NATIONAL JUDICIAL ACADEMY

CONFERENCE ON REGISTRAR (MISCELLANEOUS)

4TH APRIL- 6TH APRIL, 2016

Report

Prepared By:

Mr. Anmol Jain
5th Year, BA.LL.B (H)
Vivekananda Institute of Professional Studies, Delhi

Reviewed and Edited By:

Mr. Rajesh Suman,
Assistant Professor,
National Judicial Academy

Conference on Registrars (Miscellaneous) P-981

A three day Conference on Registrars (Miscellaneous) was organized by the National Judicial Academy, Bhopal from the 4th of April to the 6th of April

List of Participants and Designation

No.	Name	Designation	High Court
1	Mr. Mohd. Faiz Alam Khan	Registrar (J) (Confidential)	Allahabad
2	Mr. Mayank Kumar Jain	Registrar (J) (Selection and Appointment/Seniority)	Allahabad
3	Mr. Ram Nagina Yadav	OSD (Judicial)/ CPC	Allahabad
4	Mr. M. Rajamouli Sarma	Registrar (Recruitment)	A.P.
5	Mr. H.A. Patil	Registrar (Administration)	Bombay
6	Mr. Jayant Koley	Registrar, Original Side, Calcutta	Calcutta
7	Mr. Ravishankar Sharma	Registrar (Recruitment)	Chhattisgarh
8	Mr. Manish Hande	Addl.Registrar (Ministerial)	Chhattisgarh
9	Mr.D.P. Singh	Addl. Registrar (Miscellaneous)	Chhattisgarh
10	Mr. Venseslas Toppo	OSD, Chhattisgarh High Court	Chhattisgarh
11	Mr. Girish Sharma	Registrar (Computerization)	Delhi
12	Mr. Sunil Kukreja	Joint Registrar	Delhi
13	Mr. Nilkamal Das	OSD, Guwahati High Court	Guwahati
14	Mr.V.K.Vyas	Registrar (Recruitment and Finance)	Gujarat
15	Mr. Arvind Malhotra	Registrar (Vigilance)	H.P.
16	Mr. Sanjeev Gupta	Principal District and Sessions Judge, Bhaderwah	J&K
17	Mr. Nangli Krisnarao Sudhindrarao	District Judge, OOD	Karnataka
18	Shri. Sanat Kumar kashyap	OSD, High Court of M.P. Jabalpur	M.P.
19	Shri. Umesh Kumar Shrivastava	Registrar (Exam & Labour) High Court of M.P.	M.P.
20	Mr. F.H. Qazi	Registrar (IT)	M.P.
21	Mr. Amarendra pati Tripathi	Registrar (Appointment)	Patna
22	Sri Om Prakash Srivastava	In-charge Registrar (IT)-cum- CPC	Patna
23	Mr. A.S. Randhawa	Joint Registrar (Gaz-II)	P&H
24	Mr. Rajan Nanda	Joint Registrar (Computerization & IT)	P&H
25	Mr. Vinay Kumar	Coordinator, Chandigarh	P&H

		Arbitration Centre	
26	Dr. B.K. Sharma	Registrar Recruitment	P&H
27	Shri. Satish Kumar Sharma	Joint Registrar	P&H
28	Mr. Anil Kumar Gupta	Registrar (Classification)	Rajasthan
29	Sri Bharat Bhushan Pandey	Registrar	Uttarakhand

Day 1

9:00 AM – 10:00AM

SESSION 1

<u>**Organizational Behavior**</u>

Dr. Amitabh Deo Kodwani

A welcome note was given by Mr. Rajesh Suman, Assistant Professor, National Judicial Academy, Bhopal to all the participants as well as the speaker. He started by showing the average rate of disposal per judge in different states in India and pointed out the huge difference between states regarding rate of case disposal. He further requested the participants to bring their problems and discuss and analyze the same with the various experts from the field.

Dr. Amitabh Deo Kodwani started by listing out the three basic components of organizational behavior

1. The individual
2. The group
3. Organization efficiency

He speaks about how people often tend to form perceptions about another person just on the basis of a single trait and how they often end up forming a bias against a person after a single interaction with them. He further narrated about an experiment which was conducted wherein young boys were called to a room and were told to keep their phones in a corner. They were told that they would be shown a video and on asking some questions they would be provided with monetary prizes. They were strictly instructed to not touch their phones under any circumstances. Due to some fault the video did not play and on the pretext of repairing it they went outside. After 10 minutes they boys started getting restless and one by one their phones started ringing. They first tried hard to ignore it but after 15 minutes almost 80% of the boys picked up the phone. Through this the speaker tried to bring about a comparison that today's generation is good in connection with electronics but not good in interpersonal communications.

The speaker further proceeded to do an exercise with the participants to do "Transactional Analysis". A questionnaire with 36 statements was given along with 5 options and participants were asked to tick whatever option came to mind. A key to assess the same was provided and he then proceeded to explain the key. The participants were asked to make a key column and write their answers in front of their statement and then total the same.

Various conclusions were derived on the basis of the said analysis by the speaker. The aim of this exercise was to help the participant's gain an insight into which type of a person they were.

He then proceeded to explain a bit about the transactional analysis. He termed it as a model for explaining why and how a person behaves as he is behaving. He further then moved on to another example as to how a shopkeeper is so dynamic in understanding the behavior of a person just by looking at him and observing him carefully.

He then went into the three ego states

1. The parent
2. The adult
3. The child

He classified the parent into C.P. and N.P. meaning Critical Parent and Nutri- Parent. The speaker explained that a nutri-parent was one wherein a person showed concern.

Moving onto the adult stage, he said that the adult ego stage was one wherein a person looked for justification and rationale. He does not become satisfied just by mere mentioning, but rather he seeks answers and looks for justification.

He then moved onto the Child Ego Stage which he classified into two parts

- A.C. (Adapted Child)
- N.C. (natural Child)

Adapted child according to him is a child who has been tutored by his parents to do, or not to do an act in the presence of certain people and he will under all circumstances do the same unless his parents allow him to do otherwise. Natural Child is someone who will always act in his natural behavior under all circumstances. Even if his parents ask him to behave in a certain manner, he will still behave in a way which is his natural way. The speaker further explained that while every person has the three stages of ego, yet one of them must be dominating. Furthermore he explained how it is important to infer what a person is saying. He proceeded to show how a single sentence can be inferred in many different ways just by stressing on different words.

He discussed the various types of interpersonal transactions which are:

1. Complementary Transactions: Complementary transactions are those transactions, wherein whatever is expected of a person, he simply complies with it. Complementary Transactions happen usually 30% of the times.
2. Crossed Transactions: Crossed transactions are those transactions which happen usually 60-70% of the times. These statements are those wherein the statement is correct, but the way it is said it is bound to spoil the relationship.
3. Ulterior transaction: Ulterior Transactions are those transactions which have an underlined meaning to it. They are complicated to understand and a person needs to understand the hidden meaning of it and not just the statement on the face of it.

He then proceeded to analyze the score of the exercise wherein any score in the range of 3 between the Critical parent and the MP was said to be a balance score. If the Adult score of a person was on the higher side, it meant that the person would not accept a statement as it is but would rather look for rationale and look for justification. If the Natural Child quotient is to be deduced, then because of being in a positive behavior then, it will be low. Similarly if the A.C. or the Adapted Child quotient is high then everyone is bound to like the person and he is accepted and if the same is low chances are that the person is not accepted by his peers.

He concluded by summing up the discussion in the by saying that the ego states change as per the situation. It is necessary to see the position which also determines the kind of an ego state a person will have dominating. If we suppress our normal behavior and are high on the AC (Adapted Child quotient) then we are not allowing our body to function in a proper manner. He then asked the participants to everyday, take out 3-5 minutes to think about how they have interacted with people, their subordinates, their peers and try and inculcate the things they feel they need to inculcate.

Session 2

10:30 A.M. - 11:30 A.M.

Performance Management:

Dr. Amitabh Deo Kodwani

The session started with the Mr. Rajesh Suman welcoming back from the short tea break and proceeded to hand over the session to Dr. Amitabh Deo Kodwani.

The speaker continued a bit from the previous session on organizational behavior and addressed various queries which had arisen in the minds of the participants. The questions of the participants ranged from the use of the need to analyze the behavior of a person to how the score obtained by the participants useful in this regard. The speaker in his responses mentioned that

there is a need to analyze behavior because being able to analyze the behavior of a person can help us in understanding him better and further it enable us to inculcate changes in ourselves and the other person. On the question of the validity of scores keeping in mind the profession of the participants, the speaker reiterated that scales are valid standards scales which are deduced keeping in mind the profession of participants. The objective of this scale was just to check the compatibility between two people.

He made a list of three main mantras of behavior

1. Basic nature is very difficult to change: a person may be able to change himself around other people to an extent, but under all circumstances, the basic nature of a person will remain the same.
2. Behavior change is due to belief: whenever, a person behaves in a way contrary to his normal behavior beliefs of a person pay a crucial role.
3. Behavior based on strict value system is difficult to change: if the way a person behaves is based on strong value based system, then it becomes very difficult for a person to change the same. He finds it morally wrong to do something, or behave in a way which might go against what has been imbibed in his values. An example of honor killings was given by the speaker wherein he gave an example of a father who kills his daughter and not repenting for it. This was because of the culture, the values which have been imbibed in them since the very beginning that prohibit them from marrying outside their caste.

He further presented a case study by Harvard as to whether people who have been star performers in one industry would function as efficiently and remain star performers in another industry or would the productivity decrease. The conclusion of the case study was that the functionality and the productivity of the star performers would decrease to an extent because the environment was not which they were accustomed or used to.

After this, he started the session on performance management by listing out the two objectives or the need for performance management. The two objectives were:

1. Appraisal of individual
2. Evaluation

The appraisal of individual was needed for two functions:

1. Promotional matters
2. Regular feedback

He then delved into the two factors which are the backbone of performance management:

1. Controllability: Controllability means the ability to control the performance of a person. The more the person is able to control the situation, the more he/ she is likely to perform better.

2. Interdependency System: According to the Speaker, the performance of a person is very much likely to depend upon other factors which may include the resources available, the team he has and various other factors. So in case a person has a good team, he is bound to perform better. A highly motivated team, a highly skilled, mature and experienced team at his disposal are a factor in contributing to better and efficient performance management, not just of an individual but also of an organization as a whole.

He then proceeded to explain the Court as a system, wherein he broke down the functioning of the court into three parts and proceeded to show how the Courts performance was being judged only by looking at just one part. He stressed on the fact that for an organization to function it is imperative the functioning be looked upon as a whole and not just one single end result be looked upon and criticized

Court as a System

Input	Throughput	Output
Resources available - Number of Judges - Budget - Staff	The treatment of the cases by Court. How the court handles a particular case, the complexity of the case	The JUDGEMENT
Types of cases which a court gets.		

The speaker opposed the idea of Courts being judged and criticized only on the basis of the number of judgements delivered by them and not at all keeping in view the input and the throughput. The speaker took the sympathetic view of the fact that most of the times, the courts function much below their capacity in terms of the input and throughput and at the end are criticized only on account of the number of judgements which they have given. Other factors like the complex nature of the case, non-availability of records, adjournments on part of the advocate are not at all considered. He further emphasized that it was important to see the nature of the case rather than the number of cases to truly gauge the Judges performance.

He further said that in most of the instances people end up being subjective. They just see the number of decisions but forget to look at the qualitative part of the judgement.

The speaker then explained the tools for Performance Management System. The tool he discussed was the 360 degree Mechanism. The 360 degree mechanism he said, was a multilateral tool, which gave the option of incorporating more parties who can give feedback about an individual's performance. Some of the parties could be the peers of the individual, the seniors of the individual or even the subordinates of the individual. The main aim of this mechanism would be that it would bring about a high level of transparency in the organization.

On being questioned about the need for 360 degree mechanism, when an ACR (Annual Confidentiality Report) was already being made, the speaker was of the view that many a times an annual report is not the best way to give feedback and that also just a single person looking at your work and giving his thoughts on the same. There is a need to have a more comprehensive report which would provide actual feedback and not just an overview of the performance of an individual. He further said that it's not necessary that it has to be 360 degree, it can even be 180 degree or 270 degree. The first time it is implemented it is always strenuous on the system as well as the people involved but after a while one becomes accustomed to same and the quality of work too increases as the individual becomes aware that feedback is being provided not just by a single party but rather by two or three parties who might have been directly connected to the matter.

To sum up the session, the speaker quoted that a judge spoke through his judgment and under all circumstances, just the number of judgments delivered should not be the criteria on which his performance is based. He was of the view that an online system of performance marking having 3-4 questions would be sufficient to incorporate a broader view into managing the performance and as well as giving valuable feedback to the individual.

Session 3

Time 12.00 P.M.- 1.00 P.M.

Communication in Organization

Dr. Vijay Gayathri Vancheswar

The programme coordinator Mr. Rajesh Suman, started the session by welcoming the participants from the tea break and gave a brief description on the need for having better communication in the organization. After a brief introduction, he handed over the session to Dr. Vancheshwar who asked the participants about the best form of communication. All the participants seemed to agree that even in the age of gadgets and electronic appliances, face to face interaction was the best form of communication because it provide a personal touch.

The speaker then listed out as to what is the key to an effective and persuasive communication. The ingredients for the same included:

1. Demonstrating zeal and enthusiasm
2. The way of communication.

He then listed out a formula which helps a person in communicating better with persons around him. The formula was ABCDE wherein

1. 'A' stood for Awareness, meaning that a person should be aware of what he is speaking.
2. 'B' stood for Belief, meaning that a person who is communicating something should believe himself to be giving the right information.
3. 'C' stood for Commitment, thereby meaning that a person should communicate with full commitment with another and not halfheartedly.
4. 'D' stood for Diligence, meaning that the person communicating should communicate diligently and provide full data.
5. 'E' stood for Enthusiasm, meaning that a person would be lively and confident while communicating with his peers, subordinates or even his senior.

He then proceeded to list out the Six Key Action Ingredients of communication with the acronym ACTIACE, which expanded to:

- Awareness
- Choice
- Tenacity
- Attitude
- Communication
- Etiquette

These according to the speaker are the must haves for every effective communication as they allow the individual to help overcome the barriers of communication.

The speaker then moved on towards the concept of MOJO and NOJO. Mojo according to the speaker means having an inner positive feeling in life which starts from the inside of a person and is exerted outside. A person having MOJO is normally seen to be full of life, and his skills of communication are better than the rest of the persons. NOJO according to him was the feeling of a person being a dull person who does the work just for the sake of doing it, communicate just for the sake of doing it. He proceeded to give a few examples of a person who has MOJO and a person who has NOJO.

MOJO	NOJO
Person takes responsibility	Person plays the victim
Person wants to move forward	The person prefers to march in his place

The person is ready to run the extra mile	The person feels obliged to complete the task
The person loves doing his work	The person feels he has to endure the work
Person appreciates opportunities	The person lets opportunities go by
Person is always grateful	The person is always resentful

After giving this difference between MOJO and NOJO he explained how a person with MOJO is bound to be more successful in whatever task he takes up because he is able to connect with the people, be it his subordinates, his boss or his colleagues on count of being a lively and a happy go lucky person.

The speaker then gave two key points which are important for a lawyer:

1. Attitude: He urged the participants to develop an attitude which is healthy. He said that lawyers were never trained in managerial skills, but in the present era, it was impossible for anyone to do without managerial skill.
2. Communicating with clients: He said that in today's world, the lawyers don't interact with the clients other than for sending formal documents or getting signatures. They forget that the client is so emotionally burdened that they need someone to listen to them, to reassure them and build their confidence. This according to the speaker was also a very necessary point to be kept in mind for a lawyer.

He then proceeded to list out the three important tips which are essential for listening to another person:

1. Maintaining eye contact: By maintaining eye contact with a person, you are giving across the signal that you are patiently listening to whatever is being said by him
2. Not interrupting: By not interrupting a person while he is speaking, a person ensures that he is receiving the full information correctly and without any external disturbances.
3. Paraphrasing: Paraphrasing is the way of repeating what you have heard in your own words and confirming it form the speaker. This according to the speaker serves to make sure that the person remembers the information which was disseminated to him and remembers it.

The speaker then proceeded to show two small videos, one of a very famous lawyer Cindy Crawford and another one which shows just how important it was to adhere to the three essential tips of listening. In the video, Mrs. Crawford is shown to be explaining as how communicating with a client is the most important skill a lawyer should possess and how it was also necessary for the lawyer to be able to communicate and put forth his case before the judge.

The second video was about showing how by maintaining eye contact, not interrupting and paraphrasing, a person was able to understand the information which was being communicated to him by his wife in a much better way.

The speaker then gave an example of effective verbal and nonverbal communication in the Hon'ble Prime Minister of India- Mr. Narendra Modi. He listed out the following important aspects of Mr. Modi's way of communicating with the people and the public at large:

1. Spontaneity: The most important part of a speech by Mr. Modi is the spontaneity with which he speaks. Now the same might be rehearsed, but he does not give even the slightest hint as to that.
2. Connecting with the right mood and words: Another important aspect of Mr. Modi's communication is the words that he uses. Words which have a positive impact are most often used in his speeches.
3. Mr. Modi always chooses words which focus on Long term plans. He uses words like governance, commitment etc. which give out a positive vibe amongst the people around.
4. Mr. Modi focuses on audience action, meaning thereby that he involves the audience into his speech which make the audience connect even more with him.
5. Voice modulation: Mr. Modi, plays with voice modulations a lot, going from high pitch to low pitch, from soft to loud and it works wonders for him.
6. He brings focus on the points which matter most to him. He tends to use words which glorify his plans, what he has planned for the nation and how he tends to go around achieving it.

The speaker then went on to list the key skills for communication

1. Listening skills
2. Feedback skills (feedback to others and feed forward from others)
3. Presentation skills.

The speaker stressed the importance of feed forward which he held to be even more important than feedback. Feedforward according to the speaker is the skill of emotional unbundling, wherein a person is able to emotionally connect with another and confide in him, his problems as he knows he is being afforded a patient ear.

A small exercise was conducted by the speaker wherein he asked the participants to form groups of three and they were asked to speak to each other regarding any issue which they might have and the other two persons would be required to give advice on the same. The participants were then asked to narrate how they felt. The need for the exercise as explained by the speaker was, to see how many times, just by narrating the problem to others we are able to deduce the proper way of overcoming them.

The speaker proceeded to then list out the seven levels of listening which are as follows:

1. Not Listening
2. Pretend listening
3. Partially listening
4. Focused listening
5. Interpretive listening
6. Interactive listening
7. Engaged listening

The speaker stressed on the fact that engaged listening and interactive listening are the best forms of listening and the ideal way of how communication in an organization should happen. From here the speaker took the participants towards the law of "Remembering and Forgetting" wherein he explained how statements said recently, frequently, those having a direct impact on the individual and the application of which is to be done by the individual himself are those which are most easy to remember. Similarly, the speaker also emphasized on the Laws of Forgetting wherein he explained how an average human is bound to forget 50% of the information conveyed to him immediately and of the remaining 50%, 75% information is forgotten by the end of 2 months and of that remaining information also, whatever we remember is just 60% and that too has some added information which was earlier not present.

The speaker then gave the participants some tips on how to be an effective listener. He made them aware of some minor ways, which, when inculcated in the individual would help them become a better listener and thus a better communicator. The tips listed out by the speaker were:

1. Smiling while listening to a person as it shows that the person is concerned about you and is genuinely interested in helping you
2. Show appreciation: whenever a subordinate or a junior does some work commendably and is conversing with you regarding the same, always show appreciation whenever and wherever he deserves it.
3. Listen actively and reflexively: the speaker asked the participants to follow the principles of RASA i.e. receive the information, acknowledge the information, summarize the information, and Appreciate what the individual is saying.

He further threw light on how an individual can make a better presentation to an audience by paying special attention to the following things:

1. Eye contact with the audience
2. Maintaining proper Body language which presenting
3. Avoiding filler words like you know, I know etc.
4. Voice Modulation
5. Having a positive energy while presenting before an audience.

Finally he drew the session to a close by encompassing the four pillars of a successful communication process:

1. Trust
2. Reflective listening skills
3. Verbal and non-verbal communication skills
4. Conflict Resolution skills.

He stressed on the fourth point and said that as much as communication is necessary, a person should also be able to put forth his view during a conflict.

Session 4

2:00 P.M. - 3:00 P.M.

Conflict Management

Dr. Abinash Panda (MDI, Gurgaon)

The post lunch session was opened by the programme coordinator Mr. Rajesh Suman, who welcomed the speaker and proceeded to give a brief overview about the speaker. He then handed over the session to the speaker who started with a very simple question as to what was the worst kind of conflict one could have. On receiving a number of answers like conflict with management, conflict with seniors, conflicts with juniors or even conflicts with spouse, the speaker proceeded to further question the participants as to whether they ever experienced conflict with self. Wherein they enter into a dilemma, like when they do things they didn't mean to do. In that case, the speaker was of the view that, that is the worst kind of conflict one could ever have. There is a conflict between the head and the heart, now it was on the individual to either suppress your feeling and listen to the head or take the risk and listen to the heart.

The speaker was of the view that many at times it was extremely important to listen to one's heart and follow it because otherwise an individual would just be indulging in self-deception. When made aware that the profession of the participants was such that it was very difficult to think from the heart, he reminded the participants that the view was a general view and it should be a combination of optimum use of both the head and the heart which should go into solving a conflict. He was of the view that

If a person is disagreeing with another, he is in fact trying to provide a new idea into the whole scenario, a different way of doing a task and bringing in a totally different thought process into managing the conflict. He gave a very interesting viewpoint on the term "win-lose". He said there is always a win lose position. If an individual wants to win at any cost, that would mean suppressing the idea or suppressing a perception in the quest to win.

He moved forward by stating that each and every organization has a dominant group which is the elite group. The function of this elite group is to get work done through the subordinates and the

super subordinates. Many a times, individual's tend to take the easy way out by avoiding the situation altogether. They may also not spend any time in debating or discussing the topic with the other members so as to get the viewpoints of all the people concerned in tackling the problem. Hence the process to arrive at a decision is sidelined.

He gave an example to demonstrate this. He said that there is a problem which can be solved in 3 ways, one which is the easiest, one which is the hardest and one which is the most efficient. He said that individuals will always prefer the solution which is easiest, without going into the efficiency of the same which often ends up harming more than solving the conflict. He gave the example of the traffic problem in Gurgaon. The easiest way to resolve this would be to put up traffic lights, but is this also the most efficient. He said putting more traffic light was not the most efficient solution as the mentality of the people in the country was to either break the red lights or either speed up when they see a red light. Thus what was the easiest solution was not the most efficient one. He stressed on the need to make sure that the solution chosen was the most efficient one according to the situation and not the easiest one.

He further said, that the best solution and the most efficient solution is always the one which is causing some discomfort to implement. He then spoke on how self and societal interest is to be kept in mind while solving the problem. He made mention of the way an authoritative person is able to dominate an individual or a situation and he puts in the decision which he finds is the best.

The speaker then proceeds to list out the ways to arrive at an effective conclusion:

1. By taking risk: by taking risk a person makes sure he explores all the options and then decides to take a risk, maybe because the dividend is high or simply because the personality of the person is that of a risk taker.
2. Balancing the approach: between the problem and the solution available

The speaker then moves on to saying that because of the society we live in, it has come to the view that an individual has become more and more self-centered. An idea is embedded in the person by the society and it is imperative that an individual explore that idea to the fullest. If an individual loses or is unsuccessful in his task then he should take it gracefully and accept defeat. In a graceful manner. Whenever there arises a problem, there are multiple ways of solving it. He asked the participants to go into a deep soul searching every time they enter a problem and then discuss the problem with another person with whom one might be comfortable at work or at home and then using his/her help arrive at a "win-win" situation where everyone is benefitted. He instructed the participants to further remain truthful to themselves and look for solutions in a truthful manner.

Moving forward, he said that human nature was very likely to be centered on the idea he holds. For example, if a person has an idea, he will think that his idea is the best, no matter what the circumstances. To make sure that a person like this is unable to impose his ideas it becomes

imperative and a necessity to subdue that person without disrespecting him only on the basis of knowledge and without hurting his ego.

Questions were raised regarding the practical use of using these kinds of conflict resolving methods in the judiciary where lawyers are powerful and there is a lot of bureaucracy and red tapism. The speaker answered that this problem was in fact given by the system itself. The advocates, the bar council everyone derived the power which is given by the system. A participant then proceeded to give an example of circuit courts where they educated litigants and they stopped supporting rouge and corrupt lawyers altogether. They stopped the lawyers from going on strike and made them adhere to the court's decision.

An exercise was then conducted by the speaker wherein he distributed questionnaires to the participants and asked them to fill up the same by using the first words that came to mind. After the participants finished with the questionnaire they were asked to mark the same using the scoring key. In case the participant had avoiding which was low, that meant that he does not know how no avoid the problem. In case the compromising factor was highest, then that meant the other person would take you for granted as they would always be ready to compromise. He further stated that one should never have compromising as highest as that would allow people to take advantage of you. Next, when competing of a participant was highest then that meant that he liked people who always agreed with whatever he said. He selects those people who would agree with him in all circumstances. The speaker then moved onto those people whose collaborative was the highest. These kind of individuals, see a problem as a problem solving opportunity. This style is the most effective way of solving a conflict.

The speaker then made a mere mention as to how accommodating is important. He described it as a way of correcting the negatives of avoiding at a later stage. So incase person misses out on something he will be able to accommodate it in near future.

The speaker then summarized the entire session by saying that it is important for the participants as judicial officers to evaluate the fine things. He also asked the participants to develop a plan to develop a plan to avoid extremities in the conflict method experiment by introspecting within themselves.

Mr. Rajesh Suman, the program coordinator, then closed the session by thanking the participants for patiently listening to and actively participating in the final session of the day.

Day 2

Session 5

9:00A.M. - 10.00A.M.

Time Management

Hon'ble Justice Sunil Ambwani & Dr. Bharati Sharma

The session was started by Mr. Rajesh Suman, the programme coordinator, who welcomed the speakers Hon'ble Justice Sunil Ambwani and Dr. Bharati Sharma and gave a brief description of the need for time management and how different people use different methods of managing time.

Justice Sunil Ambwani then welcomed the expert, Dr. Bharati Sharma and proceeded to give a brief introduction about the expert as well as himself. Hon'ble Justice shared his views as to how he felt that while it was a must to give judicial officers training in managerial skills, very less effort was being done regarding the same. Further, he was of the view that management skills is not something that was inborn into everyone, rather it is something which has to be inculcated in an individual. According to the Hon'ble justice, registry not only manages the judiciary but also the recruitment now and also the ADR (Alternative Dispute resolution) system and thus the need for imparting managerial skills and more importantly time management become even more important.

Justice Ambwadi stressed the importance of the need to manage time. Although the intentions of a person might be good, but without time management it would be difficult to do anything. Although everyone complains of not having enough time, the real reason is that people do not know how to make efficient and judicious use of the available time. He gave an example of a housewife who according to him was the best time manager who has to balance not only her time but also the time of her family members. Finally before handing over the session the expert, he asked the participants to take out time for relaxation and clearing of the mind every day. With this he welcomed the expert Dr. Bharati Sharma, who gave a brief introduction about herself. She termed stress as an individual's response to the environment and classified stress into two types:

1. Distress: the scientific terms for excessive or understandable stress.
2. Eustress: the stress which arises out of a change, something which motivates us to reach a goal and leads to excitement in our lives.

She then proceeded to give a personality factor and behavior pattern wherein she discussed about how individuals having Personality Type 'A' are always very stressed and excited and always want to show to the world that they are the best in what they do. Similarly, people with Personality Type 'B' are those who are equally good, but prefer to keep a low profile and not talk about their achievements to the world.

The speaker reminded the participants that every one of them has been given exactly the same time which is given to someone else, and it depended on them as individuals as to how best they made use of the time.

She then listed various tips of effective management of time. They were:

1. Finding out where an individual was wasting his time: she asked the participants to introspect upon their time consuming habits and infer as to where and at which activity they were wasting their time.
2. Spend time managing time: she urged the participants to spend some time every day to manage the time for the next day, so that the next Day becomes easier.
3. Not just set schedules, but also follow them: she further asked the participants to not just set up schedules for the sake of it, but rather also follow them and then introspect as to the level till which they were able to follow the schedule and what were the reasons which prevented him from following the schedule's fully.
4. Create time management goals: the speaker asked the participants to create goals for themselves as regards the effective management of time.
5. Prioritize: considering the nature of the positions of the participants, the speaker felt it to be the most important point. She asked the participants to assign priority top the tasks of the day and complete the ones which have the highest priority.
6. Learn to delegate: the next point raised by the speaker was regarding delegation of the work which can be delegated to a person capable of handling the task.
7. Establish a routine: she then asked the participants to establish a routine and follow that routine everyday while also ensuring that the routine was also being followed at the organizational level.
8. Set a time limit: another important tip was the setting of time limit for task. She urged the participants to make most of the tasks in the organization as a time bound tasks so that the team becomes motivated enough to complete it within the given time limit.
9. Be organised: making sure the table on which a person was working is not cluttered or the laptop or desktop isn't too clustered with icons everywhere was another tip on being able to manage time effectively.

The expert proceeded to give a simple illustration as to how a person should learn to say no effectively. He asked the participants to imagine if they were doing an extremely important work at home and a relative from their hometown suddenly came to their place, having all the time in the world. He asked the participants as to how they would tell the relative that they were busy. The participants replied that they would tell him in such a way that he does not feel bad about it and even if he does feel bad, he suppresses the same.

The speaker further asked the participants to try and manage one task at a time and complete it before moving on to the other one.

The speaker then proceeded to distribute a questionnaire which contained various statements & the participants were asked to choose between the options of "never", "sometimes" and "never" and were then asked to score the same according to the key that was provided. He then proceeded to analyze the scores. The analysis was on the following lines:

No.	Score	Level of Stress

1	Less than 25	Very stressful
2	25-30	Stressful
3	30-37	Manage time well
4	38-44	Strong managerial Skills
5	45-50	Outstanding managerial skills

The speaker then proceeded to give a short recap by listing out the following:

1. Learning to prioritize our task
2. Learning to be organised
3. Self-introspection- Focus of control should be internal
4. Remembering that all stress is not bad
5. Leaning to delegate work
6. Learning to pre plan
7. Learning to go for eustress instead of distress

Finally the speaker gave a small difference between the concept of 'rusting out'and 'burning out'. Burning out means when the person is so overworked and so stressed that he can at any time suffer a breakdown. Rusting out, according to the speaker was even more dangerous than burning out as a person is given all the material and resources to complete a task but he is not given any task itself.

Finally Hon'ble Justice Ambwani closed the session by saying that whatever held true for time management in management scenario, held true for time management in judicial services too. He further explained that it was extremely important for a judge to manage his board well and give ample time to managing his time.

With this, the program coordinator Mr. Rajesh Suman, drew the session to a close and asked the participant to meet back for the next session after tea.

Session 6

10:30 A.M. - 11:30 A.M.

Leadership Skills

Hon'ble Justice Sunil Ambwani and Dr. Dipti Bhatnagar

The session was opened by the program coordinator who welcomed back the participants from the tea break and proceeded to give a welcome note to the expert for the session, Dr. Dipti Bhatnagar. The speaker gave a brief introduction about herself and was of the view that since the participants were already practicing leadership skills, her role would be to carry forward the idea's and help in the development of the concept as a whole.

She then asked the participants as to what they understood by leadership. A summation of the answers given by the participants is as follows:

- A person who leads his/her team to achieve a particular goal.
- A person who has a vision of the future
- A person who has the ability to take the team into confidence
- A person who focuses on the team and the overall completion of a task
- A person who helps the team achieve a goal in adverse circumstances.
- A person who inspires the people in such a way that the leader himself becomes redundant
- A person who pays attention to the needs of his/her team.

The speaker divided the types of leaders into two types:

1. Task oriented: These leaders focus on getting the work done. They are time frame bound leaders and for them team takes a backseat. Their main agenda is to finish the work in given time frame. They can thus be said to follow the autocratic kind of leadership
2. Team oriented: These kinds of leaders put the team before the task. For them, consultation with team members and respecting their advice is one of their forte. They are more concerned about the development of the team, than the task on hand. They are said to be following the democratic kind of leadership.

The speaker then proceeded to ask the participants as to what kind of leaders they were. She drew a line wherein she marked the participants as to whether they were task oriented or team oriented. Most of the participants placed themselves in the middle of the line, i.e. equally towards task and team, while a few of them placed themselves as task oriented leaders.

She then listed out the different styles of leaders by using a pictorial representation:

III	II
IV	I

Low   Task   high
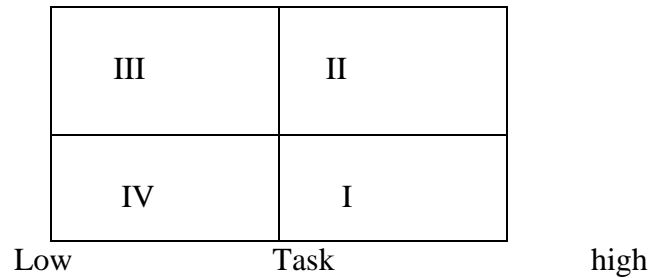
The people in quadrant I have a "Telling or directive Style. These kinds of people are high on Task completion and low on team concerns

People in quadrant II were classified as having a "coaching/ selling" type of leaders. They have a high concern for the task at hand and a high concern for the team as well. These leaders are the kind who want the work but will also tell their team members how to do that task.

People in quadrant III were the 'Participative' type of leaders. These leaders were very concerned about the team but paid low attention to the task at hand. They were totally involved with the team and paid a lot of attention to helping the team get through the task at hand.

People in quadrant 4 were the "delegating" type of leaders. They were the kind who were low on task completion and low on the team care as well.

According to the speaker, a good style of leadership was one which matched the attributes of the team members. It was difficult for every individual to do a particular task at the same level as another person was doing. A lot of effective leadership depended upon the maturity of the team. If the maturity of the team was low and somewhat low, then it was the responsibility of the leader to tell them about the task and guide them in a better way to achieve the task. If the level of maturity of the team is between more than somewhat low and high then the leaders are supposed to appreciate the work, they know the work is to be done and they trust the team to do it. The leader is supposed to help in removing the roadblocks which may arise in between the team completing the task on hand. The speaker then said that it was important for the participants as leaders to pay attention to the team and take into account all the four styles of leadership.

The speaker the listed the qualities of a task oriented leader. They were:

- He communicates expectation
- He encourages uniform procedure among the team members
- He assigns tasks to people based in their capabilities
- He schedules the work which is to be done.

- He decides what is to be done, how it's to be done, by whom it's to be done etc.
- He has a friendly approach
- He has concern about personal welfare of the team
- He does small things to show concern to an individual in the team
- He makes sure to consult the members of the team.
- He explains his actions and seeks explanation for actions of the members as well
- He tries to understand the team members.

The speaker emphasized on the roles of leaders into making sure that team members who were in the low and somewhat low on maturity position were motivated enough to come up to the level of more than low and high level of maturity.

She then asked the participants to score the questionnaire which were distributed the previous day. The participants were then asked as to which style of leadership was more dominating In them. Most of the participants fell in the category of Quadrant II which was High concern for task and high concern for team. Delegation was not seen to be a dominating style in any of the participants. The speaker held that reluctance to give away the power that was untrusted to them was the barrier to delegation among the participants.

The speaker then listed out how the maturity of the team members would affect their working in the team.

	Level of Maturity High	Level of Maturity Low
Problem Solving	Problem solving and initiative taker	Problem finder and lacks initiative
Task	Hard worker and has high standard of working	Unwilling to work and is complacent while working
Responsibility	Works even when the boss is absent and is always eager to take new responsibilities	Tends to work only when he is directed. Never volunteers for new responsibility
Relevant Preparation	He is trained and experienced. High integrity and has emotional intelligence (EI)	He is poorly equipped and does not possess Emotional Intelligence (EI)

The speaker then closed the session by stressing the need for a leader to be emotionally intelligent. She was of the view that even if the person has integrity, resourcefulness and every managerial skill but is not emotionally intelligent, he might still not turn out to be a good leader.

Mr. Rajesh Suman then asked the participants to break for tea break and join the next session in 20 minutes.

Session 7

12:00 P.M. – 1.00 P.M.

Team Building

Hon'ble Justice Sunil Ambwani and Dr. Dipti Bhatnagar

The session was started by the Program coordinator Mr. Rajesh Suman welcoming the guests back from the tea break and handed over the session to the speaker. The speaker then mentioned that an exercise would be conducted and laid down the instructions for the same. A total of 9 participants were divided into groups of 3 with each of them playing the role of a registrar, a Deputy registrar and a Section Officer. The task before them was to build a tower out of blocks which the speaker had put on the table. The tower would be built by the section officer who would use his wrong hand and would also be blindfolded during the exercise. The speaker would then proceed to tell the group that a person of average intelligence and in similar circumstances was able to build a tower of 9 blocks before it fell. The height of the tower would be calculated on the basis of the number of blocks put before it fell down. So if a person put 6 blocks and while putting the 7th block, the tower fell down, the height of the tower would be taken as 6. The group was given 5 minutes to make the tower. The rest of the participants were asked to just observe the persons. Before they could start, they were told to write down the number of blocks they thought could be put up and were asked to write the same on a piece of paper. If there was any fluctuation between the numbers of the three people, they would be given one minute to consult and arrive at a consensus.

Group 1

As soon as the three members of group 1 entered the room, they introduced themselves as to who was the Registrar, who was the deputy registrar and who was the section officer. The section officer was instructed to sit in the middle chair and the rules of the exercise were explained to them. The first group gave the number of blocks the section officer would be able to put as:

Registrar	9

Deputy Registrar	8
Section Officer	5

After deliberations consensus was arrived at 8 blocks by all the members of Group 1. The two participants were asked to guide the Section officer if they wished to, in putting the blocks one over the other. Group 1 got 12 blocks in a time of 2 minutes 37 seconds. After completing the task, the Section officer was asked to write about how he felt when he was doing the task. He was asked to not show this to anyone.

Group 2

The three members of Group 2 entered the room and were given the same instructions as the group before them. They were then shown to their respective seats by the speaker. And asked to write their estimation on a piece of paper. Their estimates were:

Registrar	6
Deputy registrar	7
Section Officer	11

After deliberations, the consensus was arrived at 9. The section officer got 10 blocks in 1 minute 40 seconds. The section officer was then asked to write about how he felt while doing the task and was requested to not let any of his team members see the same.

Group 3

The three members of group 3 entered the room and were given the same instructions as the previous two groups. They were then shown to their respective seats by the speaker and were asked to write their estimation on the piece of paper which was provided to them. Their estimates were as follows:

Registrar	13
Deputy registrar	6
Section officer	7

After deliberations the consensus was arrived at 10 blocks. They were the only group who confirmed whether they can rebuild again in case the tower fell down and time was remaining and were answered in the affirmative. As a result, the Section officer was able to complete 8 blocks before he took the permission of the Registrar to quit. The time taken was 2 minutes and 4 seconds.

The speaker thanked the group members for participating sportively in the task and then proceeded to ask the rest of the participants for comments and their observation.

The speaker first questioned the variations which arose during the estimation and questioned the group members as to why they chose a number which was either below 9 or 9. Most of the participants were of the view that since they were informed that his average number of blocks done in a similar situation was told to them, they thought it safe to do at least that much. It fixed a target into their mind as to the least number of blocks they should attempt. The speaker was of the view that by estimating the section officer to be capable of putting around 9 blocks you were doubting him to be only average. She further said that an individual tends to be conservative when the average is told to him and chooses an option which is either the average or somewhere near the average.

She then moved on to group 2. She questioned the Registrar and the Deputy Registrar as to why they put such low estimates on the section officer. They replied that since the task was to be done with the wrong hand and blindfolded, they thought it would be best to keep a target which was lower than the average. The consensus was agreed upon as 9 only on account of the enthusiasm shown by the Section officer. She also felt that if you encouraged a person he can always achieve more than what was set as goal.

Moving onto group 3, she was intrigued by the Registrar having put the number at 13 while the Deputy Registrar put it at 6 and the section officer himself put it at 7. The registrar was of the view that if you keep the goal high, that will motivate the subordinate to perform even better than his capability. Also the registrar said he was unaware that the section officer would be blindfolded and hence had put the number high. The sub section was then asked the reason why he quit the task in between. He replied that since there was very high expectation and he felt that he had got to somewhere near the consensus, he could quit and not make the team frustrated.

The rest of the participants were then asked for their observation and feedback of this exercise. The participants were very appreciative of the work done by the Group 1 as the Registrar and the deputy registrar were constantly encouraging the section officer and were appreciative of his work. There was absolutely no directions from the second group and this might just have helped the section officer to maintain concentration and do better than the consensus that was arrived at. The speaker was curious as to why the section officer of group 3 had quit after seeking permission from the Registrar and having ample time in hand. The section officer replied that since he had reached somewhere near the average and the expected target, he was of the view that to stop the frustration among the team it was better he should quit it.

The speaker then thanked the volunteers and there was a round of applause for them. After that she summed up the session by saying that an individual should aim for the sky but at the same time not lose sight of the ground. She told the participants to raise the expectation, but not too much at a time, just a small bit at a time.

Session 8

2.00 P.M. – 3.00 P.M.

Personality Types

Hon'ble Justice Sunil Ambwani & Dr. Parul Rishi

Justice Ambwani started the session by asking the participants to give their views regarding how studying personality types would benefit the judiciary. According to the Learned Judge, personality gives an insight to the person. There may be some people who are natural communicator while there are some with whom having a simple conversation is not possible. He classified them into

1. Extroverts : a person who will project themselves in a manner which is outspoken
2. Introverts: a person who will not speak out unnecessarily.

The Hon'ble judge then made mention of the various incidents of browbeating of judges, bullying of judges by lawyers and how fake lawyers were extremely dangerous to the Courts, the judges and the litigants as well. He gave an example how, there was a 64 day strike by the lawyers because they wanted 2 judicial officers to be transferred. Such was the intensity that even the most ethical and the most reasonable lawyers did not come out against the strike because there was a fear that if they did, they would be roughed up. With this illustration Justice Ambwani handed over the session to the expert Dr. Parul Rishi.

She began by quoting a simple statement which was, "thinking conceptually and putting it into words are two different things". She then proceeded to explain how a simple meeting scenario

can be differently by different people through a cartoon illustration. According to her, it is important for a person to know what kind of a personality he has as that would help a person in each and every aspect of life.

To help every participant understand his personality type, a questionnaire was distributed wherein the participants were required to complete the sentence with whatever came to mind first.

She then proceeded to ask the participants to list out qualities of an individual having a good personality. According to the participants, an individual having good personality was one who:

1. Equates himself with others
2. Has a positive body language
3. Is Brave, determined, wise, practical, carefree etc.
4. Has wisdom to deal with people like knowing when to say what and when to keep quiet.

She was of the view that any person who works for a selfish motive will never be successful and will never have the right kind of personality to succeed in life.

She then listed out how personality may be defined in an individual. She said personality is the dynamic organization within the individual. It is a psychophysical system which is controlled through unique adjustments like rewards and incentives. The core area of the personality of the person is founded on the value system which is imbibed in a person. The face value of a person is not the only value which a person should be judged on as because of the influence of media, theater and movies, it has become easy for people to sport a multi-faceted personality. So she requested the participants to make a brief interaction with a person before judging him. She was also of the view that different people with same straits may adjust differently in different situations.

 She then listed out as to what were the three kinds of personalities which were present in each and every one of us:

1. What I have?
2. What others think I have?
3. What I want to see in myself?

She then moved onto Freud & His model of Personality. According to Freud, the human personality is comprised of three things:

1. The Id
2. The Ego
3. The Superego

The ID works on the pleasure principle and is the energy constantly striving to satisfy a need. The EGO seeks to gratify ID in the realistic way. It works on the reality principle. The

SUPEREGO is the voice of the conscience, more like the grandparents which seeks to put a balance between the two entities. She asked the participants to visualize an iceberg. The top of the iceberg which is visible is the EGO. Just below is the ID and the hidden part is the superego.

She then listed out the various ways how personality can be assessed.

1. Subjective: subjective assessment is done through case histories, interviews, biographies and art works. This is not possible for everyone and only a few privilege d people can be analyses their personality subjectively.
2. Objectively: this kind of assessment is done through personality inventory, tick marking of questions. It is basically a self-report for ourselves and we ourselves mark it.
3. Projective: TAT (Thematic Apprehension Test) & Rorschach Ink blot Test and ISB. Under these tests various pictures are shown which are vague, we then try to project ourselves on these ink blot pages.

The speaker then proceeded to inform the participants about the various ways people from different personalities are characterized by. She made them in groups of two:

1) Sensing and Intuition

	Sensing	Intuition
1	Concrete	Abstract
2	Realistic	Theoretical
3	Practical	Imaginative
4	Experiential	Intellectual

2) Thinking and Feeling

	Thinking	Feeling
1	Impersonal Analysis	Accepting
2	Tough minded	Tender hearted
3	Questioning	Accommodating
4	Logical	Affective

5	Reasonable	Compassionate

3) Judging and Perceiving

	Judging	Perceiving
1	Early Starter	Pressure prompted
2	Methodological	Spontaneous
3	Systematic	Open Ended

After hearing about these many types of personalities, the participants were curious to know whether a change in personality could be brought about. The speaker cautioned the participants against it saying that it would be very harmful as an individual. The personality should be changed only and only if the need is felt for the society and the larger good of person.

After this, the speaker summed up the discussion by reiterating the points discussed by her and Hon'ble Justice Ambwani was hopeful that the sessions of the day had given the participants certain skills which they could take forward and inculcate in their workplace and the home. He wished the participants best of luck and closed the session for the day.

Session 9

9.00 A.M. - 10.00 A.M.

Effective Use of ICT in Organizations

Dr. Subhash Bhatnagar

Mr. Rajesh Suman, the program coordinator welcomed the participants on the third and final day of the conference and gave a brief introduction about the topic for the session. He discussed how the e-court Project has really taken off in some states while has not really taken off in some. He emphasized on the need of proper implementation of the project at district level. He then welcomed the speaker for the day and handed over the session to him.

The speaker gave a brief introduction about himself and marked out his areas of studies. He quoted Bill Gates assaying "Technology is a mere Enabler". He talked about working and

studying of the e-governance program launched by the government. He asked the participants whether things had changed due to rapid changes in technology. The participants were of the view that there has been a lot of change in the technology, communication has become easier with the help of mobile phones, but at the same time, the same level of changes are not seen in the life of the poor man. The speaker replied, that it was not very easy to profit from technology as what might be new in the present, after 5 years the same technology would be obsolete. He termed India as although not having resources at par with developed countries, but yet having adequate resources. But the real question according to the Speaker was whether the resources were being utilized at the optimum capabilities. He gave an example of the DATA Centers in every state, which were functioning at just 10%-16% of their capabilities. He was of the view, that we create infrastructure but then realise that we are not able to use it.

He then moved on to how the courts of tomorrow should be and listed out the necessities:

- Broadband network and data Center
- ICT enabled courtrooms
- Case Management System
- Digitisation, e-Filing & e-Services
- E-orders, e-copies & e-cause lists
- E-administration
- Managed Service Model for Judiciary

The participants from Delhi then gave a suggestion as to how there were 11 e-Courts in Delhi, wherein there was no paper which was being used from filing to disposal. Except for the orders which were being dictated. The same way Allahabad High Court had started conducting meetings of Judges on IPad.

The speaker meanwhile asked if there were any plans to have the assessment of impact of such changes which were taking place in the judicial scenario. He stressed the need to have an independent assessment of the projects which had been done so as to know whether the people were actually benefitting from the same. Like in the judiciary it was important to ask the litigants and the lawyers themselves about the benefits they were getting from the use of technology.

He then moved on to the topic of Digital India, the object of which was to have a digitally empowered society and a knowledgeable economy. The following points were laid down by the speaker:

- Creation of Digital infrastructure
  1. High Speed Internet
  2. Mobile and Bank Accounts & ICT enabled Post offices
  3. Use of Cloud Storage
  4. Digital identity- Aadhar Biometric System

5. Access to the 1,50,000 Service centers established
6. Safe and Secure Cyberspace
- Furthering of e-Governance started through NEGP (National E-Governance Program) in 2006 with 31 mission mode projects including setting up of e-courts
- Strengthening decision support with GIS, collaborative platform and open data.
- Digital literacy in Indian Languages
- Increasing employment through IIT related jobs

The speaker then gave an example how it is important that the use of technology be for even the poorest one. He told the participants about how a group of fishermen in Yemen (which is one of the poorest countries in the world) bought a GPS (Global positioning device) costing about 4,000 USD to catch fish. Their way of operating it was simple, if they got a good catch one, they would mark the coordinates on the GPS and come there for the next few days so as to get good catch. This simple use of technology went a long way into filling their stomachs and they were not sad to have spent such a huge amount. Giving another fact related to India, the speaker said that 405 of the families which are below poverty Line are now owning mobile phones.

The speaker then continued as to how we have enough technology to deploy, but we need to focus on how we have to do the task. There seems to be no well thought out structure to do anything. People have ideas and the same need to be developed.

He then proceeded to explain as to what the e-governance involves. E-governance involves a process of reform in the way Government works, sharing information and delivering services to internal and external clients. There is a clear intent of improving the governance by giving online delivery of services to citizens as well as harnessing the huge amount of potential of the technologies such as Wide Area Network (WAN), internet and the World Wide Web along with mobile computing.

The speaker then moved on to how ICT can be used in Public Administration in India and the sheer potential it has:

- Although actual realization of benefit is low, potential for impact is high
- To harness the full potential of ICT, there is a need to put greater effort in
    1. Choosing applications and learning from the best practices
    2. Avoiding implementation failure
    3. Managing change process
    4. Focusing on the benefit and not just the technology
    5. There is clarity which should be derived from an application
    6. Reengineering of administrative process
    7. Auditing the benefits from applications already implemented
    8. Making use of the information which we have.

The speaker then gave the example of Andhra Pradesh wherein the government picked up officers for 10 years and gave them training for a period of 3 months spending around 1,00,000 rupees on each to develop them into experts. After completion of the training, from around 200 officers, only 25-30 officers made the final cut. Thus this was the kind of effort that was needed by the government to implement a new technology.

He then gave a glimpse of the study that was conducted by him, wherein data assessment of 3 agencies in 10 states was done. The results showed that while the number of trips in each state to get a piece of paper which says that an individual owns this piece of land showed decline after computerization, there were still an average of 3 trips that a person had to make to get that piece of paper.

The speaker was of the view that different states were at different levels of computerization and thus there was bound to be a problem wherein it was impossible for all the courts to have a standard digital structure.

The speaker continued that there was always going to be a difference between private sector and public sector and the same existed even post computerization of services.

The speaker then moved on to how the work itself is not being done completely and many a time's just 50%-60% of the work is done and the rest is just left on the side.

To conclude the session, the speaker gave the example of how Karnataka has implemented technology by using it efficiently. The IAS Officer in charge, continued for a period of seven and a half years, so there was no change of leadership in between the implementation of the program. First only the initial stage of the project was undertaken, completed and successfully evaluated and only then was the next part of the project implemented. Next they followed a 'first in first out 'mutation request wherein a person entered the kiosk, gave the documents and was given the information that he was required to come on a following date at a following time for mutation. There was a small fee of Rs. 15 which the people were happily paying. He conclude by saying that it was not necessary that the technology which is used is the latest one, the technology should be one which enables the task to be processed efficiently.

With this Mr. Rajesh asked the participants to break for tea and join the next session in 20 minutes.

Session 10

10:30 A.M.-11:30 A.M.

Effective use of IT in organizations

Dr. Subhash Bhatnagar

The speaker welcomed back the participants to final theoretical session of the conference and began the session by stating that any project which does not give benefits in 4 years should be deemed to be a failure.

He proceeded to then give the role of an IT Head. The roles included:

- Conceptualize: The requirements and the plan in the way the task was to be done, inviting consultants, testing whether the technology will be feasible etc.
- Select a vendor/agency: They are the people who actually do the task. They study the organization and produce a report wherein they mention the feasibility. The vendor will then give a comparison of the current position and the position after the technology has been implemented.
- Monitor development and Implementation: Once the vendor has been selected, then the progress of the production of software and the implementation of the same is to be seen.
- Pilot: it is the duty of the IT head to see that the pilot project is being implemented properly within the organization
- Rollout: after the implementation, He then has to oversee the rollout of the completed software in the organization, make sure the software is running smoothly and clear out any issues that the team members might have regarding the software.
- Evaluate impact: According to the speaker, this is the most important role of the IT head. He needs to evaluate the impact of the implementation of the software and gauge whether the team members are benefiting from the same.

He then gave an example of how Chhattisgarh has by making use of efficient technology has cut down on the misappropriation of food from PDS trucks. Now, as the truck is flagged off from the central warehouse, a SMS or a call is given to the elder of the community that a truck with these credentials and having this registration number has just been dispatched from the warehouse and the details of the goods are also intimated.

The Speaker then moved onto the Digitisation of Records which he said was a big challenge in the courts. He spoke of how the Bhoomi project in Karnataka was a success just by implementing efficient technology and gauging the impact on the people. The people behind Bhoomi Project, did an impact assessment and recognized the areas which needed improvements and took the help of a private agency to take care of the mistakes. They further took some percentage from those records and got them checked and verified and further from those they again took a certain percentage and got them verified. The core team of Bhoomi was also selected from among people who had been doing the work of keeping records of lands from generations.

He then laid down some guidelines for effectively using technology:

- Building ICT Applications that enhance the degree of achievement of organizational goals
- While choosing the application portfolio it is imperative to balance the risk of successful implementation along with the balance value of the application
- Different types of applications deliver different value in similar time frame and impact on performance is also different.

He urged the participants to follow user centric method for the application of technology and laid down the rules for identifying the best ICT application in an environment:

- Exploiting the existing application infrastructure to build new products and applications.
- Assimilating the emerging technologies to solve an important problem and seizing every opportunity which comes in the way.
- Using existing information with different analysis to enhance understanding
- Building Decision Support System (DSS)

He stressed the need for a transparent system of implementing justice and seeing that the outcome derived is actually of use to the people for whom it is implemented.

He then moved onto how a management could bring about change in the organization:

- Ensuring that the climate of the organization is right
  1. Shared values with advocates of change
  2. Participative design
  3. Quality of work life, keeping job satisfaction as explicit objective
  4. Providing Training and education
- Ensure all stakeholders know
  1. The expected pay off
  2. Role of the stakeholders and others in terms of new tasks, skills and training
  3. Counselling service, feedback and understanding.
- Organization to manage change
  1. Identify champions and legitimize their roles
  2. Project Team and command structure.
- Identify obstacles to change
  1. Financial obstacles, technical obstacles, organizational obstacles, social obstacles
- Determine implementation strategy, stages passed and incentive structure

He stressed the need for better training, especially when a person who had been doing a work for 5-6 years and suddenly had to change the way of working. There was a need to clear the apprehensions among the users.

He then listed out the concerns for the various stakeholders. The top management was always going to be concerned about the investment, the benefit of the new technology and the risk of the

failure. The middle management was concerned about the new way of learning, the loss of their power as well as the efforts spent on discussion and the resistance from workers. The users would be more focused on the way of leaning and doing the task, the sudden change in procedure for doing a task and would also have apprehension whether the different workstyle would help reduce work. For the ICT managers and developers the main cause of concern would be the timely delivery of the product, the way of keeping the cost as per the budget and mapping user satisfaction.

He then proceeded to list out the lessons which every IT head can take:

- Making sure that the top management is involved
- Giving appropriate role to the ICT
- Having the need for an ICT strategy
    1) Knowing who gets involved
    2) The application should be in tune with key concerns and strategy.
    3) There should be clear identification of benefits and a way to measure benefits derived.
    4) Evaluating cost benefit
    5) Exploiting emerging technologies

The Speaker was of the view that to make the courts a better place, we need to inculcate technology that is both effective and efficient in making the functioning of the court simpler from the point of view of the litigant as well as the lawyers. This can be achieved by creating infrastructure and making it available for use and making sure the technology which is adopted is being utilized to the maximum of its capabilities.

The Speaker summed up the session by stating that the task of transformation of the judiciary into one making effective use of technology was a humongous one and the same was impossible to be achieved without the special skills of the private sector. He stressed the need for having private sector partner with the public sector to create the technology as is required by the organization

He finally thanked the participants for being such an enthusiastic group and wished them well for the future. Mr. Rajesh Suman, the program coordinator, then asked the participants to break for tea and gather back for the feedback and evaluation session.

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