyer viz a viz, the court staff and lawyer who does not allow the court to function, virtually bullies and put the whole proceedings to standstill, there we said that this is not the bar council, it is the contempt jurisdiction which must be initiated and while exercising the contempt jurisdiction we can also debar him from practicing and it is not that the contempt and the contempt, we are...we cannot take this action, even if that action is not there, provided with contempt of courts act under Article 226 while. Protecting the court, while protecting the administration of justice, we can pass orders.

We did pass an order, we debarred him from appearing in the court for 3 years. The matter is still pending in the Supreme Court and its been referred to larger bench, but what do we do in this situation. where the lawyers are fully unreasonable, when i reach Rajasthan, the situation was worst, worst then U.P. you must have heard that the president and secretaries of the BAR associations would bully the judges to pass the orders in Rajasthan the situation was so bad, that they would bully the judges not to pass the order but to change the order. That was unbelievable, when i heard, i think our friend from Rajasthan. he would verify the fact that mob will come and tell the judge you had to grant bail, why did you reject it so please write ....rehearing for tomorrow, and then you had grant the bail, so i took it upon myself a responsibility to reverse the situation, fortunately we could, with the experience which i got from U.P, i could handle the lawyers, but there i don't know how the our professor will tell us to how to study a personality type of those. Ruffians, bullies and rouges, but then we cannot work without lawyers, we have best of the lawyers also. most ethical, unfortunately they don't come out, in the 64 day strike of lawyers in Rajasthan when i reached there, before i went there, the reason was only 2 judicial officers should be transferred because they had dared to pass an order against advocate who was facing an eviction decree for 13 years, for his eviction. The difficulty was that bar council member will jump in everyday, even the most reasonable lawyer will not come forward and then study showed that even reasonable lawyer. Because the benefit from this bullying, because they want the judiciary to be under pressure, because there is hardly a lawyer.

Today we would like to win the case on the merits of the case. he would need something extra because he has promised something to his clients, the study of management studies ...i think it will be very useful to us to understand to the persons with which we are dealing on day 2 day affairs, i believe that yesterday some of you had put a question, a coordinator asked me ...told me....all this is all right but how do we deal with lawyers because lawyers, you know i tell you one example only we set up an copying section in Allahabad the computerized copying section. Its excellent copying section state of art, where the maximum time of delivery is 24 hrs. if the orders have been signed in the evening, if it is signed in the morning, you will get a copy. It's a completed computerized. So from day 1 we stop the entry of lawyers into the computer section. So there is no difficulty even now it is functioning very well. But in the bench at Lucknow, there was a custom that the lawyer would enter into the copying section also, and stand behind the copying clerk. So that his copy should be prepare at the earliest, that tradition has continued and lawyers are....i don't know how you work in registry must be very difficult. But the time has now come at least, on administrative side we should take a decision that lawyers should be ....not allowed to enter the registry at all, except for a very limited purposes for which there should be help desk on which.

But anyway that's a different subject. So today we have an expert on the subject, i will invite her to take over the session.

Dr. Parul Rishi - I would prefer taking a session in a standing mode, no difficulty to me. i am more comfortable in that mode only,.....nai nai .....So good afternoon to all of you. And as the background and stage for the session is set so it has made my task easier as well as difficult. Easier in the sense that now you have the background of the concept of personality and all difficult at the challenge that he has posed to me which i will try my best. To meet the, how this particular topic help you out, because teaching something conceptually and converting it into useable terms. These are two different things. So i can't assure you, but i will try my best that's what i can say that we are able to just utilize this knowledge of the concept of personality knowing about yourself. We always say that the first step for doing anything is to know yourself. So we will start at knowing yourself then we will start, knowing others about us and then will think about, how we can make a difference in the situation towards the better. So in the simplest term this is what we are going to do. It's a post lunch session, so challenge is further increased, for all of us. And we will be able to overcome this challenge as we have been overcoming other challenges. So we will be able to that also. so personality let us start with something in the lighter mode, you can see a meeting scene or you can just convert it into a court scene or whatever maybe and different people or you can imagine these are different lawyers. You can imagine that and they are just trying to speak. Trying to express there different ways like we need to get moving. One person is hyper reactive that he says we need to keep moving another says lets consider all the options.

Let's listen to all the options. Let's listen to all the clients first, then we will be able to take some decision another one says, i can see loads of problems, i don't know how to handle that so complexity. Then let's think this out. Carefully. Okay, if there is problem. We have to think about it carefully. Another person says we need to be more creative. Whatever is written, whatever the judgements already given? Whatever is in the records that is not sufficient? We have to be a little more creative to find out a new ways, innovative ways of handling such kind of situation. So one person is saying like that. We need to look successfully. Not be successful. There is difference in looking successful and being successful. Certain people just try to project there success. Whether they are lawyer, judges or whosoever may be. They try to project that they are very successful. They have lot of knowledge. Very intellectual, they can handle any kind of case in the best possible manner so these kind of projections some people are able to make. So they say we need to look successful no matter whatever we do and another one say how can we help. Down to earth, a person says oh the ultimate thing is how to help people who are coming to us with lots of grievances, lots of difficulties. There cases and how to help them out that should be the only objective no matter what i am. No matter how i intellectual i am. But i what way i am going to help the people that is my concern.

Let's get this right. Whatever we do that should rightfully done. Righteousness is very important for doing anything so, just in nutshell what i am trying to explain to this whole cartoon is that we have in our systems people of different personality types. Who have a different way of thinking, different way of interpretation, different way of analysis? Different way of thinking. So in that way we have the diversity of people within our peer group, with the lawyers as it has already been indicated and so many other groups and we have to deal with them. there is no option out we have to deal with them, but for doing that ...we must know ourselves what kind of person we are

otherwise we shall start imposing our own inner way of interpretation to what the people we come across, if we find a person highly energetic and we are also highly energetic we will just push that person very hard no matter he is just trying to look successful. He is not actually successful. On the other hand, introvert kind of person will not believe ...anybody ....talking to just.....because i am like that. so it is a human tendency that we try to project our own feelings our own attitudes are own behavior, our own personality on the people we come across and try to interpret them in our perspective and not in their perspective and that is the reason the clashes of personality take place and we are not able to reach the ultimate outcome for which we are looking for a while so a small scale is given to you, it's an incomplete sentence blank ...we are not given anything to tick you at this stage, just read it, there are 25 statements you have to write just few words.

Just to complete this sentence. Complete the sentence to express your real feelings do not think much, what's important is not much of thinking is required whatever first comes in your mind. You have to just write that and that would tell you what kind of person you are. Okay so please write your name and email. If you want, i can communicate detailed result to you because complete interpretation in this one hour session that may be not be possible so please write your email definitely. Email and name ....cell no. is not mandatory, email is there i can communicate. Whatever first thought comes to your mind after reading the incomplete sentence. You have to complete that. You have to do just first page now. Not the second page. First page both sides. The least you will think. The realistic picture will come in front of you

## **Session - 9**

### **Effective Use of IT in organizations**

#### **Resource Person - Dr. Subhash Bhatnagar**

Mr. Rajesh - Apart from E-court projects, we can see that some High Courts are doing very good in the enablement of IT tools in the district judiciary. On the contrary others are lagging behind and see these depends on the availability of resources, manpower, internet and other things. But there is significant change, i think in recent years. the way judiciary manages its records and data and E-Court project in that sense is a great achievement of Indian judiciary now any ordinary citizen can access, national judicial data grid and can see in which court, how many cases are pending, for how many years, and this is very significant, not many citizens are aware of this, but because that data is there, that few states still have not given their data. Whatever is there and as it will be upgraded in gradual time, there will be lot of scrutiny of judiciary by academics, by NGO people also, why such delays are there, in that particular district and you also must have observed that High Court judge is now, are able to monitor the situation more acutely, and more pointedly. so this is a good thing, and how it, lower level district judiciary level, that system can be strengthened, it is the major concern because ordinary citizen, first access, district judiciary or taluka judiciary we can say, lot of training is required at that level also and efforts are happening at that level, within this session, sir will be focusing on how in an organization the system can be strengthened. Sir has written, I think, I saw your profile many papers are there ICT and governance, what else academics do.

They sit down and write papers. So sir is the best person, to speak on this particular issue and he is professor in IIM Ahmedabad, again a premier institution for teaching management, thank you very much sir for being with us. And sparing your valuable time. I now request sir to initiate.

Dr. Subhash Bhatnagar - So, Good Morning, you might be seeing me around, but finally my day has come. I don't know, how many of you are directly concerned with guiding the IT usage in the High Courts or in the system in the state. Okay, so there are a few. since this a man than, this bhava is a manthan bhavan, i hope the churning will take place and essentially, i have not had, a great deal of exposure with courts or do i really understand the fashion that, but i have had an opportunity to understand the E- governance programme of the country, of which E-Courts, as a part, one of the mission of the project. at the IIM Ahmedabad we set up a E-Governance center, i think as far back as, 1999 i think, realizing that e-governance was going to be important in the country, I have also spent, five years in the world bank at Washington D.C. the charter to promote E-Governance in the activates of the world bank because they loan to different countries, they were hoping that some loan should go in the area of e-governance, I don't know if you see this picture and if you can make out what's happening there, can we ....I don't know, if you recognize this person, bill gates okay, so you know i have had the good fortune to talk to you and I have also had the good fortune to talk to bill gates, what i wanted to convey through this is of course, that i met bill gates but the things he told me about this meeting was for him to understand what is happening in India and he had 2 things really to tell me, rest of it ....he said you have hype in India about technology, so the hype is about, i think we talk a lot about, technology and we raise hopes, but we have not delivered as much that's real meaning of hype, and then i also heard him this was on the sidelines of a conference in Doha, I also heard him speak to the audience, major keynote and i think what he conveyed, i thought being a technology person he would really talk about how useful the technology is and how great it is, and what wonders it can do, i think what he really spoke about was that look technology is mere enabler and you might be aware that Mr. Bill Gates, now is really concerned with health and education, health primarily and his key message was that look you need to understand the health issues you need to understand the systems that are delivering, you need to understand the failures and successes that are happening and then think about technology, where it can help you.

Don't go to technology and say that it can do wonderful thing it can do that wonderful thing, and his overall view was perhaps technology in health, it is not the prime issue of the day, it is not that everyone should focus on, technology so, i start with ...the technology is not really a ...it's an enabler, by merely connecting everything by creating servers and you know creating the infrastructure, i don't think we will be able to profit from that, i have also had the opportunity, when India was launching its national e-governance programme which has now morphed into what we call Digital India, we are very good at of course re-naming and you know, programmes, i have had the opportunity to assess from 2006- 2010. What has technology done for people? You know we have had e-governance programme since 1999 in different states that is there any impact on people. Now when i look at my own, kind of life. Over last professional life and personal life. last 40 - 50 years, one does feel that there is significant change, i don't know whether you experience, but what has technology done for us, as people at home, as individual, as family members, what is has done for has, you notice any change, are things different today, as compared to what they used to be, let's say 15 -20 years back, ...*totally different* , it has brought a difference in lifestyle, totally different, one difference, i notice in my lifestyle is that my wife is communicating with all her

relatives in WhatsApp, middle of the night, morning and i get very little time from her, okay so there are many changes in lifestyle, but fundamentally, i think communication has improved a great deal, okay. I don't know whether we look at the citizens, in India, in organizations i don't know whether they have experienced that kind of dramatic change. The kind of change we who are somewhat privileged of experience from technology, i really don't know whether we have delivered that kind of change to common citizen and relatively poor people. so, i think that's the question that we need to wonder and really understand whether, it is possible to do, create that change, i mean i also personally at home, i have, my life has changed a lot more then, it has in IIM, and the lesson that i am trying to draw is that it seems to be not that, easy to profit from technology in organizations, as it is with ...individually, because our life's have changed absolutely dramatically even in the institute, i would say that all my communication with my student now, on a technology platform, if i have to give an assignment, i just put it up at one place, everybody has their computers and they read from there, if they have to submit an assignment to me, they upload it there and it reaches me, if i have to say please form yourself into 10 groups, because you are going to do projects. we put up on the website something where people can, first come first serve, they can put there name, and if they put their name, others cannot put it, so groups are formed automatically without them having, come together, without them having to consult me. So somethings are happening, on the other hand we are still very unhappy at the institute that many of the information what projects i am doing.

Sometimes even the money that is transferred to me by the institute, i don't know for what purpose, it was for, i mean i get some messages, there are things that are going ....communication is happening but other administrative procedure have really not taken off, as much so, i thought we might in the first session, i really want to learn from you, what do you feel what are the challenges why is that organization are not profiting that much and certainly citizens are not profiting that much, and what can we do, to take this further, one issue that one notice is everywhere but more so , in our country is that anything that you talk about, any good thing that you talk about that technology has done this wonderful thing, i can always point out to some state, to some department and it has happened there, but then there are so many states and so many departments where, it has not happened, which is so different from other countries because, i think development one meaning of development that there is less of a variance, if you go the U.S and lets say even in terms of governance, i mean quality of governance across state may vary but, it just does not vary to the extent that it varies, here the difference is very very large here, and one doesnt know why if something is happened ....Karnataka high court has done something, Bombay high court has done something, why is the same thing ...is it not possible to do in other places, so i will make a brief, first of all, very brief presentation a few slides and then I'll come back to you, to understand what is the bottle neck, traditionally we talk about infrastructure resources. he also mentions resources, i have been observing, India...yes we our resources are not as much as some of the developed countries, but our resources are now quiet adequate, i mean every state has a wide area network, every state has data center. I teach a course on consulting for E-Governance and i know that, most of the data centers across states are utilized up to 10% - 15%.... and technology we must remember, gets obselete in 5-7 years, those data centres that we established 3 -4 years back, they will need to be replaced, some new technology would come have come in , some cheaper technilogy would come in,so we need to profit from infrastructure very quickly, but we create alot of infrastructure and somehow we are unable to utilize it, for many purposes and i think thats the because the purpose is ...have to do with , internally our motivation to change, internally are incentives to

change, organisational, internal leadership on how these things should be done and the management of change which is really the you know taking the internal beauracracy along, you talked about awareness that itself is change, i mean do our citizens know that they can do things in a different way, for a large country of a billion people its quiet difficult to get across to remote areas to let them know, what changes have happened so there many many issues. so the issues are really not related to resources as much as managing the process, of profiting from IT, so let me just, my presentation structure is that , i have said your concerns and i will come back to your concerns about your....IT usage. Technology what is available today some guidelines for increasing the chances this is the central objective of the course and then let's get to the courts per se and you know what can be done, now discourse of tomorrow. i have taken from actually a paper that he is circulated this is the, if you will E-Courts, what it would expect, to achieve after mission mode project is implemented, this is clearly utopian view, i mean we are talking about, infrastructure broadband network and national data center, interconnected courts presence police station and so on, and in all of these fronts we know that something is happening, there is programme, for computerising police, it's been going on for years. It's already gone on.

Exactly, i think somewhere in Gujrat they have connected presence. and this is voice data, video or that kind of network so once again, you are all nodding that technology is happening and will continue to happen, because technology we don't have to push it there are major companies, operating in this country, and they are very aggressive in terms of pushing technology they are very aggressive in telling the government, where they should place new technology, what they should do, so that will automatically happen many of the interest come together there that technology will be putting in place. so in terms of usage we are talking about, IT enabled court rooms i mean this is utopian 2 - 3 screens, judges can see different information they can seek, the clerk they are having a .. They can type anything so this kind of, now i don't know that ...is that happening anywhere in the courts here in India. ....okay so what happens in a E- Court, i mean i really don't know, what happens, okay, you must at some point of .....yeah ...yeah that's available on the YouTube also.....okay, so as a litigant, i can submit everything, the ...electronically ...through e-filing, no paper is used and it is produced before the Hon'ble judge, in E-Form, okay and only the dictation is taken for the judgement.

Okay, and of course ...the copy is supplied and dictation, i presume and dictation i presume is now, the person is putting on the keyboard so the Hon'ble judge doesn't have to waste a lot of paper. so.....the Hon'ble judges have adopted to this very well, not much, okay so now this is e-courts, is happening somewhere are there any high courts where it's not happening, there are many high courts, its not happening ...okay, so now, out of how many courts .....okay, lets listen to, you know one idea is that here, he is saying meetings are happening on iPad and .....okay, there are many things, okay, now one thing, i would like to ask you, although these systems are not matured, but is there any plan to get these, the impact of what you have done, whether it is a meeting with iPad, whatever thousands of pages we ....have you had any assessment of impact as to exactly, what good has this done, who has benefitted from this, an independent assessment, anyone has done an independent assessment. ....okay so, if the client and advocates have to benefit then clearly, if there has to be, independent assessment of whether they have benefitted must be done from clients and advocates, so one ...having been involve with e-governance NEGP project, i can say that there are many projects that have been done but there are few projects where we have assessed the impact of those, is it useful to assess impact of the projects, independently... yesterday, you might have



seen we have slipped from rank no. 1 - rank no. 2 , it's in the national use, IIM Ahmedabad is not the first, i can tell you how much terrain, this has produced electronically, old faculty are writing so there is some value to having an independent assessment looking at what we have done to find out so one kind of general thing that we need to do and we are not being doing in this country is to really have an independent assessment of use of technology so that we can profit from what else can we do, okay so far most of us, and it is difficult to do so. most of us do something and then we pat yourself and we say that we have worked this, this is wonderful, but we don't get any, and particularly, if its internal to be like meeting in iPad and may be you are aware of then would it is doing, but if you are talking about the client benefitting, if you are talking about the lawyers benefitting then really you have to ask them, you have to get independent so, I will produce for you an independent study of three projects that were done, in ten different states in India, the computerization of land records, the computerization of many, RTO'S the issue of driver's license, and the computerization of sub-registrar's office, where registered deeds, because these were done, in 10 states and many of these have been done for now years, I think the earlier government, was keen before they launch the major energy programme to understand whether citizens are benefitting so they came to IIM Ahmedabad and said can you do an impact assessment study for us, and we are calling upon IIM Ahmedabad, because it will be seen as a independent study not done by the government, done by an independent agency and we accepted the assignment we involved 10 market research agencies of this country, and each of the project, in each of the state, we surveyed 800 users of that system.

800 users not based in Bhopal, but 800, if he were in M.P, we selected 800 users from at least 20 different locations, backward, forward were the activity levels were high, activity levels were not so high, and on basis of survey, we analyzed and presented to the the government what good has computerization and these 3 agencies, then for the citizens and govt was not interested what benefits were derived by the agencies, the sub registrar's office or this or that, because that was not part of the agenda, because they wanted to politician want to understand, citizen impact, because that is only way they can get some, hardness some benefits from that, you no know, good governance is a issue, and also have election issue so they can claim good governance, so i will present to you, the results of that. so that we understand that indeed is technology is doing some good for the ultimate, infact, sometime that even become difficult to, you know when we say, citizens we do we really mean, citizen one homogenous mass here in India, there citizen who can't read and write, who have mobile phone, who have perhaps, can afford a internet connectivity on the mobile phone. but the citizen cannot send the text message or cannot read a text message. He is also a citizen and we have, millions of those citizens and then there are citizens, like us who are no different from global citizens, i could be in Africa, i could be in the US, it's the same so i mean when we say citizens have benefitted.

Who are we meaning, have people like us benefitted or have people like them benefitted so that's also an important question. infect, i would say that for benefitting citizen like us, i think citizen are smart enough to derive the benefit, the governments don't have to do much, they will derive it, it is those other citizen that we really have to be concerned about and worried about. Digital India lot of infrastructure is being created, it's a multibillion dollar programmer, it is on public private partnership so, i think infrastructure is not going to be a bottleneck in this country, the will be the last problems. There will be issues which we need to point out, for example we are talking about internet connectivity to the...i have been travelling around in the last 15 days to some remote

places, i was in himachal, i saw roads miles and miles being dig up ..Laying the fiber. So things are happening, it's reaching there, but the last mile connectivity is a problem, you cannot take fiber to every. you know eventually you have to transmit data over radio signals and what is happening to our frequencies, radio frequencies they are not available in....so there are some policy issues in this infrastructure but still, i think lot of infrastructure is being created, you are talking about your own data center. Every state has a data center. and that data center is not being used so resources are already there so infrastructure to be created, mobile band, now you have UID, So you can just... just yesterday the minister was saying that 1 billion people have been actually given an adhere card. Service center, for poor people, you must be aware of the service center. How many service centers are there in India, where a cybercafé a poor person can go and actually... for accessing any information via internet.....so there are today i will say that, 150,000 citizens service centres that have been opened in this country with the idea that a cluster of 4 - 5 villages, should have within 5 kms access to what is called the citizen service centre. Citizen Service center is a place where there is internet connectivity, these are private entrepreneur they sometimes have nice scanners, nice cameras, they have a nice printer. ...okay ...i will respond to that question where do you think poor people, pay the greatest part of their saving or earnings, where do they spend that. they spend on health, they pay to private doctors, i have written cases on many poor people, because i teach a course on ICT, for development , that they pay ....they take a loan and pay, i think we have a misconception that if you charge 10rs to a people.

Person, it will inhibit the usage, i will argue they are not concerned with 10rs they are concerned with what value do you give for 10rs, if they feel that by paying 10 Rs they get 20rs worth value, they pay there is no problem, the problem in this country is that you charge without giving them the value, i have been to Yemen when i was a part of world bank, because i had something to do with technology. Yemen is the poorest perhaps in the world, i was taken to a fisherman's village, and this was about 7-8 years back. and this one fisherman came excited and he had GPS, a geopositioning system, which he had bought for 4000 dollars, and then i ask him what do you do with it, he says sir we go as group, and if we find a good catch, in the sea deep in the sea, we actually capture the coordinates and for a couple of days you can go to the same spot, and you get a good catch, so the guys who are willing to spend 4000 dollars for gps, because they got more value out of that, i will talk about land records in Karnataka. there must be some people from Karnataka here, ....is the project, i have talked to, i have been to center, earlier land records were available from a patwari for one rupee, but was that the real cost, no there had to be hundred rupee bribe with that one rupee, so first when we talk about a service in charging we must remember that there is real cost and official cost, I have known in Gujrat people going for you know this BPL benefits.

Just a form is required from the collectorate you go and ask for the form, they will say, out of print, you produce 50 Rs and it suddenly gets printed and you can get the form, so for every service there is a real cost that the citizen , pays and there is the official cost, and if you can improve the service and charge somewhere between the official and the real cost, I don't think there is a problem the problem lies, if you are not able,.....so, i think on many issues these are, you know really not the, you know not the real challenges, not the real challenges not the core issues. So, then of course furthering e-governance. Negp was started. now digital india is there, so on and so forth, so what i am trying to say that lot of infrastructure and over the last 4 -5 years, what have happened to mobiles, the penetration is huge. i am associated with the srilankan NGO, who do a lot of surveys,

in this part of the world, Pakistan, India and Bangladesh the last survey revealed that even amongst the below poverty line family, in rural areas in India 40 percent of the families have at least one phone and this was about 2 - 3 years back, now the system is changed, so I think a lot of infrastructure is there, the problems are different as I was saying many of those people may not be able to read text, so can we overcome those problems. So those are the issues that we need to think about, we just about 15 days back we were in Bhutan, my wife...we had gone on a Makemytrip tour of Bhutan. Just one day before Makemytrip sent me that please, download this app, which is called Audio Compass from this site we have subscribed for you, and we don't download it, it was a wonderful app, because if you opened it says what are the places in Bhutan, which are worth visiting Thempu, Paro ...this that, what are the places in Thimphu which is worth visiting 10 places and if you click on the icon of the place, there is a 2nd a half three four min wonderful, explanation of that place, spoken by a lady who has visited there and she is conversing with you. Now before that what I used to do. I would download from some website that okay, I am going to Bhutan and I am going to this place let me see what it is, often, I will waste paper and I will print, but I will not actually get to read it and I was as ignorant visiting that site, because there is always a we feel.

This time it was absolutely wonderful because the spoken word is different from reading about something from a text, yeah. ....we are not actively associating him into this information. Sort of ...in this generation of information, that is why we are lagging behind, yeah okay, there can be many lofty goals, there can be after all digital India what is the ultimate objective of digital India, our country, each one of you, I am paying out of my taxpayers money, for digital, India, what is ultimate objective of digital India.....so it says create knowledge society and create empowerment amongst people. You are talking about empowerment. Absolutely fine, but I am saying now given the fact, we have 2 - 3 premises one premise is that, there is enough technology for us to exploit, if people can't read text, there is spoken word, that you can deploy to convey information, you are talking about other things, so there is enough technology here to deploy and to profit. There are thousands of things, that you can do, but as a country that wishes for change as any institution that wishes to change, we really need to focus our energy on where to begin, how to take a little bit, chew it well and deliver, we can talk about 1000 things that can be done.

And I think that is what is being happening in this country, each one of us a brilliant idea about this can be done, that can be done, something is been done somewhere, we do not have a well thought out strategy, that look, and high court lets do this first, because this is we can manage to do it, and deliver not just create the infrastructure, we can actually create the impact then we will take something as, then we will go somewhere else you know we are bubbling with a lot of ideas, and I think it has where you need to provide the leadership, of not bubbling with all kinds of ideas, putting serious thought as to given your resources, given the needs of the people how do you begin to stage wise develop the use of technology ... okay now we can always, identify problems we can always find out, what somebody else is not doing, I would like to put your thought as to what I should do what each one of us should do so many people are not doing so many things and we are not achieving what you need to think is in your own role of whether it is directly related with the I.T whether it is related as a user what can we do to make some progress and as institutions sports need to think, what is manageable, what can we do in next 2 years, what can we do after that in two years, what can we do after that, I think that has to be the approach we need to take, if we need progress a little, just like you talked about the last person and all that in the cue, some people are saying there is a percolation effect, if you can't reach the last person, at least reach the second last

person, if you reach him the last person might, overtime benefit from it whatever the strategy, whatever we think we need to produce a well thought out strategy for chunk by chunk using technology to benefit somebody, no tell me come to my quickly let me skip this. let me this is the definition of e-governance of e-governance under which e-courts will come involves a process of reform, in the way we deliver, it does not say e-governance is use of technology to deliver. what it says is involve the process, you said Einstein said make it simple, lets apply that make it simple to each one of the processes that we have in our courts, how can we make it simple the problem is we don't always make it simple, we just convert it as complex as it is on the computer, we need to first make it simple so that fundamentally, you need to ...and who will you can't consult it to make it simple, because consultant will never understand, what are your problems, what is the complexity they face, you need to analyses it, yourself and i think one of the papers here is saying what kind of reports, the high courts need to produce, you just first understand what are the real problem areas in the high courts, if you say there is, let's say delay in dealing with cases what contributes to that delay has to understood from data, has to understood from analysis, otherwise each one of us will have a different reason, our reason you need to get to, you can't get to the absolute truth, but somewhere close to the truth by analyzing data, so any use of I.T and all that was first being with analysis of the organization, what are your real problems, where is the change necessary, okay so essence of ...clear intent is improving governance, accountability.

Transparency fairness of play. that is what governance is all about, so clear intent of e-governance, the word e has been edited to governance, you have to improve governance and the technology of the day needs to be used, if it was internet yesterday, that was fine, if you can use an atom that is fine, if you can use a mobile phone that is fine, and all of these are being used for different purposes , resulting benefits can be empowerment transparency and so on, okay the concerns about so far how we have used ICT is the potential, is high everybody is saying, the actual realization of benefit is not that high, it is low, to harness full potential choose application learn from best practices, as i was saying Bombay has done something high court, Karnataka has done, Punjab and Haryana have done. You know why we can't have systems where we share, have there been any retreats where high court have shared, how they have used technology.

If that was happening lot of high court would have implemented, i have once ...you know these are called knowledge platforms. You know you publish what you have done. I was once evaluating for international funds for agriculture development, knowledge platforms. of 9,10 project in India srilanka ...my conclusion at the end was in knowledge platform everybody wants to put out what wonderful things they have done, but when i used ....to ask nobody wants to read what others have done, you know we want to project our own achievement what we are not .....we are just talking about web and spoken world, i would say one useful way is really we should do that, but once in a while, if we think that technology is an important enabler and it can make a difference we also need to get together those people who are actually driving technology in different places to understand from each other, what are the real problems how was it done you know to get the responses so that we are sure that. yes we can do it, those kinds of processes should also be there, only then will it ... so that's a wonderful initiative, if that initiative is there that would happen in many zones, may be only thing is if we keep saying that, it is happening. Then i will be wondering why then it is not creating the impact, i will give you an example, how much effort does it take to really produce a change....in the high court system. Andhra Pradesh about when we setup the e-governance center, was considered to be leader, you know Chandra babu naidu, we always talked

about IT and Chandrababu Naidu, technology, I just want to share with you the kind of effort the Andhra Pradesh put in seeing that they can use technology well, for about 10 years, the government used to pick up 20-25 officers either from administrative services or other services, handpick people and used to send them for training for 3 months, because they thought a week's training, you know 2 days training is not going to provide sufficient knowledge and confidence that you can take a project for ...3 months residential training nearly spending 80 thousand 90 thousand 1 lakh of rupees consistently for 10 years, they train 250, what they used call cheap information officer and eventually out of 200. perhaps 20-25 delivered not that everyone who goes training deliver so that's the level of efforts that you need to put in besides, making available and all that, to really because everything all these kinds of changes having an I.T project is a difficult process.

So in a kind of small effort, marginal effort halfhearted effort, this will not happen. I am not being critical, I am just saying, as a country how do we ...yes sir....so I think what we need to do is, not as high court meeting. If the high court have identified that, this is the project we will focus on, like your project then can we find out in the country. Which high court have done similar kind of work. can we find out who are the people, who are driving that project and the places that has happening and then, if it's the first of its kind after you have done it for....so I am just pointing that the ....sure, accepted that we have all done somethings. for a group like this, all I am suggesting is that one way to get across how to move forward is those who have done something wonderful, take the initiative invite the relevant people for getting together and not simply discussing projecting this has been done, the real problems are, where was the problem how did you overcome the problem, that is what will give the confidence for other people to do it. We need to have that sharing. I am also talking, in front of him, because may be they can facilitate this, this academy can facilitate this. ....that is converted into a newsletter...so that is creating an awareness and just connectivity amongst ourselves....great. so wonderful, but all, I am saying is when there are representatives in so many High Courts, why can't this information be shared in a meaningful way, not only to project that we done this, in a meaningful way, amongst people who are responsible for doing this, no, okay but can I, one sec....okay, good ....Registrar was formed by CJI, but simultaneously....its going on everywhere....but tell me, I have not looked at courts, but my feeling about other projects is that actually these programmes can be driven from Delhi or the centre that these programmes have to be driven actually at the state level, Maharashtra has done something, somebody has done something, how do you have a common programme of doing something together when people are at absolute difference stages of computerisation.

Maharashtra problems will be different, you know they really may not benefit from what you have done. somebody has a problem will be different, I mean you know our tendency to drive everything from Delhi, from E-courts or you must be aware that this land record computerization system, central government has a programmer for 15 years before Karnataka did bhumi for 15 years, nothing was achieved in that central programme and crores and crores of rupees were....because it is such a mammoth programme different states had different needs, they had different systems and how do you have centrally driven programme which can actually impact really ....we are integrating, actually what is happening, we are developing a software for the entire country the e-committees are developing. The high court software it will integrate with all the... we are giving it to all highcourt ...we all in sat in the Saket court, and recently we had a meeting of....fair enough may be it will work, I will only give you examples of what I have experienced TCS, for the first

time developed a system of work follow in a sachivalya, it was called the secretariat system where it was expected that no people will have write letter they can send electronic documents that no under secretary and deputy secretary and all that needs to read paper files and notings and all that, that it will come on their screen and they will do the notings on the screen and this was actually partially implemented 10 years back, in the andhra pradesh, sachivalya it ran into all kinds of problems, out of all the secretary half the secretary wont touch it and all of that, then TCS thought they will sell this software that they have developed a common because after all, sachivalya operate on the same processes same they file noting and this and that, they tried in gujrat, they tried in J&K to date after 12 years, i dont know if even one sachivalya in this country we can claim that has successfully implemented that system so i am saying all these approaches we have to carefully you know think what will work and what will not, in my opinion is that , .....we and whatever we, i mean central initiative may actually catalyse what i am saying the bulk of the work and thinking really needs to get to the ...we cannot say oh good central government is producing some software and it will be implemented. you know central government is doing something, may be that would be useful, but the bulk of the work would have to be done at the high court levels, okay ....district courts and other courts ...okay, because i think i will run out of time we will have interactions but let me just present here, this is the assessment of three projects ten states.

Okay i told you the methodology that we survey then we ask people. Now when you go to people and when you want to understand the impact, benefit of let's say computerization of land records, computerization of ....what benefit is expected, what should the citizen get. No, here is a service ....i want a copy of how much land I own, I am not looking for any information here i am looking for a service.....easy service ...what is easy for you is...i mean, if we were to measure, if you were leader of a team, what would you measure, what would you ask the client....benefit...you want to find out whether he is benefitted or not, what would you ask the client ....give the copies ...everybody gets the copy ...some people gets the copy after 40 days, some people ...okay, so you have to ask for the time saving, fair enough what else ...money saving, where is the money of the citizen spent, lets say on land records, to make it quick money spent on going to the offices, number of times. You don't get a service in one visit.

You have to make 2 trips 3 trips 4 trips to get ...*and even have to pay bribes* .and even have to pay bribes. So bribe is cost number of trips for a poor person it is loss of wages on the day expenditure on staying overnight in taluka headquarter or with the relative and all that. So bribes waiting time number of trips, elapse time. These are things that really define cost that is exactly what we ask. So what is presented in this chart is number of trips, in each state Delhi Haryana Odisha Rajasthan to get a piece of paper which says this is amount. This is land that i own, in this survey number the farmer needs it for getting a bank loan for crops. just look at the picture, what do you, know manual is blue and computerized is this color, what can you say from this chart, this is presenting you an outcome of a survey of 800, people in each state, what does this say.....in most state computerization has decreased the number of visits that are required, fair enough. We should be happy that computerization actually creates an impact, okay ...of course we monetized this also we asked them, how much do you spend on a trip and all that okay. so far enough, but what else can we say, this is one thing we can say what else we can say, this is very clear, that in most state, it has reduced, can we say anything else from this chart. number of trips are ...., right we are saying that for example, in Delhi earlier it used to be on the average 2.7, 8 trips and now it is let's say 1.8, so one trip is saved infact the average that i give you, maual across each state people needed to

make nearly three trips to get this service, this piece of paper, saving is one trip on the average, one trip is over millions of people. There are 55 lakhs land records in Karnataka alone, okay so you are talking about millions of transactions that is quite ...how many man hours have been saved over the country, but what else can we say from this chart. Okay, yeah this is about, average number of trips, have they been reduced or not reduced. seeking you see, that is the one problem, i can't seek justice from another place but the court, they just private sector and public sector, that is the difference, in private sector, if i wanted the service, i have ten ways of getting that service, if i wanted a land record. I cannot go to anybody else, I have to go to this department , i am locked in , okay so what it tells you is that even post computerization, there is quite lot of variability in the number of, isn't that alarming why is it that, Gujrat hp rajasthan delhi can do it in one point odd visits and why is it that in some states you still post computerisation you need to visits, the process is extremely simple, you have to read from earlier ...they used from a registrar and write a document and give now, you have to read from a pullout from a database and print it and give it, in that simple process, why should computerization require 2 trips, so one lesson from this is really putting computer it doesn't mean that things will become happy there is something else that you need to do, to make it work.

Let me show you another chart. this is about bribes, we asked every survey asked how much money did you pay to the agent, how much money did you pay, did you have to money, if you paid money to the agent or to the directly to the clerk, or person responsible so we have some estimates of how many transactions were done in a with a bribe, look at MP, 90% of all land record transaction involved bribe of 50rs 100rs whatever it is, and post computerization, it hasn't improve much only in land records, do you see that, only in land records do you see that there is some impact on bribery, because in some states like Gujarat, has reduced HP to begin, it was not good Uttarakhand has reduced somewhat, Orissa no impact MP no impact, but look at these other things both lines are moving together in sub-registrar office, there was bribe earlier there is bribe today. In driver's license there was bribe earlier there is bribe today, but in some offices, it has been reduced so the argument is that you need to do something else. Every one of them has had sub registrars offices has a scanner, has those people who will scan and all that. yet, i myself ...so infact, yeah yeah this is the height bill gates talked about, i have myself experince Ahmedabad municipal corporation, all most virtually any website of the government that we go to for getting a service, you find not always may times you are successful, you are able to do it, but at other time you get stuck somewhere or the other, you reached somewhere and now ...so, what it means is look, we are not doing things to the end, properly to make it work the idea is to talk about, first time in the country we have done it.

But what is this done it, we don't know are you getting it assessed by some independent agency, then you would know, just like we are getting experiences here, that is it really reaching the people or you have created a website. ....we supply copies through emails ...one has to apply as and when the copies upload so certainly we have had achievement, infact i have studied the Karnataka bhumi project very carefully, I have talked to the people there, i think in that project we have assessed it 3 times there is been a real impact the bribery has been reduced absolutely significantly, let me share with you, what was the reason why that project succeeded more then what happened elsewhere, first of all the I.A.S, officer that was responsible for that project, continued in that portfolio for seven and a half years, I don't think you have another story where a revenue secretary or an additional secretary revenue stays in that portfolio for 7 and a half years. he was driving the

project and these projects require sustained efforts you cannot have somebody do it for 1 year then somebody else come and he says no no my predecessor didnot do properly let me do. it requires that second important thing, what we were saying first only distribution of RTCS that means distribution of paper was taken up as a project completed successfully evaluated by an independent agency, then the person said now mutation is what is difficult, making changes when the transactions are taken place, now having then this successfully, let me take up mutation, and then mutation was taken up and the wonderful that have happened in that project, there is first in first out in mutation, what first in first out, we insist that when you make a request for mutation, you go to kiosk and you apply with necessary document you are given a receipt that on this date and this time, you have requested for mutation. and this request then flows from terminal to terminal in a workflow to get processed, even if a minister is applying later, his request cannot be taken up, earlier that is governance, that is treating everybody in fair play there are story that a big builder wanted quickly, mutations done because they....that builder bribed 100 mutation were cleared in one day, because that mutation at the back of the builder had to be kept, but somebody benefitted. Karnataka, the project is called bhumi, it has won every conceivable award that is there globally to give.

That is also, so there are many good projects, what i am saying is, i have been studying bhumi. still the country is yet to you know so many people will reject bhumi because it was another IAS officer, i want my own credit, there are so many people who come to me and say sir for the first time, we have done it and i am weary of it for doing of it for the first time. okay, because you don't have to do anything for the first time, you do it successfully okay, so i think now this bhumi, you don't have to go to the taluka headquarter, you see first it was available at the village level, talati then they centralized it and said you cant, talati cant issue, talati records are not valid only digitized records are valid, but you have to come to a taluka which means people had to spend money to... but yet the number of mutations, everything has increased people are not worried, they are charging 15 Rs people are happily paying 15rs because they have no hassles, no briberies no running after, now this project would have been differently also, what is this piece of paper required for, what does farmer do with these piece of paper, goes to a bank and ask for loan and that is why a current piece of paper is required, you can't say last year i had this much land, you write, wont write now. We can say if we were the technology enthusiast why you give a piece of paper. create a record of this thing, and ask the bench directly to access okay, so i am saying for doing any service delivery any improvement, there are many ways in which you can do it, my advice is do it in the way that is practically implementable now. Keep in mind, how it can be done eventually, but please do it in a way, where you can implement it now.

Otherwise you will be also those technology enthusiast who will say no no, don't do this and there will be many people. so i think we need to share lesson, we need to understand and then think about a strategy of how court should proceed i am sure that many things are happening at different courts and yet i think the impact of what is possible as a nation as a collective of High Courts is perhaps not,....you know we can further it...should we break now ....i will say this, that very long time back, before justice Ahmadi who was the chief justice, no no we have done a .....but that was a very old study, .....i still feel what you need to do, you can get people like, you know there are many people who have been deeply involved, i would say, if you get Rajeev Chawla who was the IAS officer, who has implemented bhumi. Rajeev Chawla he is also a good teacher, he comes and teaches in my course and he is rated higher than me ....every time in my course. Okay so there are



people in this country who are doing it, collect together first exchange amongst yourself and get people to talk, that's the only way, and we can.....so we will break for tea...and then we will come back and concentrate a little on courts also. Okay.

## **Session – 10**

### **Effective Use of IT in Organizations**

#### **Resource Person – Dr. Subhash Bhatnagar**

Dr.Subhash Bhatnagar-Since many of you are here, i thought i will share one more story like i have been sharing. about, i think when was it 2000, 15 years or 18 years back, in Gujrat, this kind of license started to be issued, i think now all of you must be having this kind of license, with this chip, yes yes and they hide the fee because this chip cost some money, earlier it used to be plastic card, now it is a this thing so i think 70 80 Rs fee has been hiked so from every driver over the last 20 years, 80 Rs extra have been collected because i have now a smart card. I have been wondering for over 20 years whether this smartness is produced any benefit for the government, any benefit for me or any benefit for anybody. ....you could give a plastic card you dont have to have chip with it, suppose just a plastic card. Everything is there my address my photo and all that.

Just remove the chip. okay, so that improvement was fine okay, but then putting this chip i am wondering, the information content has never been made use of ....infact, in Ahmedabad some report have actually have arrived there was no information on this, so I mean this represents the most stupid use of technology, for 20 years, if you can benefit from something you have done, then clearly it was absolutely useless, so sometimes in a mindless manner we can do things, i mean isn't this mindless, so any project that we take i think, it is fair to say that if it cannot produce value within the next 4 years or 5 years, you should not do that kind of, and that is the example i am talking to bhumi now, if Rajeev Chawla in 1989, had thought that he can put a what you called a repository, a directory of all land records and that everybody, courts bands...would read from it, it would have been a flop because there was no communication there was no possibility all banks did not even have the equipment to access internet, so that was distant vision of what technology, but that was not the appropriate vision to implement at that time. so technology is so kind of you know its seductive, because it can indeed do so many things, that we sometimes get slightly you know overpowered with technology to think, Ki bhai aisa ho jaega ...court room mei bhi yeh ho jayega sab video aa jayega yeh ho jayega.

I think we need to think about this in a very pragmatic manner that, and always think about, what concrete benefits are to be delivered because if you dont know where you want to go how can you reach there, most projects we find that people who design those projects dont really, put down on a piece of paper, I have had the occasion of reviewing what are called detailed project reports for every computerization project that is done, in a systematic way first task is the now i am looking at you know as a IT person responsible for IT, in an organization what does one need to do, okay so first...we have some lights of, first task is to conceptualize that i want to have a e court where i will put this this, equipment where i feel the honourable judge will be able to do this this and that, where by doing this this, the judgement quality may improve the time to produce the judgement

will improve, my estimate is that the time to produce the judgement may improve by 10 % which means overall i will have this kind of impact, unless you have worked it out to that level of detail there are many things that we will miss and we will put a chip on the license without thinking what value it will produce so that's a necessary, every major project has this conceptualization note, and who can do this note often times the note must be done internally, by the people who are responsible, so if like many of you said that you are responsible for computerization within the high court then really you are the prime driver of producing this note, which must be awaited with Hon'ble judges and everything. i am aware in the government what happens the IAS officer the departmental heads writes notes it goes to the minister there is a committee that may review and all that but the note. in very large projects, you can also invite outside help to produce this note, if you do not understand, i mean you think that this is the main problem but you invite somebody to do the analysis so actually government of India, most of the mission mode projects elsewhere people invite a management consultant to help them develop this project, this conceptual note.

I have been involved for example, public distribution system. we know that for years the public distribution system have existed, we have felt it necessary because it definitely provides a safety net, it helps the poor people , but we also know that there is a tremendous leakage in that, 60 % leakage on that of subsidy wrong people get the ration card, much about 30 40 percent of the food grain while moving from the warehouse of the state to the fair price shop just vanishes, now people said there can be IT solutions to this, so I remember attending a meeting in Delhi where civil supplies ministry all the top bosses were there and a consultant who was invited to understand how this problem could be solved with the technology did couples of pilot and presented the outcomes one popular outcome has been oh gps why don't we put gps in the truck that moves the food grains from a taluka level state level, state owned godown, to the fair price shops, they studied and they found this thing failed because the trucks are not permanent with the corporation, they hire the trucks, when you hire the truck you can't put gps in dfu....to the truck so you put some screws and put the gps the truck driver take the gps and put it on a scooter which goes directly to the fair price shop the truck vanishes elsewhere so i am saying for every solution, you have to test out, you have to see whether it works or not, whether it is implementable or not that is the pragmatic way of thinking about it then somebody said, lets have barcodes on every bag.

Now barcode the issue was whether the bag is of a quality its this thing so that the barcode cannot be ripped off so finally it came down to what Chhattisgarh is doing and interesting thing, involving the community they said now so many people have mobile phones first of all why don't we, if we can send a message to the community that within the 12 hours a truck of this number will be reaching the fair price shop. please be alert and that's seems to have worked better than any other technology so it is, but we are talking about process reform, we are now talking about identifying the problem distribution system as being something of disappearing the ...disappearing out of the boom as being something of wrong issue of ration card as being something of some then, trying out various technology ways of handling it and choosing either a technology or a non-technology way of solving it so use of technology, must be beginning from the solving of problem, not use of technology these are my problems. First understand the problem. Why they are happening and then think about it. Does technology have a role to play or can i do something else which may work as effectively as the technology. so that is the process, so conceptualization after conceptualization, if the project has been accepted like that lets say e courts or creating a database of judgement so whatever project then the next task is producing a detailed project report which

means a consultant comes in produces a 120 page document, to say this is the process now, this is process after the computerization these are the changes that we have made to the processes. earlier for mutation a hand written application was given to somebody ...no acknowledgement was given, now it will be given to kiosk which is not mend by a government person and the kiosk will give and acknowledgement of time and date stamp, this is process change earlier the applications could move anyway towards there conclusion now we will have first in first out because we will connect all this if applications cannot be taken out of turn. earlier notices that were issued for mutation that this accord can be change put up on the village or hand written notices there was no way of filing them. When the courts require those notices, the judge said bring the notice was a due process, the litigant had to run, give a bribe and then to that notice, was not available...now notice will be issued by the computer and put together with the record of the land,so any time you wanted a notice you can go and maybe you have to pay 10rs but quickly it can be produced for you, okay so these are all the process changes that were ...some of them can be IT enabled,some of them may not be IT enabled its not necessary that everything must be done with technology for example sometimes a bottleneck signature becomes a bottleneck.

I want a birth certificate, i applied today the system and whatever that...you know the board, it will be given in 5 days, i go after 5days they say...the person who has to sign is not there, i have to go again, now can there be solutions to this. one solution could be, if people have sms and if they can register there sms please send them an sms when it is ready so that the people dont have to come unnecessarily, so what i am saying all this has to be identified and put down in the detailed project report. and there has to be one section which says these are the concrete benefits that will be delivered i have for the world bank reviewed at least DPRs, produced at cost of lakhs of rupees paid out to consultant and i find out of 120 pages there is 4 line on benefits half a para so much detailed on how much the paper will cost and what will be the costing what this system will cost, what ribbon will be ....some 25-30 pages of that, but half a para on what benefits it will deliver, i think that is not the appropriate approach that benefits to be delivered have to be absolutely concretize justified then only will be implement worthwhile projects not that's okay and it is not your role to do all this, it is your role to see, if a DPR has been done by somebody, he better have produced the para into 5 pages and explain detail that is our role to monitor quality of work delivered to us by the private sector, who is helping us, of course once the DPR is done then in most projects the private sector companies invited actually to produce the software and implement it for which you have the normal request or proposal, that is to be drafted it has to be put in public space it must follow the cvc rules and what this rule and that rule of vendor selection.

Then the vendors have to apply. Then you have to have a worthwhile meeting vendors may give a technical competence separately commercial bit separately. You have to look at the technical bid. you may involve other people to evaluate that and then becomes the vendors process of actually developing the application as per the in the DPR,it said that as is and what is called to be, thisis what it is today process this is what it will be after computerization, that to be process design is very very important, because that demonstrates where improvements have been done, how technology has been used what will it produce, okay then the role of IT had a simply to see that the vendor when he develops the application he does it in time that is one part of the story, because that will be contracted, in how many months he does appropriated pilots does not short charge you. Does not put the people. he say i will put all matches on the project, but actually puts fresh recruits on the projects, you have to see that all of that had not, happening you know what i am saying, is

this is a complex business, even in a supervisory role, if we are responsible for this, it is fairly complex we are not doing everything, other people are doing it, but even to supervise is a complex business and i think not always is this complexity realize and therefore sometimes, you know things happen and the private sector may take you for a ride and its not just private sector, even NIC can take you for a ride, anyone who is doing that role and of course then you monitor the process of implementation, you pilot you role out, and what is role of people who head this, just clarify the look ....i teach a course on consulting for e-governance about 40 student take it, first i make them do a project, that means they must go and look at a service, they may go to municipal corporation and see how birth certificate is produced or how a, you know the plan of a building is approved or they may go to a land record office a driver's license office anywhere but a compulsory requirement is that you must talk to 10 clients, 10 citizens so 10 users of the system and find out the pain points, what are their current difficulties, because after all, whatever process we were designing at least if it is, internally it's a different thing but, if it is for a external client then you must understand their pain problems.

If without pain, now many times the IAS officer who is in charge he thinks he knows all the pain problem, he doesn't know, i have seen collector being promoted to secretary they forget their role and collectors, what they did because there is different perspective, you are sitting on this desk and you are, thinking about only, your current issues. You have forgotten that you were a collector and these were the problems at that time. so you really need to understand the problems from the people that you trying to .., not second guess it that, i know this or that you have to ask them, that's extremely important so that is what you have to make people do, there are people to help you, but you have to make them, do those task, you have to ask the question have you how did you give this pain point, how many focus group did you, there tools to collect this kind of information, focus group which is is you know, you talk to 8 or 10 people, its not just simply a survey, its a discussion so that many latent problems actually come out and then ofcourse you try and solve it, so that is one aspect choosing an application portfolio that is what that, let me do this first, let me do this second, i will do this in the next 3 years, this in the next 5 years, for example bhumi, i talked about, first they had to, farmer had to go to the taluka headquarters, then they realized that visit was, wasteful for the farmer why should the farmer have to travel 100 km, there is somebody from northeast, from Assam now you know that Arunachal Pradesh, there are places where to reach taluka headquarter a villager has to travel, for 8 days, so just imagine if he has to make 4 trips his life will be, so infact in someway technology will make the most sense in, you know difficult places, Himachal northeast hilly places where accessibility poor so choose an application portfolio in BHUMI, i was saying, after doing in taluka first each of these databases were independent which means like a talati is registered, these reperesented only the data about lands in this taluka not in other taluka then there was state data centre so they connected all of these and now database existed for the entire state which means i dont have to go to my taluka headquarter to get my this thing.

I can access that database from anywhere now they have created thousand privately owned cybercafes there are called nimatis, okay and a citizen can go to any nimbdi and collect their digital copy, okay now somebody might say, in this this thing that, why cant nimbadi centre becomes corrupt he can say that ...nai nai, agar, if you dont give me 10rs i wont give you a copy, come again they can ...it is possible to do that, but this person is now restricted to not go to just this limbadi centre, he can go to another nimbdi centre, another ...and there is competition and corruption also, even if they are charging, if one fellow is charging 20 rs there will be another fellow who will be

willing to do it in 50 rs, another fellow will be willing to do it in 10 rupees, so you know every solution that we find there will of course be problem, there is no perfect solution, in this world, but we have to think that this is something that will work and this is something that will deliver some concrete benefits, those are the only project that are worthwhile, so infact, many of us from karnataka we were getting many examples what is the process, reform earlier lot of people in family mutation would not do. because it was so painful, it was stressful, you had to pay bribes, today mutation is compulsory, once you register a transaction in land, automatically data is transmitted to the bhumi centre and the automation is pushed, they had first in first out, in applications they discovered after 4 years of doing this project, that the opertaor there when the data was coming in from the subregistrar office, it was not in a form that directly fire mutation, it had to be convereted using technology one format to another and some roughes there were actually first in first out, they were changing. they were changing the sequence, you know if somebodys application came latter or registry happened latter, they were pushing they discovered that, now they have made it so that, it is ...so i am saying improvements have to take place continously this is like a lock and this thing ... i mean you have to continue to do this, then they realise infact i have colleague, whose house in hyderabad was sold by somebody to somebody else.

And he discovered it after one and a half years that his house in hyderabad has been sold, he was living in Ahmedabad and the house was locked, these things happen, these things happen not routinely, but happen sometime everywhere now in Karnataka when you go to register, the fields which are sacrosanct are whose the owner of that property or who is the owner of that land that data cannot be filled in an application, that data from the survey no. must be gotten from the bhumi land record because thats the most original land record of original authentic thing of whose the owner of that land so thats wonderful thing, because of technology, because of connectivity now one is able to do this, sub registrar is able to pass the information for mutation ..sub registrar can take information from bhumi record and that is eventually where we want go, but all these processes have to be well thought out similarly many transactions on land happen, even if it is under litigation, because there is no way for you know sub registrar office, but if now courts and sub-registrar office could be linked and if you could just flag that this, transaction cannot happen ....first you have to check with court, is this under litigation, if its under litigation no no, this cannot be registered then that problem would be solved, so this process improvement and using technology anywhere is this continuous process of improvement and it requires full time attention it requires people who are aware that is only when successful projects will happen, ideas can come from somewhere so, i think its extremely important and this is a trivial point.

I am not saying nothing new, that if any or e-courts and certainly its a major major project and very important project for this country, that we need to have more collaboration and sharing of nitty gritty details of these things, not a top overview, how can we implement these project successfully, what has been done, i am absolutely confident that what Karnataka has done, none of the state in India have done that, to the full extent, and I don't know why it should. So this is the kind of role and digitization of existing record, is I think the problem for you and a problem for most organization, when you move from a manual system to ....because after you have e-filing and all that, things would be fine, but what happens to the bulk of the data that is lying, that is a extremely big challenge which we need to be.....worried about, I don't know to what extent that it must be ....you know i think the greatest challenge ....because you have much of it is textual data, in places like bhumi it was partly textual, but the bulk of it was, numeric data, but even here they

recognize that this was the key problem, because of you began with wrong data let's say, if the manual records were translated into computerization and there were errors, there this is the legal document, it will be chaotic then, so it was interesting what they did , they asked a private agency to do it but they made the talati check 100% of the records so whatever was in the talati register had to be compared with the dump of a computerized, this thing and he had to sign off to say, that this way correct, but they didn't stop at that 5 % of the sample was then taken by the next officer and again that 100% comparison was made and they didn't stopped at that 1% of the sample was taken and a supervisor had to, do this and they didn't stop at that for one year they provided free to every farmer copies to say, please if there is an error, because who will feel most responsible for correcting that, it's the farmer who owns the land, that if there is error, he will point out, so i am saying for every ...the problem may seem simple, but you have to realize the importance of that problem and how do you, solve that problem, and these kind of things will only come at sharing at lower level they don't really come from top down, nobody will be able to say, so its extremely important, again i come back to bhumi you know, which is core team for bhumi which is implemented this projected, i come across many teams, deputy secretary this that, you know some team...some consultant ...normally teams are made of such people who are supposed to you know understand and reform the processes, this team ....i admit one guy, one tehsildar, oh i said oh so you are a tehsildar, then he said sir, i have worked in that district for 5years or 10 years my father was a tehsiladar, its not tehsildar there is another word.

Something and his father so far family grandfather this this, those are the kinds of people who know real problems of how land records are managed, how they are bungled unless you involve them, unless you understand from them, you will never come across real problems, this need to be solve through your computerization process, it is no good having, i am not saying, only have them but please also have them and by and large in corporate, private , any sector....i find that we ignore those people who really have the understanding of the, and i am sure out of the you know hundreds of employee of that kind, you can always find 4 or 5 who are sincere who are willing to share, who are can't communicate and all that so these are kind of practical problems of how successful projects can be designed, and we are actually most time operating at a glossy high level and that is why we find that many project eventually don't deliver that success that they need to deliver, so these are, i mean ...i am not producing, i am producing common sense in these slides, there is no absolute particular wisdom that one has, batiye ....they always that management of change we will discuss, i may i think ... and actually in all these changes how do you manage change is the most difficult part, how do you breakdown resistance, that is the most difficult so some guideline, build ICT applications that announce the degree of achievement, so your application must be related to some good that will be done to the organization, it must be linked with your objective, in choosing an application balance the risk of successful implementation with the value that will deliver and what was the risk of successful implementation.

I give you another example, you know that there are interstate check post in most of the states, border check post Gujarat computerized the border check post very early, infact it was the same guy who did this, smart license, it was transport he did that so about in 1998, i think they put a way bridge at the check post so that when the trucks are coming and they are not flagged off, and largely what they check is papers and what weight they are carrying and they find the people, okay in the manual process flagging the truck will stop they will know that there is extra weight and they will negotiate, we have known infact this IAS officer was telling me that when you sometimes

inspect, they will put all the bribe in cars and when he would go for inspection to a check post, they said once i noticed that i was coming and when i was about half a km away, i saw a ball of fire, they will store this ball of fire in a car, and if they knew that a raid is going to happen to usko car ko hi. pura aag lagake khatam kar dia, i mean these are big mafias that are involved, it is not a simple affair so as you were talking about risks and you know change and all that, all of this is involved...interesting example yeah....please, yes .....so you see technology can be serving various purposes, now this checkpost, i was only giving an example he put cameras in the check post and said, an incoming truck the camera will take a picture of the number plate will convert that into digital that digital number will pull the data from the database because, this truck problem has passed 100 times that check post and as it comes and stands on this thing, a slip will produced this is fine, you have to pay but the problem was that the technology of camera and the standardization of number plate in this country.

I think nobody in the world can invent a camera which can accurately translate our number plates into digitization, you know, so there are pre condition to success in this and that failed, it had 87 percent errors, in terms of transcribing so you can also sometimes go overboard on technology, it is not necessary, you have to be sensible about that, i mean that's the thing, that I am trying to convey that please don't go overboard and get seduced by technology and use it, inappropriate cases, so guidelines, different types of application, different deliver, value time frame and impact on performance, value time was that in how many years, will it produce benefit generally values, derive and processes are reformed to ICT enablement, automation rarely produces reasonable, the best example of automation is the sub registrar's office, the only computerization they have done is earlier, your handwritten deed will be copied by a clerk, it will take months to do, or days to do, and that process was slow, now they have scanning, you give the deed it is scanned and it takes 5 min, but that level of computerization is not adequate, i think there were many things that they could have done, i once asked, i had gone to a sub registrar's office, and I ask them, how much time typically an average, you know registration take place. because you have, computers in the beginning you have computer at the end, timestamping, difference just like you were saying rash driving in one min, why can't you calculate how much time did any registration take, now they were calculating time for what, the private operator who was scanning what is the time he takes and all that, but for customer they had no, they were ...measurement was there ...so i am saying by and large, other problem is that we are not user centric when most govt department are thinking about computerization they are thinking about themselves, may they are thinking about.

You know Hon'ble judges may be they are thinking about the registrars may be if they go one level further they are thinking about the lawyers with powerful lobby but they are not necessarily thinking about the citizen and as we have been discussing they may think about citizens for who are well-endowed they are not thinking about the citizens who are not well endowed, so i mean for example a driver's license project, you have people who see driver's license who have own car, but you have also people who are drunk drivers who are auto rickshaw drivers, who don't have their vehicles, are you facilitating there process you might say let us ban all the intermediary, you know these schools but, i think the schools ...are useful, because they are lending a car or an auto rickshaw, to those people which they don't have, so I am saying everywhere when we think about we need to be clear about the stakeholder some emerged very clearly, but we need to think about that other stakeholder who nobody, that user centricity has to be there, then only really the impact can come, in applications were you dealing with the user there are other internal

application, your HR your finance your recruitment i am sure computerization in private sector has been done for 50 years in these functions that can be done, there is no, i mean there the user are internals but what about those other project where users are external we need to be very clear that is the user that we have in mind and that is benefit that we can produce so generally automation doesn't produces value, unless you have change in, and not change for, the sake of change, change related to some value, exploit existing technology infrastructure now i have one for example, it may be difficult to manage but we talked about 1 lakh 50 thousand citizen service center in rural areas, these were created out of initiative of the national e-governance programmer, but i don't know whether you are aware you know there is dairy moment in this country, so when milk is collected but dairies in the villages about 60 thousands places there are computers where the milk is collected, the milk vendor, producer brings the milk there is an electronic way bridge where he puts the milk the weight is displayed to the, milkman who has brought the milk this data is communicated to a pc then there is machine produced by the Rajasthan electronic cooperation were you hold this much milk on a tube, and you pump a handle three times the fat content is calculated in 30 secs that is displayed to the farmer and both these things are taken in rate table, and how much the farmer should be paid, the payment is made because ....now this is an extremely transparent process against these the earlier process was people will come and pour there milk in a big .. the weight will be there but fat content no way judging individual....then this sample will be sent to some place after 4 days the results will come and everybody is played on a common fat content no incentive to produce good quality milk.

India today is the largest producer of milk, partly because of ...now i am saying 60,000 places have these computers in rural areas there are used for one hour in the morning and one hour in the evening. That's it, they are lying idle they have a backup, power backup everything, now why these can't be connected and why government deliver services through this can't, so existing infrastructure has to be exploited when we are talking in a country that half the places there is no electricity. No working and all that so these are all problems of coordination, you know of getting our act, right so now earlier we were talking about internet now we should really talk about mobiles, there so many things can be done with mobiles. so today, its time to talk about mobiles and how mobiles can be exploited particularly because mobiles are accessible to many poor people now, on voice on data, why not call centers much of the information that poor people seek, if you had worthwhile call center that is the best way to communicate we know that the people cannot read, so it's not that, srilanka has a very nice call center, where a poor person for 150 government servicers can know exactly what is the process you can know it in local language because these operator on the call center are knowledgeable people they are recruited they are trained properly and all that, so that may be the best way.

Now I don't know whether courts can exploit call center, in any particular way, and are they exploiting today, so I am saying there are many ways in which we can begin to, so a plan has to be produced as to how to do it, we may find somethings can be done only at a central level because they require resources or it is the activity, so limited that it is not worthwhile for everyone to do it, but I think a state in India is always large enough, it is many times, several times the size of many countries, we really have a state we should treat like a country, elsewhere it would be country, big country so state is large enough on every dimension to really be able to think about many things that can be done, assimilate emerging technology to solve an important problem and again technology doesn't have to be always most sophisticated, when you know ...there is swami Nathan



foundation the guy who, you know the person who did the green revolution, he operates in Chennai, they have an NGO, swami Nathan foundation they get weather data from NASA a very sophisticated technology and analysis and they share that information to the farmers of coastal villages, so that they don't have the risk of ...when there is storm and all that, and how do they share that, they don't share it through mobile phone or internet and all that because they now they are all useless, there are loudspeakers in the villages and those 150 years old technology used for actually sharing the data and i believe when the tsunami came it was some of their villages which really had very low incidence of ..Because they were will, so it's not necessary that we are using the most sophisticated technology for something, we need to use the most appropriate technology that will serve our purpose and reach the people that we want to reach.....we always in private sector talk about critical success factor that every organisation to succeed the needs and objectives has to have some critical success factors for an IIM what is a critical success factor, our ability to recruit good people in a very competitive market, that is the most important success factor so we should be devoting much of our energy, in recruiting those people our ability to retain good people, we should be spending much of our energy to have a transparent system of monitoring and evaluating these people, otherwise they will leave in and go so that becomes the critical success factor, then other infrastructure, good classroom this that, good student.

so you have to have an analysis on what is critical to the attainment of your objective which may be you know speedy delivery of justice, of high quality or whatever the problem .....the outcomes are important, so what are the critical things, most important things that you do, which produce an impact on your outcomes, on your endresult, management of change is the critical thing because we know we are dealing with people with long tenure private sector has an advantage, they can remove people easily within the government we cannot do that or within the court system we cannot perhaps do that, protection fine so, i mean then we have to think about there is a big debate going on in IIM now, IIM ahmedabad we have put in a very quantified number oriented performance measurement system, how many sessions, taught this that, and a big debate is going on, is that the best way to motivate academics, what kind of indicator should be use how should we incentivise people so that they work towards high reserach output because that is what is valued, so our critical success factor today is not simply hiring good faculty and all our critical success factor for global recognition is the number of papers we are able to write and there is classification Journals, there is A B C you know Journals are classified like that so you have to recognise in these critical factors may keep changing overtime, that is our and it has to do something with our performance review system, so we are now thinking deeply about how to change our performance review, so management of change ensure organizational climate is right, shared value with advocates of change, participative design ....participative design means that for every process you must have representative of every stakeholder, so the clerks must also know what is your to be because they can then point out what might be the problems in that revised way of doing things, you dont want to discover those problems after you have implemented the system, you want to anticipate those problems before implementing the system so you need to make presentation to them also.

You need to involve them, they need to understand what overall good will come out of that you remember bank computerization, how much resistance was there from the clerical staff extreme amount. what has happened today, i used to sometime teach general manager of these state bank of India, and i remember last time when i thought them, somebody walked up to me in the tea

break and said sir there is funny thing that has happened, this year when we announced our plan to let's say computerize 500 more branches we got a letter from the president of the UNION saying that why are you doing only 500 branches you should be doing at least 1500, why did that happen because the clerk has realized that the maximum advantage of computerization that has happened to the internal staff and why was there resistance because they did not convey or demonstrate the advantage that will happen to the clerical staff before implementing, they did not tested it. exactly, now how can you make them taste it or perhaps, where this has been done, later then talk to the clerical staff there to understand, these are all, when the Karnataka system is called kaveri that the sub-registrar's office, so the commissioner have come to know me because actually world bank had given a loan to Karnataka and i used to go to Karnataka and speak to the beauraucracy and all that so he said sir can you come and help me.

I am trying to hold workshops for every officer and you know sub-grade officer of the entire state i will do 4 workshop, one in Mysore, and one in this in these workshops, i want to just convey to these people 3 or 4 things one is how as country we are lagging behind what other countries have done. So your objective is just to motivate them, please talk to them about other countries who have been to so many countries and motivate them, we need to do something. but i remember in Mysore workshop when i was talking the most effective presentation was by a you know great 2 officers of a pilot in Bangalore where they had already computerized, he came and spoke to them and Canada and this thing about what is his experience in that pilot and he talk to them look people talk about loss of power we are totally in control that private sector fellow of scanning can do nothing this is with us, this is and that was the most convincing argument, if one of their own people will speak to them about real problems and....so i mean we need to have these innovative ways of managing change sometimes there is not enough communication because how do you manage change in any organization, its straining and communication these are the only 2 things you can do so are we doing enough communication, enough training with our people sometimes training is misplaced not aligned properly, you have a private partner who would come and do some training how to use the keyboard, how to use the skills, computer skills what will happen, but the actual implementation happens 3 months later.

It is not synchronized what they learn in training they forgot when it comes here and that is, so these are little little tactical things that need to happen but they can make or bar a project, okay so you know so project management is a very important skill in this whole process of implementation of project, so change management participative design involve them at the design this thing, i also recollect when we had this, attendance cards, electronic earlier the attendance used to be punch cards, okay so i was working with an organisation, who wanted to introduce ...now its biometric, in between it was .....but no biometric earlier it used to be punch card, so I am saying this IT manager was smart, he said sir before implementing, i went to 3 other companies where it had been already implemented and while talking to those people i found that the biggest problem that the employees felt was, that earlier in a punch card they knew exactly when they came and went out, because it was all on the card, it was transparent to them, now in this electronic system they don't know and that is what produces the biggest resistance now once he knew that it produces the biggest resistance, when he implements, he can do several things, he can counter the argument, he can produce the benefit, you have to anticipate by learning so i mean, the big thing is about learning from others, learning practical things, that is the only way, success in implementation can be, produced so quality of, and of course, you know quality of work life job satisfaction objectives

everything, there is a real change, i mean our clerical staff resists, because 2 things, one is if it's a position of bribery they resist because the bribes are lost or its just a new way of doing things, i did not use a ....that you always had this pointer for about 2-3 years i never used a pointer, even when it was available because i have not used it once, and i was apprehensive, Kya hoga ...sometimes when i was do it, instead of going forward the side will go back, i am saying each one of us when we have to do something in a new manner we are apprehensive so, i mean we need to recognise that other clerical staff who are all the time working on that, will necessarily be apprehensive, so you have to think through how can you take their apprehension away, you can take it through training, and also talking to them, i was once talking to these talatis in karanataka, you know they were the group and i was chatting with them, i said tell me do you like this bhumi system, they said yeah yeah ...it is vey nice and it produces ....dont bullshit me ...you have lost bribes and..so they said ....yes sir we admit that, bribery has gone but sir we tell you that we can sleep well in the night, because out of every 10 people who came to us for mutation they were 2 gundas who came on behalf of the politcian and made us do things against our will and didnot pay a single pi of money atleast that doesnot happen now, they cannot come to us, so I am saying for everything there is also positive, I mean you really need to anticipate project going forward, what will be the value sometimes you can produce value by simply improving the environment, so i am saying, you know it's a project management is a detailed exercise, its very interesting how leadership, political leadership plays it perhaps not in the ...because you are so much away and distant from the politician in some ways, but in government this thing, political leadership plays a very important role.

Because when you do change like the bhumi when you take on 10 thousand talatis, its a serious business of politician because they are influence creators at the village, they are looked upon you don't want to antagonize them, yet some people may think that it is worthwhile doing at the pay office and lot more but what produced, good effect was that once this was done and the time of Mr. Krishna, SM Krishna and they used to hold many workshops of district level officer who talk about bhumi to explain to them, what will happen, what they need to do because obviously this is you know happening at the district and the taluka headquarter, so invitations would go out from the chief minister and once the invitation were to go out, the chief minister was hospitalized and actually he signed i think a thousand letters in the hospital, Rajeev Chawla was wise to pick on that and next day the newspaper had you know, on the front page SM Krishna signs, you know workshop invitation letter, it had a very saluted impact, because people just you know, believe that if the politician is behind it then it must be done.

So as a project manager, you have to harness every opportunity to bring force behind your project, you know, in this case, it is a politician somewhere it may be the supreme court, chief justice whoever is the, you know who can produce the value, identify champions and legitimize roles, there are always people who want to take the things forward amongst your employees and there are always people who want to retard, infact in that project the president of the UNIONS of registrars was the chief IT project they involved him, there was a profit that the project was implemented they perhaps were also lost, that somethings that ought to have been done were not ....so you have to wait ....but involving the people who may oppose it, its sometime good idea okay so you have to identify, i mean the whole thing is that, in a project management you have to anticipate the events, you have to find out who will oppose it and who will, support it and then you have to somehow harness that support and mitigate that ...identify obstacles of change, sometimes

many times in our project, actually you are right the technology itself is resistance producer, you know, if you are doing something on the website and the thing is not opening up, that's very irritating why is that, because either the communication the bandwidth is not large enough the pipe is not large enough, or the servers at the back end are not adequate so do limited things but do them with a capacity that can produce the efficiency that is desirable, okay because people have to struggle to download something, to see a screen and move from one screen to the other, it is a sure resistance producer to bad experiences and people will just go up in arms and say that we don't want to use it or if there are inaccurate of the kind that we were talking about often you go to the website, you navigate some points and then it is just a doesn't moves forward, now i will not go back to using that application, perhaps in 6 months so its very essential to size your technology and this is not your role, your role is simply to say have you sized it properly ask the question, it is technologies role ...have you not only size it ....have you run a pilot to see that it works, have you simulated that at this load it will work. So there are ways of anticipating this but somebody should doing it.....toll very number, yeah sure ....but tell me why does that happen now, i mean lets go back, i mean true this is i have experinced it but because they have neither piloted those kinds of things nor do they evalaute seriously ...yeah things will be recorded because ...nothing happens there.

So it is at the back, if you are serious about improving these systems they will improve, if you are not serious, if you just claim that we have done this, we have call centre then they will not improve, it depends upon with what seriousness are you ...what are concerns of different stakeholders top management is investement benefit and risk of failure, essentially how much funds have to be released will it really create a impact and will this fail or fly, those are concerns middle management, new learning loss of power and flexibility oftem times ofcourse everybody losses power. Because when something can be done and in almost all these exercises somebody or the other is losing power and that will produce. so that is clear concern, efforts spend in discussion, uncertain benefits functionality better control resistance of worker users new learning change ....i will produce work so when you design the system essentially at the end when the consultant or whoever says to be, you have to ask specific question ...for each stakeholder what is the negative in this to be system will he have to do more work or less work will the work will be more complex or simple, okay will the work reduce some ....is it user friendly or not and then what is the compensating advantage that you have produced for the system. and there would compensating advantages, if you have not designed then you better design compensating advantages, okay so ...you know you have to anticipate and check, ICT manager this we are not concerned about because none of you really are in that sense in ICT manager, top management should get involved, I don't know whether this is valid for you, but at least at the any national e-governance plan, I think the government of India has made serious efforts to involve top management.

I was a part of the capacity building committee of department of IT it was an empowered comittee that means once we release the budget there was no finance, in between one of the programme that was conducted out of the capcity building exercise was for the cabinet of each state. that in every state a workshop was held for one and a half days for chief minister, ministers sometimes members of opposition some sprikling of legislators primarliy to convey 2 or 3 things that what are the real benefits that technology can produce for citizens so that they are motivated they understand two that it is not magic, it takes time and efforts. so dont say that we have clear the project now you implement it in one month that is one big problem, you know once anything is cleared then people

want to get it done yesterday and 3rd what is your role at this whole exercise, so like i am talking to you i will talk to them about bhumi why it became successful how krishna supported it what happened and i believe that atleast in 70% of these the chief ministers actually sat and participated so i am saying that level of exercise awareness, the weakest point in i think government of India, national e-governance programme is they have tried many workshops training change of attitude at the beauraucracy level the political level but reaching to the people has not been .....aur aap negp ki kuch films hai aap dekhiye woh itni madeup hai usmei pata lag jaata hai ki woh actor whose acting as ...you know poor women, immediately dont connect with that you know i think, it is also a big challenge because our population illteracy but that is an area which has not happened and ill designs system which dont run properly also, any poor fellow who tries and goes to kiosk .....toh usko nai chaiye hum usko woh de rahe hai hum kabhi nai samjh paye..toh uska ek dekhiye country itna bada hai ki perhaps you cannot reach everybody so you have to have a ....sir sample toh draw kar sakte hai ... afterall learn from the private sector, bhaiya yeh kaise pahauch jaate hai yeh kaise apna sabun beech de dete hai. Hindustan lever kaise beech deti hai rural area mei. how is a shampoo packet available .in every corner of this country and is being bought, how are some silly products are available and are being bought.

There is some lesson to be learnt from those people so i think, but i can flag is that the awareness creation is a big big challenge and we need to put energy in it then we have ...okay so, appropriate role for ICT ...i think we have discussed all of this ...this is the the view this is what you want to achieve, ab batiye kaise isko achieve kar sakte hai, how can we get. first of all our, all these things ...what is managed service model for judiciary, this is a part of the what does that mean, rest of it, aap log you are very clear about that first thing is about infrastructure creating and connecting the necessary infrastructure databases and and communications amongst major organisation that must come together police the courts cctns is going on, but all of them cctns is you know they are ..Is there any place where you can file an FIR electronically ...yes we have in Delhi. Okay so one second when we say yes you can do it again there are two ways to answer this question one is we have a website which says you can file a FIR people can go there and do this, have you actually seen what proportion of FIR'S are filed in your state electronically ....theft case ...for all of these projects you really need to lets not talk about what can be done let's talk about what has been done. Fine i am not saying so good, if it is being done, very good but i will say that, i can say it's not happening in Gujrat, in your state it is being done. it is not happening in Gujarat so we need to kind of focus on not what can be done because that's very misleading, what has been done and i am not saying aspen ...if you create a website today...it should be done today. Please look at it after one year.

After one and a half years. it will take time to happen but then it should not take ...you know indefinite time to happen, okay so first is clear ICT enabled courts we were discussing and there are advantages to do that case management system again digitization e-filing and e-services, e-orders, e-copies, e- cause list, e-administration, this is the internal administration of the courts your HR finance accounts whatever it is those kinds of things recruitments and what is manage service model, that has not been explained manage service model is necessary the plank on which the entire national e-governance programmer is based, its really that courts don't have to implement and do everything in their internal staff that they can ...invite partners who will manage the service delivery with a tight contract, you know government organization don't have to do it all on their own or even through NIC, the important issue is not who is involved or as NIC is involved,

important issue is, our model and the structure of our contract with whichever partner such that there is fair incentive to partner also to deliver the outcomes, often times the attitude in the government is that we partner, but we really don't think that the partner should take any money out of this, i mean a private partner exist to make some the question is what is reasonable profit, what is the reasonable return on investment because if you are going to do things through private partnership you have to also understand, he is a stakeholder or she is a stakeholder, there point of view, they do not exist here to do, free work for the government and of course partner has to equally understand the requirements of the government so sometimes the government is in flexible. Partner is at the opposite end partner is very quick term oriented, i need to make returns on investment in six months eight months. government has a long term view, now this has to come together, its coming together in some areas in our country, it has not coming together in other areas, with the growth of our economy at the level that we expected to be.

There is no way the amount of task that the government needs to do, that it can be done internally there is absolutely no way, the transportation we require is humungous, we neither have the capacity within the government to do it. Resources perhaps is not a such a big problem, resources ...because they require huge investment and e-government and computerization these are not...those kind of resources, so resources should not that, but i think this is skills that the private sector can get, but private sector can bring skills on th board provided you have, pragmatic people to monitor and extract value out of them because, if they know that the, within the government they dont understand the business of what we are doing then they will take you for a ride, you see, it is extremely important we need the private sector but we also need to monitor there performance very effectively ask the right question manage those project well so .... outsource the human resources...no no, i am saying you should outsource the work, computerization work why should you decide what computer to buy what camera to buy, what to put there why should necessarily only NIC decide this, i mean you get the best because technology is evolving so fast ... we are giving them 2% commission. and they are having specific technical experts...most governments do that so either if that capacity has been build and kept updated in the. Because we know that this technology evolve at a very very rapid pace, very rapid pace and many times the government organisation that we have created either because we don't pay them anywhere close to market like salaries or we don't send them for adequate training or there is not enough motivation they lack behind a little bit in understanding technology okay, or understanding what is most appropriate, if you have the organization which is competent fair enough we use the, otherwise we have to actually, i don't know whether you are aware that government of India has hired about 350 professionals from the private sector under a scheme called SMETS state e mission teams about of such hires have been given to each states as consultants virtually to you know move forward the e-service delivery programmer, okay they have been hired on 5 year contract, not exactly on market salaries but close to market salaries, okay so there are programmes like this may be the courts can also hire, maybe 3 people in each high court maybe sufficient hired and then 5 year contract and their charter.

But once again there are best practices, there are good things happening we need to just kind of share and understand and follow them. So this is the ....service model and we were talking about fees, i think for certain of task. you can actually outsource, if they are charging 5 Rs ....so somebody else ...so that's the rest model to adopt okay, rest of the maybe, i just want to because i think it's time we should windup, what of these activities do you think is kind of given the resources, given

the man power that we can put on this, given the competencies that exist and given the needs and the impact, if there has to be priority, i mean obviously all these things cannot be done simultaneously by any court in a meaningful way so if we have to kind of have a stage wise plan lets focus on this first, because this will produce the maximum impact then we will take this, we will take this, is it possible to kind of prioritize, or if not this in this major list at least each of these will have sub list, you know these are major areas they will be 5 things can we at least put a priority in them that quite make our you know the possibility of successful implementation easier, yeah .....benefit the max number, we also sometimes in the private sector we draw ....it's called the... where on one side we plot risk, risk on implementing successfully, risk could be from technology would be from ...resistance change management so there can be various kinds of risk and you can always think of, high risk and low risk and this is value, okay ...value you can use any criteria you know maximum benefits to whatever ..to maximum people that kind of and they will be low value and high value applications and its clear that ...this is absolute no no, applications in this box produce low value, okay and our high risk in you know in implementing because of technology or anything, these should not be touched that will be, foolish to touch these ...for example when you put the smart chip on the card, you should have realised that it will be impossible to give a chip reader to every policemen in the tarffic.

Primary use of that card, virtually impossible to that even if you had the resources to give or this think the policemen will not use it, okay i mean they will be so scared, of carrying it ki drop ho gaya ....you know so those kinds of projects sometimes you take these projects, particularly internal projects if they touch many people your clerical staff, because it is easy to implement it is a lower risk, it has a low payoff but its a low.. you know people get touched if the see, it has a demonstration effect and you can implement successfully and quickly so when you want to produce a cultural organisational change internally particularly then perhaps some quick applications of this kind with touch everybody, you know every clerk can apply for leave easily and be granted leave easily that would be a good application to start your administrative system because you get them on board. they see the advantages then you can move further okay, if you can find, this is what ..this is high risk and low value ....oh galat ho gaya bhai sorry, mei zara apne coordinates mei gadbada gaya tha. those are the kinds of the project that you dont want, okay i am sorry ....this one is actually low risk and high value so this is the prime, this is what you should follow, okay and this is fine, it has a high pay of and it is high risk, some projects you can so, if you are looking at a portfolio here, if you can spot these very nice and they be one or two here. so thats the way to, so even if we can do little bit of analysis on what we want to do, where we want to get and then of course more granularity Bhai what time frame we do, i think we will have a strategy coupled with sharing of lot of you know as i said involving people at the lower end sharing lot of information, i think we can move forward because and once you start moving forward, infrastructure bottlenecks will appear and they can be corrected.

See now we are now only anticipating log nahi jaante hai technology nahin hai. Yeh nahin hai woh nahi hai. When you do a little bit. You get stuck then it can be corrected so we, you know only when we start moving we will be nowhere to put more resources in technology and use mobile writing. one quick way to reach out to your client is really to think about mobiles, because mobiles is what has changed our lives before mobiles came, i had very little use of internet after mobile ....phenomenal use of internet and you see how rapidly the technology is changing i mean i was listening to you see how rapidly the technology is changing, i mean i was listening to somebody

who was giving an example the kind of computing power that you carry in all of your phones, would have costed about 40 years back, i think what was it 10 billion dollars can you imagine 6000 cr usmei chale jaate hai ...itni power thi ...jo aaj apne pocket mei leke ghum rahe hai, thats the kind of dramatic change that will continue to happen, matlab ek unpadh aadami bhi whatsapp kar raha hai, aur iss tareeke ka software kyun nai banta hai hamre ...dekhiye whatsapp kaise bana...inhone zor dia mera doctor bolta hai report aa gaya hai whatsapp kar do ....i mean how much effectiveness it has create in our this thing, i call these killer applications you need to produce a killer application and you will have lot of population on board, it is a killer application in social this thing, you know the connectivity that it has produced for people also in industrial and mobile phones are enabling us to do multitasking mei sunta hu airport mei ab bore ho gaya hu arey woh usko bhej dena ...itna usko money dena hai ...everybody is running their business from these things right. 90% of the conversation on mobile ph are actually related to businesses that is happening they are instructing people they are asking people i mean you are travelling and you are doing this ....but the question we need to answer is that if in private sector in our personal life, this is impacted so much how about the government organisation and ports and all that why is it not.

Railway is much better utilising. aap mujhe yeh batiye ke mobile based application have to based on these apps, how many apps can you count, which relate to a government service within ...portfolio that you get. so i think the questions we need to think is that how about exploiting these technologies which are not only exist which are matured...they are being used by billions of people so i think our minds don't have to get into how to do it they are enough people this country exports 100 billion worth of software's it is considered as a leader. it is doing all the court applications and government application in other countries, they are working for those agencies, how about getting them here i know Infosys, i mean nary an murthy and i started our work lifes together IIM computer center, i was a system analyst after my mba he was a system analyst after his mtech in IIT kanpur, we have been friends over the years. He doesnt want to get into government applications why because it is painful, the beauraucracy is difficult to deal with. they dont realise that you know, they also need to make profits they will not sign off, infosys is handling post office computerisation, which may be a very useful infrastructure. every post office in this country will have a computer and connectivity and passport office also...passport office has but i don't know how much ...but post offices are central to you. But post offices you know, you want to communicate in rural areas there they are but i think they will not do many more projects because...at many levels we need to understand that these massive task can only be done by massive outside companies, but then we need to work with them as equals not as superiors. Okay thankyou. They have been asking question but

Participant - Sir among these features one of the most important feature is of case management system. Because virtually in every programme we have been hearing that lawyers are creating problems they are actually controlling the proceedings of the court.

Dr. Subhash Bhatnagar - Dekhiye case management system is good for your. Important stakeholders. But as he was saying benefit to maximum people perhaps there are other system that you need to do. Okay so case management system is you know judges will benefit lawyer would benefit. That was fine. Those are your important but citizens, actually the government when they decide who will what application to take, Chandra babu Naidu andhra pradesh they said lets stall the department 24 dept.lets list how many people they touch. And then let's where is the maximum



bribery that means stress and then they picked up those which are large number of people touch and large bribery. Thankyou.