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Jyoti Kumari , Research Fellow

Organizational Behavior

Good morning everyone. Today the topic given to me is on organizational behaviour ,judiciary is also an organization.

An organization consists of individuals with different tasks at- tempting to accomplish a common purpose. (For a business, this purpose is the creation and delivery of goods or services for its customers.) Organizational behavior is the study of how individ- uals and groups perform together within an organization. It focuses on the best way to manage individuals, groups, organizations, and processes. Organizational behavior is an extensive topic and includes management, theories and practices of motivation, and the fundamen- tals of organizational structure and design.From the smallest nonprofit to the largest multinational con- glomerate, firms and organizations all have to deal with the concept of organizational behavior. Knowledge about organizational behavior can provide managers with a better understanding of how their firm or or- ganization attempts to accomplish its goals. This knowledge may also lead to ways in which a firm or organization can make its processes more effective and efficient, thus allowing the firm or organization to successfully adapt to changing circumstances.

This chapter will help you better understand the theories and structures of organizational behavior. The chapter begins by discussing some of the basic characteristics of managers and management. It then describes some of the popular theories and practical applications re- lated to motivation and helps answer the question “What motivates employees and why does it motivate

them?” The chapter then examines some of the fundamentals of organizational structure and describes ways in which organizational structures differ from one another. Finally it discusses a few methods by which organizations can control processes and outcomes. As later, “Leadership and Team Building,” management used to be focused on direction and control. Now it is more involved with support and facilitation and the evolving notion of the manager as “coach.” In conjunction with this role as a supportive facilitator, managers are now focusing on efficiently and effectively utilizing the intellectual capital of an organization. Intellectual capital consists of the knowledge, expertise, and dedication of an organization’s workforce. The management of intellectual capital is necessary in order to get the most out of an organization’s material resources and achieve organizational goals.

In practice, managers accomplish organizational goals through the process of defining goals, organizing structures, motivating employees, and monitoring performance and outcomes. In performing these processes a manager often takes on several different roles. These roles were described by Henry Mintzberg and include interpersonal roles, informational roles, and decisional roles. Interpersonal roles are ways in which a manager works and communicates with others. Informational roles are ways in which a manager acquires, processes, and shares information. Decisional roles are how a manager uses information to make decisions, which involves identifying opportunities and problems and acting on them appropriately, allocating resources, handling conflicts, and negotiating.

In order to fill these roles effectively managers use skills that allow them to translate knowledge into action. Robert Katz describes three different sets of skills that managers use, including technical, human, and conceptual skills.

Technical skills are used to perform a specialized task. They are learned both from experience and from

education and they can involve using a specific type of technology or process. Human skills are used when working with others and include, among other things, basic communications skills, persuasive ability, and conflict resolution. Conceptual skills are used in analyzing and solving complex interrelated problems. They require having a good understanding of the organization as a whole and understanding how the interrelated parts work together—for example, a good understanding of an organization’s behavioral attributes, its weaknesses, and actions needed to achieve its goals and objectives. Emotional Intelligence and the Manager Daniel Goleman defined an important aspect of human skills in his work on emotional intelligence. Emotional intelligence is tied closely to management effectiveness and ultimately organizational behavior; it suggests that a manager’s performance may be influenced by several factors: as shown in slides-

- ✓ Self-awareness—understanding your moods and emotions.
- ✓ Self-regulation—thinking about your actions and controlling destructive ones.
- ✓ Motivation—working hard to accomplish your goals.
- ✓ Empathy—understanding the emotions of others.

✓ Social skills—developing good connections and relationships with others.

Understanding emotional intelligence is especially important in light of changes in organizational structures, which have created firms with less hierarchy and closer peer contact. Motivation is an important driver in an organization and is crucial to the management of intellectual capital. Motivation underlies what employees choose to do (quality and/or quantity), how much effort they will put into accomplishing the task, and how long they will work in order to accomplish it. Employees who are motivated will work more effectively and efficiently and shape an organization's behavior. A motivated workforce will have a strong effect on an organization's bottom line. Motivation is strongly tied to job satisfaction. Job satisfaction is how individuals feel about the tasks they are supposed to accomplish and may also be influenced by the physical and social nature of the workplace. The more satisfied employees are with their jobs, the more motivated they will be to do their jobs well.

There are several important studies relating to motivation. These include Abraham Maslow's hierarchy of needs, Frederick Herzberg's study of hygiene and motivational factors, Douglas McGregor's Theory X and Theory Y, Theory Z, Victor Vroom's Expectancy Theory, J. Stacy Adams' Equity Theory, and Reinforcement Theory. Maslow's Hierarchy of Needs. In 1943 Abraham Maslow developed a theory about human motivation called the hierarchy of needs. This theory has been popular in the United States and describes human needs in five general categories. According to Maslow, once an individual has met his needs in one category, he is motivated to seek needs in the next higher level. Maslow's hierarchy of needs consists of the following general categories: Physiological needs. These are the first and lowest level of needs. They relate to the most basic

needs for survival and include the need for food and shelter. Safety needs. The second level of needs involves an individual's need for security, protection, and safety in the physical and inter- personal events of daily life.

Social needs. The third level of needs is associated with social behavior. It is based on an individual's desire to be accepted as part of a group and includes a desire for love and affection. Esteem needs. The fourth level of needs relates to an individual's need for respect, recognition, and prestige and involves a personal sense of competence. Self-actualization. This is the fifth and highest level of needs. Needs of this level are associated with an individual's desire to reach his full potential by growing and using his abilities to the fullest and most creative extent. As individuals move higher in the corporate hierarchy, they may see higher-order needs as being more important than those of lower orders. Needs may also vary based on career stage, organizational structure, and geographic location. The hierarchy of needs could also lack effective application in different cultural contexts. Certain cultures may value social needs over psychological and safety needs. In addition, the theory necessitates that a manager be able to identify and understand an employee's needs. This is not always easy and can lead to inaccurate assumptions. Taken in the proper context, however, recognizing the importance of needs is a useful method for conceptualizing factors of employee motivation and thus being able to direct an organization's behavior.

Herzberg's Factors. In the 1950s Frederick Herzberg studied the characteristics of a job in order to determine which factors served to increase or decrease workers' satisfaction. His study identified two factors related to job satisfaction: "hygiene" factors and motivational factors. Hygiene factors are those that must be maintained at adequate levels. They are related more to the environment in which an employee is working rather than the nature of the work itself. Important

hygiene factors include organizational policies, quality of supervision, working conditions, relationships with peers and subordinates, status, job security, and salary. Adequate levels of these factors are necessary to prevent dissatisfaction; improving these factors beyond adequate levels, however, does not necessarily lead to an increase in job satisfaction.

A different set of factors, identified as motivational factors, is associated with having a direct effect on increasing job satisfaction. These factors include achievement, recognition, responsibility, growth, the work itself, and the opportunity for advancement. Like Maslow's hierarchy of needs, Herzberg's factors must be tempered by sensitivity to individual and cultural differences and require that managers identify what employees consider to be "adequate levels." Managers sometimes simplify both of these theories and inappropriately assume that they know what their employees need.

McGregor's Theory X and Theory Y. Douglas McGregor's theories focus less on employee needs and more on the nature of management. These theories are based on the assumption that a supervisor's perceptions of her employees will strongly influence the way in which she attempts to motivate her employees. McGregor created two theories based on his studies, called Theory X and Theory Y.

In the case of Theory X, a supervisor assumes that her employees are adverse to work and will do everything they can to avoid it. Acting on this assumption, the supervisor will exert tight control over employees, monitor their work closely, and hesitantly delegate authority.

In this case of Theory Y, a supervisor assumes that, contrary to Theory X, workers are willing to work and would be willing to accept increased responsibilities. In

light of these assumptions, the supervisor will provide employees with more freedom and creativity in the work- place and will be more willing to delegate authority. Managers will seek to motivate their employees based on their perceptions of the employees' interests. This theory brings to light the variation in practice that can exist depending on the assumptions that managers make about their employees. Theory Z. Theory Z emerged in the 1980s. It attempts to motivate workers by giving them more responsibility and making them feel more appreciated. It was developed, in part, in the light of Japanese management practices, which allowed for more worker participation in decision making and provided for less specialized career paths.

Expectancy Theory. Developed by Victor Vroom, this concept as- sumes that the quality of employees' efforts is influenced by the out- comes they will receive for their efforts. They will be motivated to the degree that they feel that their efforts will result in an acceptable per- formance, that that performance will be rewarded, and that the value of the reward will be highly positive. In order for managers to practi- cally apply the theories associated with expectancy theory, they need to define the desired behaviors clearly. Once this is accomplished, the manager should think about rewards that could serve as possible rein- forcements and how these rewards will have different values for different individuals. Employees must then be informed about what must be done to receive these rewards, and managers need to provide feedback on employee performance. If a desired behavior is achieved, the reward must be given immediately. Equity Theory. Equity theory was a result of the work of J. Stacy Adams and states that when individuals determine whether the com- pensation they receive is fair compared to their coworkers' compensa- tion, any perceived inequity will affect their motivation. This sense of inequity can either be felt as negative inequity, when

employees feel they have received less than others who performed the same task, or felt as positive inequity, when workers feel they have received more than others who performed the same task. Either type of inequity can motivate a worker to act in a way that restores the sense of equity. Examples of employee behavior may include not working as hard, asking for a raise, quitting, comparing themselves to a different coworker, rationalizing that the inequity will be only temporary, or getting a coworker to accept more work. To limit a perceived sense of inequity, employees should be compensated to the degree that their efforts contribute to the firm. This theory, however, is difficult to implement given the differences of opinion that might arise between an employee and a supervisor regarding what constitutes equitable pay. To apply this theory successfully it is important to address the employee's perceptions. This can be accomplished first by recognizing and anticipating that inequities can and will exist. It is then important to communicate clear evaluations of any rewards given and an appraisal of the performance on which these rewards are based. There may also be comparison points that are appropriate to share.

Reinforcement Theory. A carrot-and-stick approach to motivational behavior, the reinforcement theory is concerned with positive and negative reinforcement. It applies consequences to certain behaviors. There are four basic reinforcement strategies: positive reinforcement, negative reinforcement, punishment, and extinction. Positive reinforcement motivates workers by providing them with rewards for desirable behavior. To be effective a reward must be delivered only if the desired behavior is displayed. It should also be delivered as quickly as possible after the desired behavior is exhibited. Negative reinforcement, in contrast, involves withdrawing negative consequences if the desired behavior is displayed. This method of reinforcement is sometimes called "avoidance"

because its aim is to have the individual avoid the negative consequences by performing the desired behavior. Unlike positive and negative reinforcement, punishment is not designed to inspire positive behavior, but to discourage negative behavior. Extinction is the withdrawal of reinforcing consequences for a desired behavior. Its intent is to eliminate undesirable behavior.

Conclusions from Motivational Theories - In shaping and directing an organization's behavior, the seven theories discussed previously provide some insight into the organization's behavior. Several conclusions can be drawn from these theories. Needs. Employees have needs. In order to motivate employees, supervisors should attempt to understand the breadth of their employees' needs. This is not always an easy task and requires open and frequent communication between managers and employees. By structuring a job so that it meets these needs a supervisor can increase an employee's motivation.

Compensation. Compensation is an important part of motivation, with a goal to compensate employees according to the contribution each employee makes to the firm. Employees will be dissatisfied if they feel that they are getting less than they deserve. In order to decrease the likelihood of perceived inequities, a manager needs to be proactive and informative regarding reward structures. Rewards. Employees need to know that the goal they are working toward is achievable and that when they accomplish this goal that they will be rewarded in an appropriate and timely manner.

The insights drawn from the discussion of motivational theory highlight the importance of assessing needs, compensation, and rewards when creating an organizational structure that will increase an employee's job satisfaction and motivation and direct organizational behavior; some of these

actions include implementing an adequate compensation program, increasing job security, allowing for flexible work schedules, and establishing employee involvement programs. Adequate Compensation Program Before determining how compensation should be set, it is necessary to align the compensation program with several elements of the business.

✓Business goals. A compensation plan should be developed in light of a firm's business goals. Employees should be compensated to the degree that their efforts help the business accomplish its goals.

✓Employee goals. A compensation plan should be clear in stating individual employee goals. In order to effectively motivate employees, they need to know what goals they will be expected to achieve.

✓Achievable goals. The goals that individual employees are expected to accomplish must be realistic and achievable. If employees feel that the goals associated with their positions are unreachable, they will not be motivated to work. If a supervisor can set reasonable goals and make the employee aware that numerous achievable bonuses will be given if these goals are met, the employee will be motivated.

✓Employee input. Employees will be more satisfied with their jobs if they are consulted about the compensation plan before it is put into effect.

An adequate compensation program, taking these issues into account, will affect employee motivation; a compensation plan should give the highest relative raises to the individuals who achieve the highest levels of performance. This type of

system is referred to as a merit-based pay system and bases pay on performance. It can be effectively implemented in conjunction with an incentive plan that rewards employees for achieving specific performance goals. These plans stand in contrast to a system that provides across-the-board pay raises, which will not motivate workers to put extra effort into achieving set goals.

Job Security

Employees who feel they are in danger of losing their jobs may not show high work productivity. Worker satisfaction can, and productivity may, be increased by providing job security. One way firms can increase job security is by providing cross-training in other functions. This will give employees the versatility to accomplish new tasks if their current positions change or are no longer available.

Flexible Work Schedules - In today's time-pressed world, many employees view time away from work as an important factor shaping their at-work motivation and on-job productivity. There are several methods for allowing flexible work schedules that meet the needs of employees seeking greater home/work flexibility. One of the more common is a compressed workweek. This system lets an employee work the same number of hours over the course of fewer days. Instead of working five eight-hour days, an employee might work four ten-hour days. Other examples of flexible work schedules include job sharing where two or more people share a certain work schedule.

Employee Involvement Programs-Employee involvement programs seek to motivate employees by increasing their responsibilities or getting them more involved in decision-making processes. There are several types of employee in-

involvement programs; the more basic programs include job enlargement, job rotation, and teamwork. More ambitious programs include open-book management and worker empowerment. Job Enlargement. Job enlargement is a direct way to increase job responsibility. It involves expanding a position and giving an employee a greater variety of tasks. Job Rotation. A job rotation program periodically reassigns employees to new positions. In addition to increasing employees' involvement in the firm and adjusting their responsibilities, job rotation can also improve employees' skill sets, thereby increasing their job security. In addition, it can also relieve the boredom in the workplace associated with doing the same job over a long period of time. Teamwork. This program attempts to increase motivation by putting individuals with different positions onto a team and setting them the task of achieving a specific goal. Teamwork serves to increase an employee's responsibilities and involvement in the firm. The best types of teams are self-directed. This provides the team with the authority to make decisions regarding planning, accomplishing, and evaluating the task they are working on. For more on this topic of teamwork, see Chapter 3, "Leadership and Team Building."

Open-Book Management. Open-book management is a challenging, but direct way of increasing employee involvement and responsibility. It involves allowing employees to see how their job performance affects key performance indicators important to the firm. In order to institute this program a firm needs to make key indicators available to employees and educate them on how to interpret key performance measures. Employees also need to be empowered to make decisions related to their positions and training and be given the opportunity to see how these decisions affect the rest of the firm. Open-book management also necessitates an adequate compensation program whereby compensation is tied to

performance. Worker Empowerment. Worker empowerment attempts to increase employee job responsibility as well as employee involvement. It does this by giving employees more authority and involving them in the decision-making process. Employees who are empowered can often make better and more informed decisions than can a manager who is not directly involved in the process. Participative management is similar to worker empowerment. Although it does not provide employees with direct decision-making power, it encourages managers to consult closely with workers before making decisions. Another type of participatory management is management by objective. This approach allows employees to set their own goals and provides them with the freedom to decide how they can best achieve these goals.

Measuring Job Satisfaction-How do managers know that after gaining an understanding of the theories of motivation and applying different approaches to increase job satisfaction that their efforts have been successful? In practice a manager must draw conclusions on a daily basis from social observations and interactions in the workplace. Sometimes, however, it is a good idea to conduct a more formal survey. This can be accomplished through either interviews, surveys, or focus groups that often involve only a specific group of employees. Two useful surveys are the Minnesota Satisfaction Questionnaire and the Job Descriptive Index. Both of these surveys address areas of employee satisfaction in regard to different aspects of an organization and provide managers with useful information. They cover work, working conditions, rewards, opportunities for advancement, and the quality of relationships with managers and coworkers.

Whether you are in the beginning stages of starting your own business or you are looking for ways to improve an existing business, it is important to think about the firm's organizational structure. Examining organizational structure will help

answer questions about the ways in which a firm conducts business. Who is responsible for accomplishing various tasks within the firm? How are these individuals grouped? Who manages these individuals or groups? How do they manage them? Five Structural Factors

In essence, the primary goal of an organizational structure is to coordinate and allocate a firm's resources so that the firm can carry out its plans and achieve its goals and objectives. The fundamentals of organizational structure revolve around five factors: the division of labor, departmentalization, the nature of the managerial hierarchy, the managerial span of control, and the amount of centralization or decentralization in the organization.

Division of Labor. The division of labor involves two steps: dividing work into separate tasks and assigning these tasks to workers. What are the different tasks carried out by your firm? Who is responsible for accomplishing these tasks? Departmentalization is the process of grouping similar types of jobs together so that they can be accomplished more efficiently and effectively. There are five different ways in which to departmentalize business activities. Different types of departmentalization can exist to varying degrees within a business. What types of departmentalization exist within your firm? Could your firm be departmentalized differently?

1. Function. An example of functional departmentalization would be a firm that has a marketing and finance department. It involves grouping tasks based on the function that the organizational unit accomplishes within a firm.
2. Product. A consumer electronics firm that has separate departments for camera and MP3 players is using product-based departmentalization. In this case departments are based on the goods or services that an organizational unit sells or provides.
3. Process. A manufacturing firm that includes separate departments for assembly and shipping is an example of a firm

with process-based departmentalization. In this case departmentalization revolves around the production process used by the organizational unit.

4. Customer. A bank with separate departments for its business customers and individual customers is using customer-based departmentalization. Its departmentalization is based on the type of customer served.

5. Geographic. An example of a firm using geographic departmentalization is an automobile manufacturing company that has different departments for each country in which it sells cars. In this case departmentalization is based on the geographic segmentation of organizational units.

Managerial Hierarchy. Managerial hierarchy relates to the way in which management is layered. It usually includes three levels—upper or top management, middle management, and supervisory roles. The higher levels of management generally have fewer employees, but more power.

Span of Control. Span of control is closely related to managerial hierarchy. At each level of management within a firm an individual is responsible for a different number of employees. Span of control relates to the number of employees that a manager directly supervises. Span of control is determined by a number of factors, including the type of activity, the location of the workers, a manager's ability to delegate tasks, the amount and nature of communication between the manager and the individuals being supervised, and the skill level and motivation of the individuals being supervised.

Centralization versus Decentralization. Centralization is the degree to which formal authority is centralized within a unit or level of an organization. Decentralization is the process of actively shifting authority lower in a firm's hierarchical structure. This effectively gives more decision-making power and responsibility to those in supervisory roles. Centralization and decentralization have their benefits and

costs. While centralization provides top-level managers with a better overview of operations and allows for tighter fiscal control, it can result in slower decision making and limit innovation and motivation. Decentralization, by contrast, can speed up decision making and increase motivation and innovation, but this is done at the expense of a top manager's view of the firm and financial control.

Mechanistic and Organic Organizational Structures-The five structural factors just discussed give rise to numerous organizational possibilities. Mechanistic and organic structures are two possibilities at opposite ends of the organizational spectrum. They give shape to the concept of the factors of organizational structure. A mechanistic organization is characterized by the following structural factors:

- ✓Degree of work specialization is high.
- ✓Departmentalization is rigid.
- ✓Managerial hierarchy has many layers.
- ✓Span of control is narrow.
- ✓Decision making is centralized
- ✓Chain of command is long.
- ✓Organizational structure is very tall.

An organic organization is characterized by the following factors:

- ✓ Degree of work specialization is low.
- ✓ Departmentalization is loose.
- ✓ Managerial hierarchy has few layers.
- ✓ Span of control is wide.
- ✓ Decision making is decentralized.
- ✓ Chain of command is short.
- ✓ Organizational structure is flat.

Informal Organizations-A formal organizational structure, represented by an organizational chart or written job descriptions, is not the only structure that exists within an organization. Between different departments and levels of hierarchy, various informal organizations exist within an organizational structure. An informal organization consists of a network of channels of communication based on informal relationships between individuals within a firm. These networks are often based on friendships and social contacts. In addition to providing information and a sense of control over the work environment, they can also be a source of recognition and status. Informal organizations can be examined more closely through social network analysis. This process maps the social relationships between individuals within an

organization. Once they are recognized and understood, informal organizations can be utilized within an existing organizational structure in order to increase communication and overall effectiveness and efficiency.

Line and Staff Organizations The factors related to organizational structures also help describe different positions for individuals within a firm. Two examples of this are line positions and staff positions. Organizational structures often involve the interrelation between these two types of positions. Line positions are directly related to the production of goods and services. They are common in firms that involve production, manufacturing, or providing financial services. Staff positions are supportive in nature, helping those in line positions and top management more effectively achieve the firm's goals and objectives. Staff positions provide, for example, legal, public relations, human resources, and technology support services.

Reengineering involves the complete redesign of a firm's structures and processes. It is done in the hope of increasing a firm's operational efficiency and effectiveness by controlling costs, improving quality, improving customer service, and increasing the speed at which business is conducted. Once a firm has examined itself in light of the five factors of organizational structure, it can better understand where it can make changes to align its structure with the firm's goals and objectives.

High-Performance Organizations The goal of the high-performance organization is to effectively and efficiently utilize intellectual capital. High-performance organizations focus on employee involvement, teamwork, organizational

learning, total quality management (TQM), and integrated production techniques. Employee involvement is accomplished through worker empowerment or participative management. Teamwork is accomplished through self-directed groups. Organizational learning involves gathering, communicating, and storing organizational information in order to anticipate changes and challenges and make more informed decisions about the future. TQM focuses on high quality, continuous improvement, and customer satisfaction. Integrated production techniques implement flexibility in manufacturing and services and involve job design and information systems to more effectively and efficiently utilize the resources, knowledge, and techniques that a business uses to create goods or services. It stresses the use of just-in-time production and service systems and relies heavily on computers to assist, control, and integrate different organizational functions. Implementing integrated production techniques requires speeding up communication and decision making within the organizational structure.

The process of transforming an organization into a high-performance organization begins by actively seeking to understand an organization's work site problems and opportunities and its purpose, mission, strategy, and vision. These elements must be tied together into a new mission statement and vision for the firm that is aligned with the organization's core values. In order to be successful, this process requires the active involvement of individuals from various levels and groups within the organization. The broad level of participation will also ensure a greater level of acceptance in the organization. Once these initial steps have been taken, the factors of employee involvement, teamwork, organizational learning, total quality management, and integrated production techniques can result in organizational, individual, and community benefits. The organization

will be more effective in achieving its goals, job satisfaction and employee motivation will increase, and the organization will be better able to contribute to the community as a whole.

Although there are numerous benefits associated with high- performance organizations, establishing and maintaining them is a difficult task. One of the most daunting elements is successfully in- tegrating employee involvement, teamwork, organizational learning, total quality management, and integrated production techniques. These are not separate functions; teamwork must contain elements of employee involvement, organizational learning, and total quality management. This can be especially challenging for managers who, in addition to their regular functions, are asked to implement these changes. Managers can experience many kinds of resistance. Employ- ees may feel that the changes could put them out of a job. They may be resistant to participating in group decision making or in team- based activities. Managers may also experience obstacles related to cultural differences regarding hierarchy and participation. In light of these challenges, some firms succeed in implementing only some of the elements associated with high-performance organizations.

Successfully creating a high-performance organization requires a high degree of cooperation and a strong level of commitment and ac- ceptance from all employees. It is a challenging and difficult process, but it offers significant rewards throughout the organization.

Managers achieve organizational goals by managing intellectual capital in order to get the most out of organizational resources. An important part of this process is monitoring performance and outcomes. This can be done in several ways. Two of the more common ways that directly affect organizational behavior are output

controls and process controls. Controls relate to setting standards, obtaining measurements of results related to these standards, and taking corrective actions when these standards are not met. Managers must be judicious in their use of controls so as not to overburden the organization. Output Controls Output controls are about setting desired outcomes and allowing managers to decide how these outcomes can best be achieved. Output controls promote management creativity and flexibility. This type of control serves to separate methods from outcomes and subsequently decentralizes power by shifting it down the hierarchical structure. Process Controls Once effective methods have been determined for solving organizational problems, managers sometimes institutionalize them in order to prevent the problem from recurring. These types of controls are called process controls and are a way of regulating how specific tasks are conducted. Three types of process controls are (1) policies, procedures, and rules; (2) formalization and standardization; and (3) total quality management controls.

Policies, Procedures, and Rules. These are often used in the absence of direct management control. Policies are general recommendations for conducting activities, while procedures are a more focused set of guidelines. Rules are the strictest set of limits and establish things that should and should not be done. **Formalization and Standardization.** Formalization involves creating a written set of policies, procedures, and rules that simplifies procedures in order to guide decision making and behavior. Standardization is the degree to which the actions necessary to accomplish a task are limited. It attempts to make sure that when certain tasks are carried out they are carried out in a similar fashion.

Total Quality Management Controls. The previous methods of process control are based on organizational experience. TQM management controls differ in that they are based on an ongoing statistical analysis of a firm's operations. TQM

involves all levels of management and has proved to be the most effective when it is instituted in an organization that has clearly defined outcomes and is done in conjunction with employee empowerment or participatory management programs. Modern organizational structures are currently undergoing changes in response to new trends in the global business environment.

One of the more prevalent trends is the increase in the network organization. A network organization is one that consists of a group of independent firms communicating via the latest advances in information technology. It can include suppliers, customers, and even competitors. These firms operate as an alliance in order to share skills, costs, and access to each other's markets in order to work together quickly and take advantage of business opportunities. These types of firms are characterized by technology, opportunism, trust, and a lack of borders. They assemble and disperse in response to business opportunities.

Another trend affecting organizational structures is the increase in large global mergers. By their very nature these types of mergers necessitate that a firm reexamine its existing structure in light of its new position within the larger structure. In addition, management decisions designed to increase employee motivation must take into account the culture context in which they are made. Global mergers can also increase the use of virtual groups and the diversity of membership characteristics. Organizational behavior is the study of how individuals and groups perform together within an organization. It focuses on the best way to manage individuals, groups, organizations, and processes. This chapter has covered the basics of organizational behavior by defining the nature of managerial behavior, addressing the fundamental theories and practices of motivation, explaining the basics of organizational structure, and discussing some methods of control. The slides shown contained following-

What is Organization Behaviour?

- What makes up an Organization?
- How can an organization Behave?
- What is ultimately important in an organization?
- What makes an organization successful?

What makes the organizational Successful?

People

- -their personality
- - their motivations
- -their way of leading the team
- -their way of communication
- -their way of decision making
- - their way of handling the crisis
- - their way of managing the conflicts

Organization as a Property

1. **Like an iceberg**
2. **Dynamic**
3. **Broader Perspective**
4. **Clarity and Focus**

5. **Social Sensitivity**
6. **Long-Term Orientation**
7. **Ability to Influence people through proactive initiative**
8. **Ability to withstand pressure**
9. **Adaptable**

Decisiveness

VISIBLE vs INVISIBLE

- What you can see in an organization?
- What you can not see in an organization?
- What are your major fears while dealing with people working under you?

Ex.

- What if they don't prepare case notes in time?
- What if they take leave on crucial dates?
- What if they do not keep the record properly?
- What if meeting notes are not properly prepared?
- etc. etc.....?
- **How do you come out of those fears?**

Introduction

- Judiciary organizations are much more than only a means for providing goods and service
- They create the settings in which most of people spend their lives struggling for justice.
- Organizations have profound influence on employee behavior
- What makes some people work hard while others do as little as possible?
- How can you influence the performance of staff who work for you?
- **Why do people show up late to work or try to miss work entirely?**

A crow was sitting on a tree, doing nothing all day. A small rabbit saw the crow, and asked him, “Can I also sit like you and do nothing all day long?”

The crow answered: ” Sure, why not.”

So, the rabbit sat on the ground below the crow, and rested. All of a sudden, a fox appeared, jumped on the rabbit and ate it.

- To be sitting and doing nothing, you must be sitting very, very high up.
- But???
- Was crow a good leader ?

What you do when you are sitting high which others can't do?

- You have a Big Picture of organization
- You are able to assess risks, save your employees
- You communicate well with your employees

- You treat everyone as per their potential, not always equally.
- You take right decisions based on that judgement

McGREGOR' S THEORY X & Y

Focus on attitude and belief structure

THEORY - X

- **Employees are inherently lazy and will avoid**
- **work unless forced to do it.**
- **Prefer to be directed and controlled**

THEORY - Y

- **Employees find work as natural as play if organizational conditions are appropriate.**
- **Unsatisfactory work experiences lead to negative attitude towards job.**
- **Emphasize self direction and self control.**

Situational Leadership

- In simple terms, a situational leader is one who can adopt different leadership styles depending on the situation.
- Most of us do this anyway in our dealings with other people:
- we try not to get angry with a nervous colleague on their first day,
- we chase up tasks with some people more than others because we know they'll forget otherwise.

- Development/Readiness Levels are also situational.
- I might be generally skilled, confident and motivated in my job, but would still drop into Level R1 when faced, say, with a task requiring skills I don't possess. For example, lots of managers are R4 when dealing with the day-to-day running of their department, but move to R1 or R2 when dealing with a sensitive employee issue.
- Blanchard and Hersey said that the Leadership Style (S1 - S4) of the leader must correspond to the Readiness level (R1 - R4) of the follower - and it's the leader who adapts.
- For example, a new person joins your team and you're asked to help them through the first few days. You sit him, show them a pile of case files that need to be processed today, and push off to a meeting.
- **What have you done???**

Response

- They're at level R1, and you've adopted S4. Everyone loses because the new person feels helpless and de motivated, and you don't get the case files processed.

Situation 2

- On the other hand, you're handing over to an experienced staff before you leave for a holiday. You've listed all the tasks that need to be done, and a set of instructions on how to carry out each one.
- **What have you done???**

Response

- They're at level R4, and you've adopted S1. The work will probably get done, but not the way you expected, and your staff despises you for treating him like an idiot.
- But swap the situations and things get better. Leave detailed instructions and a checklist for the new person, and they'll thank you for it. Give your experienced staff a quick chat and a few notes before you go on holiday, and everything will be fine.

Qualities of an Organizational Head

- Clarity and Focus
- Ability to Judge People
- Ability to develop People
- Emotional Stability
- Adaptability
- Effective Communication Skills
- Ability to take unpleasant Decisions
- Humility
- Ability to keep others before self

STORY OF PEBBLES

Features of Pebbles

- Different shapes and sizes
- Different colours

- Largest at the bottom
- Smallest at the top
- All connected
- All balanced on each other

Lessons from Pebbles

- Come across people from diverse age groups, personality, attitudes, values.
- Need to balance the interests of all through values for fairness and impartiality overcoming the individual attitudes and biases.
- Largest stone acting as a base for judiciary
- Responsibility to keep the court management connected with judicial process
- Responsibility to make sure that smallest one on the top is not falling down due to any imbalance.
- If they stand strong and connected, no one can roll them in their own way.
- As registrar, your role of balancing all the sub systems and keeping them in place is very crucial and important for effective functioning of judicial system.

THANK

What is the team who is important in a team who is less important in a team? And this is such a topic that can be done for a week and usually my sessions on team building is about to full day session so I try to compress it two hours Plus I have three activities and plenty of videos to keep you entertained, focus on learning. But how much of what I have thought about it we can accomplish depends on the team of that weekend what we learnt doesn't depend on the leader for the time being I am the leader of this particular session but it depends more on the players and get into action and share your thoughts then we can learn more. If you are expecting anything which you don't know. I am already going to tell you you will get a different view perspective and that's what we intend building a best teacher no problem with the nature does not solve on its own without any intervention from the so-called most intelligent human beings examples right there for you can you imagine ants building such a huge gap irrespective of how powerful you are an individual can never do that but collectively what is highly impossible is made possible, thats what nature teaches us the best of the best trees are where? The best of the best trees are in the forest am I right? Ok does anybody manure it? Does anybody water it? Does anybody control it? See how beautifully the team work is happening as long as we don't go

Whole lot of eco system is there different kinds of animals one eat the other, other eat the others finally comes back to the ground as a.....so this cycle continuous run as a beautiful eco system. So compare to that what we do in controlled environments whether it's in our home controlled environment a workplace is a more controlled environment where everybody has a purpose everybody focus is required but still we struggle control system right everybody where everybody has a purpose so number of focus is required but still we struggle. In a forest there is no control system right everybody is self-controlled but it controls regulates so

well so that is the essence of their picture and this is the tallest and the oldest tree in the world is called Redwood in the US California which grow up to about 355 feet plus and there are trees which are 2000 years old can we have a better example than this or something which is sustainable and thriving anywhere in the world. As you can see this picture this is how the root system is actually the roots typically the understanding of the plants is that not the root is the length of the root is equalant the height of the tree. But in this particular case the roots are not very deep sorry about 18 so how do they manage to stay such high when there is so much of external forces. They do it with an extra ordinary team work wherein they all puts the roots inside each other so in the ground on the ground inside the ground the roots are viewed in such a way that whenever there is a wind, whenever there is extreme pressure all of the balance together and that's the reason why they are able to sustained and live for thousands of years. So if this is possible in nature whatever we can do is much much smaller expectation out of us and if you are able to live up those expectation I am sure we can do lot better.

So today's session would be team building and let us see without time wasting we can do that so the whole agenda is hoe=w do we do the team building part of it. So the picture which I this so another real tress (Showing pictures to the participants)

I will certainly skip some of the slides, some of the points as I said this session this so my

We need to keep what we do in our life do we start anywhere without knowing where we are going so the destination is known before we start. None of us have landed in NJA by accident right we all thought through we plan and we were planning when we started coming here went to lunch knowing that we are going

for lunch with no what is the end before we start so for this season I want to know what is that you want to know from me that so I know where we should end the session.

What is the objective, what is that one expectation from each of you, so that I can tune in to whatever is required? So without wasting time I would request each of you to set one expectation from my side so I understand your expectations.

Sir please what is the best team, better management skill, administrative skills, accountability related to team work is what we will discuss, how do we get support from our subordinate ok, how to get coordination very good, better way of distribution of work, so work distribution and work allocation ok, financial management ok how do you get the best out of each of them its ok ok so what are the roles and responsibilities.

Participants: how to become good leader

SM: ok, team does very well because every player roles is very clearly define only just go do this is your part, if you want to build a beautiful movie, every person is assigned a role as long as that person does his or her role the movies come up very well. If the hero act like a villain and villain act like a hero or you know a camera man give suggestion on music probably the movie does not come out very well

Ya that a very good and important point any other good so let us see how much of that because the expectation are two wide so will try and see how much depth we can cover.

So on the counter I also have some expectations from you it is always mutual isn't it so I can do to two kinds of session one I can do a professional driven a strong session and I can also lighten up so we can do the same learning but in a more fun way so we enjoy what we learn so make the learning enjoyable way so the choice is yours I can do both ways.

Second one

Participating Judge: Mix of both

Sampath Iyenger: How can I give you the both?

Participating Judge: you can take a little from both

Sampath Iyenger: then you know the taste may not be good

I have that one my request to all of you people so you are like a kids if the kids are on the enjoy the game you have to play the game there are no right and wrong in any of these things whatever I say some of them are right some of them may not be right under the context that you are in also I am not from the legal background at all so some of the things you may find it little irrelevant to you.

I am representing the corporate world I will give a little background of myself going forward so think answer act like a five year kid sing dance when I asked you to do that don't stop this is the best opportunity for you nobody want to see you nobody is going to make any any questions on you have fun all questions are welcome all answers the right answers.

Be flexible with timing the only thing which I said I am trying to compress a whole lot of things you know if it would be my last session today accident after

7 o'clock 8 o'clock whatever it is which I have somebody else following up the session so I can't do this and you might take 10, 20, 30 tips please make a commitment to yourself one learning that you going to adopt and implement it if you are just not going to do that

done justice to yourself and none of them are going to be difficult and you can choose what you want to actually implemented I am not going to tell you this is what you should implement out of that you can pick up whatever you like I said you know everything but knowing is nothing until you do something about doing.

So this is how we go about so these are my credentials quickly I am engineering I am also a certified course from IIM Calcutta, personality development program in the US and I am MPIT practitioner is it helps us to understand your personality is a hundred years old system and a certified executive from Marshall goldsmith Marshall goldsmith is the number one executive in the world coaches Bill Gates and kind of people World Bank Chief Justice of the world court and I have been trying by him probably not very common but quite good I feel good about it is that I am marathoner I run 42.2 kilometers 4 days from now we have the Mumbai Marathon on Sunday coming in so anybody from Bombay here so maybe at least you should come and cheer me up I am going to tun 42.2 and I do it last year.

when I started Blue Tiger about 5 years ago after working in the corporate for 25 years I am from a small tiny village in Karnataka studied in Kannada medium Optimization and when I finish my engineering I can't make one sentence in English I haven't had spoken to a single girl in my life other than my sister's because I didn't have the courage and conviction to talk to somebody else and..... is a small town in Karnataka which is the biggest town that I had ever gone today I have got about 35 different countries set up the business in about 9 different

countries was also train in Mauritius to be High Court and Supreme Court judges in lawyers.

My first salary I was 15 rupees per day on a daily wage s I was managing 18 half dozen people that's when I decided I have to do something and I came out and I started a finishing School finishing school is the one which helps the people in pre final and pre final year students to get into the corporate world so the blue represents the corporate world not of persons lot of hard work is required for you to be more successful also in the nature Ocean all blue so to tell the young people that you know you have a vast beautiful deep think it's hard to accomplish if you think it is such a big thing you have done so much great wait.

So much more hard work is required there is so much more you need to accomplish. Tiger represent the youth curious as the energy that was ahead on that is what Blue Tiger represents thank you for asking. All young young ages and ages and number attitude is your age, if you tell me that you are not young then we have to purchase attitude so it's all about what you believe what you are end of the day is not about what others tell us about us we can't control that but we can control the internal one I am 52 about 10 days ago and if I can do a full Marathon tell me why you think you are not.

Next year I am going to do a hundred kilometer walk nothing is impossible possible is built in that impossible also ok let's move I am on the International mentor number of.....one insurance company in the USA for Hong Kong and manages two and half million dollar and he is my student so I'm entering from India

One other thing which is probably not returned there probably more important fascinating to you where I consider myself as a world class is my health and fitness this is my 30th year of working I have taken 1 sick leave on 5th June 2014 I felt sick and I had loose motion on the day so which I could not control so I surrender. I did not take any medicine for that matters so last time I took an injection for sickness was 24th April 83 that is that I have consider the biggest achievement.

So there can be some difference between 1 High Court together but more or less it is the same because you are responsible for everything very tough job you guys do and it is not like a corporate company where you have so much control the system doesn't support you there you don't have the authority which a corporate MD would have you cannot fire he can fire anybody but you can't do that he can vary the promotions and information transfers and this and that you have limited control on that.

Now what is the 5 W 1 H in a team work?

what are we trying to do believe me 80% of the people don't know what they are doing human activity members what is your job find out how many of them know what is their job you will be very surprised to know your definition of what their job and their definition of what their job doesn't match only.

Do you agree?

Participating Judge: yes

Sampath Iyenger: Can I have AC please

All these gentlemen are in full suit so. The next question once you have arrived at what you are trying to do you asked yourself and the team members why you are doing this. How many of you believe me if you go and the most important project that you are working our most important tasks that you are working in you get these to answer right. How many of you believe that you will get the right answer. you will be surprised what you are doing it not matching and why you are doing what you are doing doesn't match only the purpose is so if you don't have why you are doing that means you are missing the purpose it can be at your home also, your building and your house or you want to buy a car?

So image may be a maruti and your wife may be imagining a hond and your son may be imagining some other car so it all depends on what you are working so 5W1H is what, why, where, when,with whom and how. How part is address your planning. Once you have this 5W 1H will be the critical factor how are you going to do it, who is going to do what by when you are going to do it who is responsible for that, when are you going to review this what do you expect to happen in this time frame.

When this clarity is there. when this is documented, when it shared across the table confusion are less each one of us know I have to do this and I am responsible for this and if I am required I can take help from this fellow and this person. Does it help?

That's all time works yes or no your responses are energy tablets if you are smiling and giggling and making noise you know that how I make energy and my energy will never come down if you are participating my longest session so far is 19 hour and 26 minutes nonstop.

Can you give one example of a great team? Anywhere

Participating Judge: New Zealand Cricket team

Mr Sampath Iyenger: Ok

Ubuntu is the best example and you know how Ubuntu name was given let's see any more example please

Participating Judge: Prime Minister and its cabinet

Mr Sampath Iyenger: This Prime Minister or the last which one we are talking

ok ok let me understand what are the element of a great team many references came now what are the element of a great team what are the qualities

Participating Judge: togetherness

Participating Judge: role of individual

Participating Judge: coordination

Participating Judge: believing in the leader

Participating Judge: complementing each other

Participating Judge: common goal

Mr. Sampath: So the purpose has to be the same if you have different purposes then you will be pulling in the different directions and in addition to that we required good communication skills. We need to communicate and communication.

My English skill may be poor but my communication skills will be great so most of the world leader other than the US and UK they don't know English a leader from China doesn't know English, leader from Japan doesn't know English German French Russia any of these people don't know.

but they all have fantastic communication skills and the best communication skills respect your language and body language does your voice and your body in sync you can understand that they do the difference in some movies and you know some serious you will see what action is happening is a lack of the voice how many of you enjoy that can happen over we need the heart and mind to sync trigger and come out only when your body is speaking what your heart is actually telling then you will be able to communicate very well and that is possible only when you are speaking the truth otherwise your brain is engaged in manipulation.

what probably is going to ask what is he thinking what is you looking what may be the question that may come up so you have brain is engage so there is disconnect in what you are doing and what you are saying and believe me people in front of you are always smarter than you many a times we are mistaken because of a position because of our age because of our experience because of number of other things we think I know better than other guys personally every single guy in front of you smarter than you irrespective of the age background education whatever it is.

So you need to have a synchronization with what you speak and what you think and you said what make them great so when we are seen this the pendulum has gone for the other side what is the worst team that you have seen.

The team which produces less than what is capable of collectively is less than individual any examples government, collective you may have fantastic

individual but there is lack of coordination, lack of synchronization which produces, many of our houses if you look back what you say and what your wife say, what your kid say, what your parent say there is so much of challenge in getting that one thing going.

You want to build the house how manynot audible) if you want one weeding at home, how many friction will happen purpose is there, but it may not be a team work but you may not find any challenges in building the team in the case of disaster.

When we have problems we all united quickly forget about egos there we forget and getting out of the crises is the most critical thing so the critical example is Chennai when everything is flooded there is no community, no reach, who is what nothing is there all is we need to survive we will worry about everything later.

So crises is always gets the best as a team a bad team and what makes them bad, lack of coordination, ego, so you all are from judiciary and handle hundreds of hundred cases of divorce tell me

What is the cheap reason for divorce so if you get the couple on the table and ask them to write 5W1H most of your cases will resolve there don't you think so sure sure there are number of reasons I agree one is in my opinion, ego, trust and of course there are number of other reasons but end of the day those things are also ego only Daughter in law is not willing to listen to mother in law and mother in law is not will so that will continues.

You know ones you start building you know it will go up and there is no end to it. So now you know the differences between so I don't need to actually go to the details we know what makes he great team, we know what makes the bad team.

We know the answers the requirement is to reflect what we are doing knowing is nothing doing is everything.

We may know many things, but how many of what we know we actually follow all of us know jumping signal is bad not right, but most of the accident do happen only for that reason. How many of you know that wearing seat belt is mandatory, legal and helpful to our life but how many people do it?

How many people know smoking is injurious to health and how many of us do it I am not talking about this particular group, how many people doesn't know that smoking is injurious to health its ok this what they say so moving fast this is the probably the definition you might not have heard, but it's quite common in the corporate world so we define TEAM Together Everyone Achieve More.

So in a team if you work as an individual and then you work as a team if your value or your contribution or the result that you produce is not going up you are not done justice to yourself, you are not done justice to the team in a team everybody should be able to do more what they can individually contribute.

Now tell me what is one plus one?

Two

How many think may be eleven?

Any other possible answers

Zero how do you get zero?

Ok

Any other possible answers

So two plus two can forty one, sorry one plus one can be forty one

Happens this way (draw in the board)

So it's all up to the leaders to get what you want to get ya how you make out what you really get out of that theme that is the possibility. In a team your strength are highlighted and weakness are went in a good team you are in a team because of your strengths not because of your weaknesses so let go to the football team why a gole is a gole in the team?

Because he is good at goal keeping

Can we say my gole did not score goal? Or by chance his score two goals in a match are we going to keep him if he left 10 goal in a post? If your forwarded doesn't stop a goal do you blame him?

But we blame if misses the opportunity to miss a goal so in good team your relative strengths are important even in

So that is what is important you are good at something and that's the reason why you are doing what you are doing if you want to be increasing your productivity you have to get better in what you are good not to worry about your weaknesses today if you are not good at your computer skills you do not need to worry there is a computer guy who has to be good.

Getting a person who is better than you in that particular skill is your job being the captain end of the day if things doesn't deliver you are accountable. That is the pain of leadership always end of the day the box falls in front of you right?

Everyone is a leader everything we do is a team work can you give me one instance where is no need for team work, sonia gandhi also needs a system right

sonia gandhi can be become sonai gandhi when there are lots of people who listen to her I can you the remote control only if there is the TV right?

Can you see any situation at home where you don't need team work can you see anything in your work place where there is no team work, can you see any situation in your social life where there is no team work is required, where you are good, you are excellent and you are wonderful and it's just works for you give one example please.

Participating Judge: Temple Pujari

Mr. Sampath Iyenger: if nobody goes to the temple what he will be doing, somebody has to clean the temple, temple premises and somebody has to open the gates ya somebody has to grow the flower somewhere, and somebody has to pay for it.

So whether we like it or not, whether we accept it or not we are a part of a system we are part of a team how well we play in a team is a criteria sometimes we take the leadership sometime somebody else will take the leadership. If a chai wala can become prime minster we cannot under estimate anybody availability am I right so I show you a very beautiful video.

Because each of us having different learning styles some of us good at reading and learning some of us at good at listening and learning, some of us good in class room learning, some of us are good in watching video and learning. So to make sure that we cater the all kind of people so we have a beautiful video and let's get going with that.

Play video

ok that was only an audition round so she went to the final actually the story start from this end she went up to the final and in the final she lost, the beauty is that the prime minster of britian called her said I watched your show in my opinion you are the truly deserving winner you did not win the competition but you win my heart and probably millions of other hearts.

So whatever probably we do number of things we may not win in the competition may be for various reasons in the judgment we may not get it, but tell me whatever you do MR. Modi picks up the phone and makes your call and when you go home and say I was really impressed with what you did how does it feels that what happened.

We all know shrey ghosal is one of the wonderful singer that we have but she came like this, she came into the competition she win through the audition round and(not audible) So you come across number of youngster in your career and many a times we undermine them saying that what is this I have so much year of experience I am this I am that all this is great but you never know what is in that seat.

Only when we give an oppportunity to really test it out only when we know what is the power inside that so if you want to build a good team never estimate any other person at any point of time you may be suppressing which may have the potential thing this is one of the very very common mistake we just do.

The world is changing every minute and things are keep on changing every minutes and every dam great thing that has happened today because somebody say no to what is common, no to something which is standard and that how something especial has happened.

So evolution are happening last two three years how come the e commerce has grown like a mad wild, how many you really go and but things in a shop today you can sit in the comfort and you get the material you don't like it then send it back they will come and pick it up from your doorstep, including your diamond jewelries you just click the button people will come what you want they will show you, you take it if you don't like it they take it back.

So the world is changing are you changing with the time or not is a question mark, if you are not changing you will be left alone. Everyone is strong is something or somewhere you are selected somebody in your team or somebody in the team because they have something good am I right but as a leader it is your responsibility to identified what is good and when that good can be used not every good is good every time.

Everybody is important in a team to the best that they can and they should only then you get may you are in five star hospital but your patient dies nobody will come after that you may be the best sergen in the word but no body will come to you, nobody is going to ask what your patient dies and patient died is the end result so when you understand what is your role and you understand what is the role of different team member in the team then you build the team.

Some of your skill may be useless at certain situations it can be limitation at times so that is what critical for us so, you must have heard you might also rated the rabbit and turtle story to your kids yes what is the story? slow and steady win the race right? ok some of you might have seen all these are very popular videos right, but the context is important under what context we are using this is something which I want to because end of the day if you dont get the context then everything is wrong.

Killing is right or wrong? killing another human is right or wrong, but if you are in the battle ground what happens otherwise you get killed thats your job you are in the battle ground your enemy is in front of you you have no option but to kill, otherwise you get killed and you are going to disservice the organization and your country.

So it is contextual so thats what is important.

play video (turtle - rabbit story)

Can you relate this video to your work place how many time you have felt this somebody is in a strong position so you are lagging after sometime one day two days or a week the same person will come back to you for help that you only can do the job and the vice versa what can happened others can also happen with us because we are others to somebody.

So thats why people say friends are the one who are always there with us and relative are there for us to pull us down but we forget that we are also relative to somebody else and our relative are also saying the same statements so what we

give is what we come back you know what we get end of the day. So this is what happens understanding the core competence of each of your team member and using them appropriately.

Because the word is changing the faster it use to be and if you are not ready you will be left behind

Now the ubuntu story: This is what you all use computer to, as your operating system do you know how computer got's its name. This is the story computer means this there is a very educated guy, tropical country it is a tribe and he arrange a small competition he kept a bunch of chocolates a basket full of chocolate under a tree and called all the kids said all of you when I say get set go all of you run and whoever reaches the basket first will get all the chocolates and the response was so socking for him what they did they all held there hand each to the ground and all of them reach the basket at the same time so we think we are all very intelligent and these people are trebles they live in cottage they don't have any knowledge this is what they did in reality he was shocked and he ask how you didn't run all of you are capable of running and you could have got it why you didn't do it they said all of us are capable of running we knew it but if we all run unfortunately there could be only one winner and the other people will be losers and what joy in life have you have when make 99 of my friends unhappy and I am happy about it. This is true all of true either at home or at our work place I I I I..... we kill that we in the process but for that we to be grate I should be equally grate good I good I good I a grate I can become a fantastic we, So I+I+I+I is always a we provided you have a collaborative style if you get into a competing style you become your enemy. so Based on this principal there is worldwide computer doesn't have any ownership right so it is free it is a free web so you don't pay anything to install your computer but if you buy

a Microsoft windows or apple operating system you have to pay for it. This way principal of sharing and caring what is what computer in there languages mean.

So next point the team works one set when it is very natural for us to do it then only from the nature is the best now even in the break we were discussing look at how nature is following you will get all the answers the next best to nature is still unpolluted uncluttered case they represent the nature so if you have a stress or you have conflict when you have a problem you just call your 5-6 year old kid, your servants kid, any kid you know for that matter as this is a situation what do you think is an answer please listen to them 99% of time you will get the answer because for them see what is the problem with others this will not work this I can't do it this nobody will take it so we start eliminating this this this this kids have no such problem for them everything is possible for us what is possible we are dreading to find because everything non-possible for us my experience is you know your plan does not work but the world has changed in so many years we are thinking when you were doing when you were 10 years you tried it so it will not work today, how many of you have complained about your kids when they are eating they are also using the mobile or watching the TV. Why is that it is because we cannot do it. Can you send a text message can you send a text to somebody without looking at the keyboard tell me, you are eating but you know you have to send a message can you do these 2 things at the same time, can your kids do it? they do it flawlessly you don't even know, messages will be flying when I do this sentence in college and schools one condition that all is good I want to see both of your hands all the time keep it on the table only. That is what I am saying so we think what we can do is the only anybody can do it fortunately our kids are more smarter than us they are smarter than all parents and that is

what the evolution is but we are stuck 20 years ago were ever we are we stuck there only we have not evolved but the world has evolved but accepting the fact your kids can do both better than you doing individually does it give them big power otherwise my doll always says this let me do whatever I want to do, so even when you say something valuable the reception is not there because they have classified you my dad is always like this. He thinks whatever he is doing is the only thing the world does change even then he does not understand me, same with moms also do you agree with me on this? so this is what it is we have to accept we have to be learner you should be asking them how come you are capable of doing both teach me how are you do it. These are all simple techniques this is the button this is what it happens this is what it is no I can do this without it try learning it because we put some limitations, how many of you know swimming, how many of you want to learn swimming? I can teach you and make you swim in one hour. One condition you should get rid of the fear I am going to drown and die nothing will happen I am going to be safe if you can come with that one condition I will make you swim in one hour because that is the only thing which is holding you back and that's what you end up doing.

So we are running out of time let me quickly do two activity so next activity is about how to learn learning you are here for learning am I right? how do you solve a problem. I will tell you a very simple story and ask you few question at the end of the story and it can go couple of days activity but I will try and get you a solution.

So listen to my story very carefully

It's a family of 3 father, mother and a son, from a small village very poor family, they had a small piece of land, and a bullock and a cart, that's all with asset, son

was doing his final year in B.A. he has already got a campus recruitment so 3 months later he will finish his final exam and then he will move to the city and the parents will also go and join him and settle there in the city for rest of their life, that was the plan. 3 months into this plan one fine day the wife develops a little ill health, son well and husband takes her to the village hospital, say we are not able to asses this, take this tablets but quickly take her to the taluk hospital and they have better diagnosing equipment's there they will be able to do it, so after 2 days husband takes wife to the hospital and they Diogenes and say there is a small problem we need to do a small surgery and the surgery will cost you 5000 rupees, 5000 is a big money for this couple, they come back the wife says no, all these doctors are like this only and I have had this problem so many times nothing will happen, which you have heard among you family member so many times and many a times we also have said the same things, but husband is husband so he has to take care of his wife he says nothing doing you have to do it but where will you get the money they have this and that, the husband loses his sleep and he thinks and thinks, finally he comes up with a strategy he says anyway we once down the lane we are going to leave the village and go to the city, anyway this is the summer seasons so there is no use of this bullock and cart rather than sell it 3 months later we will sell it now only, and with that money we will get it done, wife also found this quite logical so husband went to the nearby market and sell it up as quickly as he can and buyers will see that in body language the urgency and bargained hard and said we can give you 6000 rupees that's all best we can do and his requirement was 5000 rupees so he said ok, somehow he will manage he sold the bullock and cart for 6000 rupees, got it, 5000 rupees he gave to the doctor, 500 rupees medicines and you know fruit and going and coming in that respect, so after two days she was discharged so they came back, after a week one of her the sons class mate came to a village and he visited you know his

friends parents in villages people visit, then he realizes that you know his friends mother underwent a surgery, this is what happened so he came back to, next day he went back to the hostel and then he ask you know that your mother went under a surgery and no I don't know what happened, son being son he got angry, they didn't tell the son because what is their son will do after all he is getting prepared for his final and why should we disturb him, there is nothing that he can do about it, it's a small surgery so let him you know concentrate on his study and there was no reasons for them to hide for the sake of hiding, but son being son he said no he runs back to village and said why did you not tell me, they console him you know we didn't want you to come here and miss your exams and tests and then you lose your job which you already have, so it's not a good idea and then if there was something really serious we would have told you there is nothing serious, after some time he asked how did you manage to get this money, you know we sold this, then he got very upset how can you sell the bullock and cart it was so dear to mom, she was you know taking care of this bullocks as if her own kids for so many years so much of emotional attachment, you could not, you should not have sold, if you have told me I would have arrange the 5000 rupees it is not a big money for me, among my friends they would have raised it, argument goes back and forth and finally there is ok you now also get the money we will go and get it back, so he raises some money and father goes to the person who had brought this so they say no see this is what happened and all that he was a good guy, if you have so much of emotional attachment you take it back, I have no problem because for last 15 days I have taken care of this you know in the summer we cannot use any of this you know i have invested so much so give me 7000 thousand rupees I will return it to you, and son also felt that it's fair what he is asking is a fair deal and he gave him 7000 rupees and got it back, he went back wrote his final exam did well he also get a cabin and went to city so he went and

joined and next weekend he came and there was agreement between parent and son they were supposed to go and join him, so he had told I am coming and they want to go the question now that what do we do with this bullock and cart, lets sell it out, you have no intention to come back lets dispose this now son was also there the father was also there both of them went to the market and now they were more confident they were not in a such a great hurry to sell it off, there was no tension on the face because of that they were able to sell this at 8000 rupees. son said see dad you always use to say my MBA what will happen, I was able to do much better than you, ya that's why I never went to the school I sent you with all my savings and I am happy that you are able to use it so they went to the city first one week was all ga ga son had lot time he use to come early go late weekends go take to temple one day to the park and all this happens one months' time went, then a project started so he started coming late, he started going early then no weekends were taken out then he use to carry work home after 3 months he had reached such a stage they don't know whether son is coming or going and his manner see you all young people you know it is work hard you come up which you realize everybody is working 14 hours 16 hours and if I don't go then he will send me home and what will I do so he wanted to work but the problem is this village couple had come to the big city and son had put very clear directions that you cannot step out of the house because to many people who can cheat you, you know you cannot cross the road it's very dangerous with all great intentions and don't open the door lot then all people will come you know we are sales people this people that people they can do anything to enter the house don't open the door and you don't go out of the door, after some time they started to say that have we come to the jail or are we living in our own homes in our village we were all bindas we do whatever we want we went out whenever we want, we had less money we had less food but we had freedom here we have all this but we don't

have freedom intentions are grate but our question is this that why are you doing this, they talked, son we want you to build a carrier it's very fair but we cannot live like this in this major city we fell we are constrained we will go back to the village and whenever you are more comfortable probably next year we will get you married and your wife is there then I feel somebody is there to take us around and there is some freedom that we will have then we will come back son also thought and looked quite reasonable he said ok in one weekend he went drop them back then the question is what do you do now so he said lets buy the bullock and cart because there is the only possession that we know so then rather than buying the new one why don't we see if we can buy the old one we have emotions as well as, so they went to the men and narrated all the story and say this is what happened this is the reason why we wanted to do it then he was the nice guy he said ok but I have taken care of your bullock and cart for 6 months and there was the rainy season I have used it also to some extent if you give me 9000 rupees I am ready to give you back, now some was doing well he was getting decent salary for him you know putting another 1000 rupees more was not a big thing he says ok and he gave 9000 rupees and he came back so bullock and cart given to the parents they are happy he goes back he starts working everything is fine one fine day he was thinking and then he is envy a finance guy came what happened in this whole business he though we lost money we gain money there is no loss there is no profit what is this, if we have to make profit loss statement of this what is the real thing that has happened he had that question he ask this to the finance guy, do you have any questions now, any clarity required on this story. Anything.

What is your answer is the question.

Participating Judge: 2000 rupees loss

Sampath Iyengar: 2000 rupees loss ok.

Participating Judge: No loss

Participating Judge: No loss no gain

Participating Judge: is it in terms of mathematics or something else

Sampath Iyengar: Whatever you want it.

Participating Judge: there is no loss no gain.

Sampath Iyengar: no loss no gain 1 more person.

Participating Judge: Rather the game is of satisfaction.

So we have one right answer so we will quick so I give you one opportunity of two minute of people who are similar group get together.

Minus three thousand please this table and minus two thousand, minus thousand and minus six thousand so I will give you two minutes time and in two minutes all of you understand and agree that there will be only one answer so now find that one answer.

How many of you are willing to change their team, how about that gentlemen

You want to change your group ya do it

If in a group that individually as one team then only thing will happen so the people who are saying 3 is the answer you know this is 3 only no you are the

person saying no all you will say -2 is right, others are wrong, these people will be saying exactly the same and finally someone will say I will venture out and go and talk to the judge. this is what it is that's how I get to know 0, what will happen to you now if he comes and tells -2 nahi you such a fool man this is a 0 cannot you see this what will you do. it is the ideal situation but here practically if doesn't happen that way I don't because you are not even listening to her, you know very well that you are right, so you are put a blockage there itself, you are interrupting her you say no this is how, see this is how right it is, she says how, I give 1 hour 2 hour 3 hour time there are 100 sessions are done only one team solved after about 1 1/2 hour. it is not some body suddenly realize they said let us actually transact this and see what happens so they took 9000 rupees and they traded ok this is the bullock and cart let us do the exchange and see what happens, and they got the right answer, but ideal way even if you real life situation you may not be able to actually do it and see for you self the requirement is when you walk when she walks up to you what she should ideally do is to ask, my dear friend seems that you have a different answer than mine can you explain me how did you get this answer, you will be all best of your communication you will communicate to all how did you get it, who is smart now she knows how she got her answer she also knows how you got your answer she is in better position to decide who is likely to be, and possibility all of a sudden something else will strike no you are also wrong I am also wrong probably there is something else there are possibilities you are right I am right both of us are right because we are viewing from a different perspective and then you will ask her if I have got the right answer how did you get your answer then now you will listen to her because she has listen to you earlier you pay respect to her so she paid respect to you, so life is what we give what we get. 0 some gain at the end of the day this is not what I get I will give it is always what I give is what I get. so you show respect to your

team members they respect you shout at them they may not be able to shout at you in front but they will do it behind you cooperate with them they will cooperate with you you pat them on their good work they will say sir what you did is fantastic. simple it is very simple but unfortunately we walk up two set of rules, one set of rules for me and one set of rules for everybody else unfortunately the nature doesn't work that way and we are part of the nature so yet I am not going to give the answer you can figure out the answer is a very simple one but the process is important one the answer is not but why not discuss as a team and I will give you my contact no. free to call whenever you get the answer you call me or message me or what's app me I will give you the answer discuss it with your family members it will increase you communication it will increase your understanding. So next point is any questions on this because i just want to go on from this, all of you have understood, asking inquiring showing respect to others opinion to others views this is the best way to

Answer is not important but, learning is important

Did you see for your self-swimming are you see drowning, what you see is what you will be can you give me one other animal in the entire animal kingdom which cannot swim have you seen summer swimming camp, winter swimming camp for this for that animal for elephant, elephants can swim, elephants can swim in the sea ocean they travel kilometers together I have beautiful videos but I don't time I have 10,000 videos with me any situation you tell me I will show you a video do you know that new born babies can swim, but new born babies can swim you cannot swim why?

Once we finish the regular session, I am available whole day you can sit and continue this mathematical problem we will solve it 8:20 working hour, till such

time let it be lingering in your mind ok, so the reason many of us don't swim because our parents no, don't get in to the water this will happen that will happen, it's all filled in our head and we see those pictures and that's the reason why we don't get in, otherwise when you see somebody swimming, I can swim what's your problem, you think an ant can swim can you believe an ant can cross an amazon it is the largest river in the world, possible, let's see, if it is possible or not lets figure out (plays a video).

What do you say now, and then we break for tea

Now I will show you one other beautiful video how very relatively less educated people can do extremely good, I have two questions there, a male version and a female version and then I will give the choice to you people rather than I assume this is what probably you will like am asking you which version do you like to see, I want to know I choice is not good enough, A grate video for team work a male version and a female version which one do you want to see. Both is probably too much of time, you have so much to cover she is already making signals that we have to give a tea break. So nobody said male so I am assuming knowingly that this is what you want to see (plays a video). You think they are more educated then us, they have better strategies then us.

Practice practice, why we show this is not a movie there you can edit it, do this and do that, every day they need to showcase live one small mistake by anybody will spoil the show, how much of practice they would be doing behind the scene to do this and end up this grate, how many times they have broken there bones how many have all there hard, yes you are not going to get it right just like that, what is it hard to believe in yourself and you have to believe in your team

what is there to make corrections, improvement is a journey and never a destination there is scope of improvement all the time and everybody is better than everyone else in some thing or the other when we have the respect for each other when we have the desire to love what we are not good to learn from someone else how is better than us, we all get better, together everyone achieves more team that is what the funda so be very clear I have taken another 5 minutes more than what she allotted to me but when we come back we have another beautiful game, ok, thank you. All of you have a document with you of one page document this one, ya so please leave that.

Ok so quickly read the instruction

We have so now we go into another final activity as quickly as I can finish As far as possible I will take it as long as you guys participate we can do it and any time we can stop it it's essence is what is important start distal and all those things we can learn ok, so this is a one page document in front of you quickly read through that it is called desert survival, a desert situation. Before that can you say one, you are 14, 16 people right you people are, you want to watch or you want to play ya ya I will give you the form, so let's make what 1,2,3,4,5 one side say 1, sir after 5 say 1 you are not playing, I will give you a form, how much time does it take to get a print, say 4 say 5, so all 1's together all 2's together form a team like that 1,2,3,4,5, quick

Situation:

It is approximately 10:00 am in mid-July and you have just crash landed in the Atacama Desert in South America. Your light twin-engine plane containing the

bodies of the pilot and co-pilot has completely burned out with only the frame remaining. None of you have been injured. The pilot was unable to notify anyone of your position before the crash. However, he had indicated before impact that you were 50 miles from a mining camp, which is the nearest known settlement, and approximately 65 miles off the course that was filed in your Flight Plan. The immediate area is quite flat, except for occasional cacti, and appears to be rather barren. The last weather report indicated that the temperature would reach 110 F today, which means that the temperature at ground level will be 130 F. You are dressed in lightweight clothing-short-sleeved shirts, pants, socks, and street shoes. Everyone has a handkerchief and collectively, you have 3 packs of cigarettes and a ballpoint pen. Before your plane caught fire, your group was able to salvage the 15 items listed on the “Salvaged Items” page. Your task is to rank these items according to their importance to your survival, starting with a “1” for the most important, to a “15” for the least important

Done everybody?

Things which are of importance for you for your own survival in the mid of the desert

Desert Survival – Score Sheet Item

- Torch with 4 battery-cells
- Folding knife
- Air map of the area
- Plastic raincoat (large size)
- Magnetic compass
- First-aid kit

- 45 calibre pistol (loaded)
- Parachute (red & white)
- Bottle of 1000
- Salt tablets
- 2 litres of water per person
- A book entitled 'Desert Animals That Can Be Eaten'
- Sunglasses (for everyone)
- 2 litres of 180 proof liquor
- Overcoat (for everyone)
- A cosmetic mirror Score

So everybody is completed this is done ok those table who have complete have discuss with other member and then fill the second one and then we will discuss and see the team ranking.

Now let me tell you what expert says:

Intense heat in the desert is going to be your major concern. The more you sweat, the more your body is going to lose water. If you're faced with a desert survival situation, your first priority must be to find some shade from the intense sun. Unless you're absolutely certain that you know how to navigate to safety within a reasonable distance and time scale, you need to stay put and hope that you will be rescued.

Please write down the expert ranking:

Flashlight 4: Helpful to aid searchers after dusk. Also with batteries removed the case can be used as a container for the plastic still.

Jack Knife 6: since cactus is available, you can use the knife to cut the cactus and use it in a homemade still to obtain moisture from the cacti

Air Map 12: Not needed since you should not attempt to walk from the crash site.

Raincoat 7: Knife and raincoat go together to develop plastic still.

Compass 11: Not needed since you should not attempt to walk from the crash site.

Compress kit: 10 Not needed since no one is injured and you should not be leaving the crash site.

Pistol 8: Dangerous item to have because of physical and emotional stress of the group.

Parachute 5: To produce shade by spreading parachute over the airframe of the plane.

Salt tables 15: Will actually rob your body of moisture.

Water 3: Will keep you “comfortable” for a while.

Book 13: Should not expend your energy attempting to leave the crash site to hunt.

Sunglasses 9

Vodka 14: Little value since the effects of alcohol on your system is to draw water in order to absorb the alcohol into your system.

Overcoat 2: Best thing to do is attempt to restrict the airflow around your body to decrease the amount of water evaporation that results in dehydration and death.

Mirror 1: in the sun, the mirror can produce bright light and be seen for several miles.

So what are difference between expert and an individual?

Sir what are the difference

86, 74, both of you its individual 56, 76, 81,71,59,64,68,41,71 so your performance deteriorate after joining ok

Last question for all of you its 4:14 as per my commitment we have to stop because from there is another session I have given you the...of it but analysis is still left there are two option for you chose what you like we can come back after 5:30 and do another half an hour session analysis how do we reduce these differences in our real life.

Otherwise you can say you got the concept we can develop on this and there is no need for it either way I am ok it's up to you.

Thank you

So tell me bya performance management what do we mean by performance management? I have actually grappled over three four days when I started paying attention to this then what is performance management. First of management look like you manage media you manage brand, you manage this so

we can manage performance. What is your understanding and what is that you expect from this session that is performance management?

because what you think is optimum performance somebody else may not think that that is optimum performance Optimum itself is a very loaded word so what do we for Hike whatever in your roll whatever your concerns about and I believe your concern is not simply with high court registry your concern with the judicial administration and the state judicial system broadly. But administration at the high court but also the state judicial system, Subordinate court also and all of that so it's a very very very wide portfolio and presumably when you look at your role you know only confined to the high court you will manage and measure performance in one particular way when you look at the entire state and how the Judicial you know then you will look at it.

Participating Judge: we have the supervisory Jurisdiction

Mr. Shubhas Bhatnagar: what is the supervisory jurisdiction how do we define performance of their jurisdiction.

Participating Judge: Proper management of people and time , roper management of people and time ok

but I don't think we are moving towards clarity because court management, people management you know in the end, I am not from the court and we will come what according to be me okay let me let me say what according to me performance management the first of all every organization has certain objective and goals the first of all when you talk about performance, you have to talk in concrete terms about what you want to achieve

I mean we are saying we want to go somewhere and we don't know where we want to go if you do not have clarity about where we want to go can we actually devise anything anyways anyways to get there very difficult. So by enlarge unless Institutions and organizations the leaders if they do not have clarity about what are we trying to achieve in the next 1 years next 5 years what are immediate goal what are long term goals probably goals maybe to find out of your problem areas that this is where we need improvement then we will not be able to manage performance.

So first when we talk about goals it is not simply that the clarity should be in the head of the leaders or a few leaders unless organization Wide that clarity exist an organization cannot achieve its goals can 2, 3 registrar general can they actually a improve performance significantly unless your thousand or fifteen hundred staff whatever your subordinates that everybody is that everybody understand that that is the that is where we want to go that is what you want to do and I would say with my very limited experience working with organization that aspect is very weak sometimes leader don't have the clarity at other time they have clarity but they don't communicate with clarity with their subordinates so everybody in the organization is not on what we call the same page.

So in a sense if you say performance management then the first significant thing that we need to do is to build a consensus on what are objectives and goals and you can't build a consensus with thousand or fifteen hundred people I realize that but you at least need to build consensus with your immediate subordinate levels 20, 15 what you might call the senior management of the court at least consensus among them and then this consensus needs to be communicated to anybody and everybody who contributes.

we also need to understand that when we I mean let's look at performance of the entire there are many stake holder folder from whose perspective are you looking at performance. I am a citizen my perspective on courts maybe different from your perspective of court.

Participating Judge: But the common goal is timely and speedy justice

RP- okay so delivering so at least that much clarity is there that delivering timely justice is the common goal of the court as well as the expectation of citizen but the cost effective when you bring in perhaps the citizen may not the concern but your administration your finance ministry.

But I can also define indicator saying number of cases dispose in a year per rupee or.... you know that is not citizen concern what we can say is that we need to bring the clarity involving trial stakeholder and when i say you need to communicate your goals often time I certainly understand that a court performance is influenced by certainly what you do in a court and how do you manage the court hoe the Hon'ble Judges perform their task but also how the lawyer perform what they do may be it is more significantly by lawyers do the number of adjournment and number of faulty cases submission

so there are many internal and external stakeholders so one thing we need to understand is that if you are concerned about achieving objectives and timely this thing then that communication and you need to get all other stakeholders also on board not simply you know the internal stakeholders more important an that's where perhaps the Indian system I think the I don't know whether the lawyers and all of them are clearly on board on this task of time disposal.

Practically they are not I mean we concerned with practice not that is our problem in the country mine your everybody is that are principle and action don't always match that is very kind of a variation so you know like this I want to just an I tell you about our own Institute, how do we judge for example the performance of an Educational Institute like IIM shouldn't be the salary that are MBBS command and market should it be the impact on government policy, should it be the contribution to society should it be pushing the frontiers of research that's means publishing, should it be so given the fact that every organization you know does not have a single objective or a pre dominant objective which you know jumps out that there are actually multiple objective for multiple perspective.

So another aspect that is important is create clarity that ok in the next 4 years this is what we want to do we could do hundred things but you know let's just concentrate because in management we use a Jargan called a b c analysis ABC always refers to a prioritization a prioritization of goals, prioritization what will you where will you monitor performance in every way that priority does become very important because unless you establish your priority will just dissipate your energy over many things and perhaps in our country also that is the problem everybody is well meaning, but there are thousand and one problems.

how do we define our performance so in the IIMs there was saying these days there are lot of ranking you know multiple institution are rank so get rank by this agency rank by that agency until this ranking existed our life was quite easy we in a sense control our own reach where do we want to go. So no people are not trying to improve performance they are trying to improve their ranks and but it's important so U can tell you that in the institute today the highest focus is on producing research because in global ranks that's seems to be a very important factor now in the long run teaching will suffer because as I say you can only

improve a few things you can't improve everything you can't say I will improve my consulting I will improve my research and I will improve my teaching and I will improve my so if you focus on research other things will affect so any way this is the business of the board and top management or Chief Justice people like you to do that.

If we have that clarity then of course we can begin to you know discuss what will be the process in which we will manage performance as defined by our broader goals about which we have consensus we know what we are trying to achieve ok.

So if we said that timely justice is our key problem that's the thing we want to improve then of course I would like introduction my throat is always dry

I am sure that the court and high court of Guwahati vs high court of Gujarat vs something else may actually land up with somewhat different different different priority because first of all work load are very different in all of these places. Secondly know people are different everywhere so there are many, but the goal is the same like he has said effective speedy justice administration that is ultimate goal.

But when we begin to now trace, when we begin to look internally and say ok what contributes to either achieve those goals or not achieving those goals those contributions.... by work out to be different for example if you take the private sector largely you know keeping shareholder happy which means the bottom line the profit that is the super goal for every private sector.

But what will contribute to that could be very very different so next stages then to begin to link and understand that whatever we do in the court and whatever is

our responsibility of those hundreds of activities that are subordinate do what we do what influences this common, agreed upon goal that's the thing that we were trying to analyse in our supreme court study long time back ok so we were coming up with the things like you know adjournment is one issue, defective case is another issue we were coming up with these areas which need improvement.

But it would not be if you were to manage performance it would not be sufficient to say these areas need improvement then you have say ok how will I measure my performance on this indicate that on an adjournment how would I measure my performance.

First you need to you see lot of people who says if you can't measure you cannot improve first you need to understand where you are then only you will know much extend where and all that so you need to begin to measure and certainly the next stage is then to try to solve the problem, try to understand what contributes to that issue whatever is the problem ok.

Maybe I will make a little progress I get to my next slide ok so we already define the purpose of performance management and I am sorry measurement will come in my slide instead of management so that the performance management so to align the performance of the role and task of department group, employee and objective align get people to agree that's the important thing.

The performance need to be measure on critical task now critical is what we are saying which influences our goal in more significant ways than another that's what we are trying to say adjournments are critical if we can reduce the adjournment somehow then maybe we can dispose of cases easier the

feeling there being that all adjournments may not be necessary for fair dispensation of justice perhaps some adjournment are detrimental to that or if we can get first time submission case files without defects then we don't discover at later stages that this is defective and you know every, recycling or correction is delay means sometime loss so we need to define what

We took two months we took that many cases that were done and we looked how many adjournment and we have some data that is now 20 years old and that is something that would need to be done in courts. Now one thing I would like to mention that if we are discussing performance measurement and management today I am not a computer science person I am a management person my degree is in management, but I believe that use of technology is absolutely essential if we want to begin to think about measurement. For example and Record Keeping file management and all that if you did not have technology you will not even know how you are performing so that's why e court projects.

I will just rephrase your question the question is in what areas do you suggest Technology application? what technology we are using is the material we may be using not for advanced technology not so sophisticated Technology any kind of Technology as long as the purpose of using that technology there is clarity in fact sometime we pay for too much attention on what what is the technology have you got the latest thing or this or that, but not how we are deploying it was the purpose of the same thing what is the critical task how can the critical task improved and therefore what will the technology do for us.

If there were a technology which could actually track every file provide an identity to every file that perhaps will help us to monitor what is happening to file. There are other kind of technology that you can use it might introduce delay

just this morning I forget from Kerala we were discussing and you know how the evidence are recorded now maybe they can be a great use of technology there in Gujarat or in some other places I don't know I read the newspaper that they have now instead of you know litigant and you evidences being produce in the court you can use video conferencing somewhere.

Participating Judge: This is one of the project under the e court.

Mr. Shubhas Bhtnagar: which is the one which is most critical to our reducing the may be this is this is fancy catches the eye in the media may be in reality reduces the time but there are some importance internal things in terms of tracking files which will be very very important.

Some have and some don't have and I believe for many years this is going on in fact when 20 years back we did this study a significant chapter in that report was how to use technology in Supreme Court.

Participating Judge: we already finished the phase one now the e courts are in the phase two ok so anyway well-defined indicator what do you mean by well define indicators measure so indicators would be that on an average how adjournment do we have per case and if you have adjournment today or seventeen is it possible to reduce seventeen then we will go what causes adjournments you know what are the reason for adjournment take place which would bring us the fact that can we capture those reasons then we record that there is an adjournment because if we did not capture the reason for adjournment then of course you cannot measure later on and say out of the nine average adjournments in cases five were contributed by this and two were contributed by this and one was contributed by that.

but you know again obviously when we want to manage performance it will simply not be that we can do as I said a what you do with lawyers who are you know not cooperative or not obviously there are all kind of lawyers what do you do they have a strong lobby what you do, what can you do.

But If we want to improve the system the thing is we will have to understand what are the actions that we can take we can analyze the reason why somebody does anything, but what we are really concerned with this is what we want to know what are the actions that we can take, we can certainly take that when our own staff looking at a file that should be able to accurately say that this is completed ready or not completed or ready and that this fact should not be discovered at the later stage that is under our control because it reflect the performance.

performance of subordinates that can be sensitive maybe what they need this training sensitization maybe what they need is training, sensitization, they don't report on time, they take too many leave or they are absent from there chair or whatever it is there could be various reason, it could be a lack of motivation, it could be lack of efficiency, it could be a lack of capacity, so if there is lack of capacity and the answer is to train them. If there is a lack of efficiency then the answer is to have some kind of mechanism which will reward punish and whatever way it is possible to do in our system so if you have indicator if you measure then not only we are monitoring performance because at the end of monitoring is the exercise how can you improve it what further action can be take the action that follow an assessment suppose we are able to judge that this registrar performance is like this or unit performance like this or registrar was able to judge that there subordinate performance was like this that is only one aspect.

But I think extremely important is the fact that how do you then react to it so thing is to know and second thing is to react and take collective action and there can be many ways in reacting to even reporting performance. For example I will take my institute example we like you will be reading every session, we have every course or every session and the institute is granted by the students. Because we believe that they are the ultimate client and they should be able to say what although we accept that we will not rate the performance of the teacher entirely on what the students tell us. I mean that balance you have to exercise but that report is extremely important competent of this we cannot ignore it but then what do you do with that some organization, some university in the US I have taught in the US they will send me a report where all the names will be blanked out but suppose twenty courses was taught instructor name blacked out but report on indicators clarity on, knowledge of the instructor, communication with the class, timely feedback, all these are indicators on which student have rated out. these will be reported without my name on it at IIM Ahmadabad every time when we teach our name are also put there, that's another way of reporting so I know every three months we know amongst the professors there who got what score on their teaching.

Now you can argue one is better second is better whatever it is, so reporting means there is public sharing and there is a private reporting and these are two systems of feedback for some task and some class may be private is much better, but for some other things may be public report is much better we have tried this out long time back we were working with the health and family planning programme in India and there was a great deal of concern that primary health center which is supposed to provide you know public health to rural areas that

they were not performing well so first task that we did was to define indicators ok when we say health it means important is medical care

the Indicators would be then we will go down, how many blood types were collected, what was the time in which the Blood type was tested and reported if you take on the average eight days to test a report during all those 8 days Malaria is being transmitted through that person he is not being treated if you take three days you actually reduce the incidence of malaria so all that you know what impacts what you have to work out. Having done all that we needed to design a system in which monthly report will come from the primary health worker they will report something on a piece of paper that will be analysed and finally we will get a report that over all Primary Health Centre, and then what we begin to do was to share this Primary Health Centre performance across Uttar Pradesh was divided in four region.....so all the 15 PSC and over 2 years we noticed that it had a dramatic impact.

you see in government system you can't fire anybody at best you can transfer then but what to put them in a sense in a public disapproval is a very very important instrument people care about that over 2 years we observe the there was a huge spread in the performance, but over to year the spread started reducing the poor once started coming up more important the average moved up so just saying that it is not just important to monitor performance design indicators and look at that it is equally important as to what kind and how do you give the feedback.

Organizations have to be given one kind of feedback, individuals have to be given another kind of feedback ok in the end we will have to monitor units departments whole Institutions and assess the performance of each individuals when you come to the individual we are getting into the domain of Human resources how do you manage how to provide feedback and all that but all of that will be ok.

So in case of individuals what you want is a behavior change and I will give you an example of behavior change that when you share something in public in a comparative way there is an impact of behavior change people start behaving differently, they start improving which is what in our case we we get rating and you know if somebody gets the five rating and the average is eight the 5 person is concerned he actually definitely makes it see its attempt to improve.

It may work with professional may be it will not work with clerical staff I don't know we have to try this out we have to see which class of people would this kind of public sharing work but now institutions also need to share. I mean after all when we write annual report, do high court have an annual report?

Participating Judge: Yes

RP: Publically shared annual report, no no no data is always available ok I will show in my slide my colleague and I work for e governance and we are talking about transparency ok that I think publicly available performance reports do some good to the institution because everyone needs certain kind of pressure whether it is the pressure of media to blow up something or whether it is the pressure of what competitor think you need some kind of pressure.

I am saying suppose you took the latency what is the average period in which you dispose of a case across High Court is that available to the citizen to see.

So I don't know what are implication of that I really but what I am saying there are institution which share a lot more data with the public and there are institution that don't share that much data with the public. ok and one could think of at least to begin with but something on performance I mean when you talk about democracy citizens are they entitled to know how there institute are working, we are just raising which are the ways I don't know what is appropriate sharing what is possible to do ok. So I think what we discuss you know if you always display the good things sometimes we really didn't feel that we are doing only good things and not bad things.

These are all shared feedback across units that I am actually claiming that IIM Ahmadabad is where it is consisting performing since 40 years because we had certain systems in place and one of them that I am a student at IIM Ahmadabad and at time it was even we use to publish newsletter I was the editor the feedback of student will go and we have a headline there was a professor kuchher tops the rating and this will go to alumina also.

So it will go with hundreds of people outside the institute not just the faculty and I think it had a salutary effect on how we begin to look at our own performance and what we begin to do I am not saying everybody you know but by enlarge sharing performance data perhaps a may be a way to and when I say sharing it is across high courts maybe an annual report which is the standard format and then we can slowly go on i will tell you I have worked with the world bank with six years and I have looked at several countries the amount of data that is shared in other country in public institution is several full what we share.

You talk about good institution Infosys is a good company locate their annual report and what they share vs. other people annual report and what they share because eventually if you share you then also this is also a sign of confidence that we are sharing and we know that we can improve we can get better if you hide then it is fine I mean if you keep everything under wrap nothing will improve. So comparative performance, publically shared performance data I think is on in many ways in a democracy is a desirable indicator but all of that can happen only if we have indicators we have standardized these indicators are fair then there is a sense of reporting if everybody is reporting something different then it does not make

So I think the important point that you have highlighted is that in performance of an individual or an institution there is a quantitative and there is qualitative and actually both must be reported but if something cannot be measured then it is difficult to report ok now I will say if you wanted to report qualitative assessment if you think your client are normal citizen why can't high court once in two years commission and independent market research agency and institution.

I will define the parameters no no I think what no no I don't think we are talking about not reporting individual cases when IIM is ranked it is not what Bhtnagar has done it is what the institution has done and what is on the average the [perception of people about this institution it is not that so there is no question that we do not want to report you know individual later that we will leave to whoever does it but can we not report perception of the people all the performance of the high court in term of fairness, in term of integrity, in term of independence,

which are the most concerned but how do you judge what is the aggregate perception about your high court in your primary client that is a citizen

Participating Judge: all the judgments of High Court are subject to the appeal to Supreme Court again they are subject to appeal.

RP: I just saying can we just say 6 question a thousand citizen rate your High court on those six question the target group may be litigant I have done just studying I said I work on e governance I hope I could we just done the study of what is the impact of e-governance in this country and it could very well be that if court have computerized significantly we would have included the sub registrar office and registrar office, registration of property, the drivers licence, the land record system across ten states with 80000 uses of the systems for every state and every department 800 users involving 10 of the market research agency IIM Ahmadabad designing the questionnaire designing the questionnaire and we asked it on did you pay the bribe directly to the functionary indirectly to the agent were you treated fairly when you went there.

How many trips did you make to get your work done how much did you have to wait when you went there, so we define what is the cost to a citizen of getting a service what are the important parameter and we did on the sufficiently large scale that people cannot say when I went to Karnataka and I say land record we went to 22 different villages and cities asking 10,15, 20 people so it was not that only Bangalore people were asked so I could confidently say some were backward district, some were forward district, it could confidently say that this is the representative sample and this is the representative opinion.

Session

Ms. Kajari Mukherjee: See from the day I born.....and the situation and all the environment you always in a personal mode, we are always fighting with each other what is the meaning of that, you don't like theso we are always interacting with our situation. Sometimes (Not audible)

Behavior is what others can see, now of all these are some way to a large extent part of my inducing characteristic also. So we introvert or extrovert is an enduring characteristic.

Doesn't happen now a day, but earlier it was happened the son is very lazy and very naughty in this case. First thing you say when you try to discipline you say I will send you to the hostel, you remember? Even tare zamee par does exactly what happen no. The son is not studying the father say now you have to go to hostel.

Idea is that whether he is naughty or lazy the hostel situation is so strong you have to get up at 6 o'clock, you have to study for three hours, you have to go to school

at times, you have to eat whatever hostel people provide and so on and so forth that you are forced to behave in certain manner.

I mean these are the example of strong situation it doesn't matter if I join hostel I have to wake up at 6 o clock. please appreciate all of these are the example of ...situation so they tend to overpower my enduring characteristic, but I am in a let say my example I am in a educational institution right, education institution is an example of big situation rules, regulations, but they are not in that rigid as you see in army and hostel.

So in this situation my personality is try to overpower the situation right so if I have the tendency to be very quiet and introvert I can ...in my educational institution being exactly what happen, but then suppose I join the marketing job I want to left alone because the role expectation or job expectation is such that every day I should met 10 potential client.

If I made them I have to talk to them so that situation or the whole expectation is a situation which overpower my inner characteristic so when some people say that I am one way is that in the office I am the boss so operate exactly who I am in the house my spouse is the boss so I hardly speak that is one way of explaining.

on the other hand if I was slightly junior in the office the boss is the boss so may have huge control issue what I behave and what I expect from the boss, the way boss wants me to behave at home I am boss so I shout when I wish to shout and that is the reason see many people have this split personality they behave in a such a way in office situation they behave in a very different way in a home situation.

Now this situation also tells us that if we don't learn how to manage me many a times I end up into the complicate situation. So the more I understand myself the more I will able to manage myself according to the situation having understood this.

One school of thought says that it cannot be change at all another school of thought that stretch they say that personality changes throughout the year and throughout the life. Having said so it essential mean you understand your personality and try to make ease with the situation.

Similar that second school of thought talk about eight stages of personality first five stage till the time you become adult next stage is when you are trying to deliver as per your potential so if you feel that have and your life as per your potential persona, professional put together then you become mentor when you are in your forty and fifties.

you feel that look I have achieve I have done reasonable well in my 20 and 30 but I am reaches at the stage where I can start giving back in the society so these people would become nice mentor to the juniors these people would try to explain how things are so this is your forty and fifties and then in the sixties when you are retiring that I have sought of live a nice fruitful life but for some reason you see that I have a great potential but because of some reason it will not work out then you become the angry man and find a lot of anger.

understanding who you are essentially create a boundary condition around you for example if one is an introvert let say Y is a person who does not like to be included any other activities he can never be the life of the party you appreciate

this point so all of this creates a boundary condition around him right you can try to change as per the requirement but you cannot alter it.

But then what is the point of knowing it point of knowing is that the more you know yourself, the better possibility that you are in the right situations in a something like nowadays many people have this high blood pressure at a very young age 30 now if you a high blood pressure the doctor tells you to take the medicine every day that you have to do.

Point is that the moment you are suffering from high blood pressure your potential of living life cannot diminish you only know that to live long ful life you have to take certain precaution like taking medicine every day and making some small lifestyle changes like having exercise that's the only thing that happen that is the same analogy you should try to take in your mind that the more I know about me as person the better equipped I am to live a very fruitful life.

Distributing exercise

Suppose one person is very frustrated what happen in the coaching class may be the fees very high or may be the teaching is not very good and so on and so forth. This lady give a very patient hearing after sometime he came down and went off, please appreciate this lady suppose she could do the job very well because her may be seems that her expressed affection score is high.

Now on the other hand suppose her express to affection score is very low what would have happen, but suppose her expressed affection is very low then? please appreciate the lady is posted as a counselor being very patient and it doesn't come naturally to her but this is her job requirement she will try to his job to the best of the availability.

But at the end of a day she will feel very stressed, because she is trying and forced to behave which doesn't come naturally to her, so when she goes at home she definitely take some time to revive herself may be she go to kitchen and cook something or watch some serial that the time she need to settle down.

But at one point in time doing this job she may react very badly she may just shout back to the student and that may impact her own career or the reputation of the coaching classes also. The point I am trying to make is that you need not really run after your juniors and to understand what his or her score is just by observing it is possible to sometime put the right person in the right job based on their personality dimension.

Job role fit many a time it is not necessary that the person has to have a master degree or a BA degree and he or she should speak well or so on and so forth no if you feel that his expressed inclusion score is high and that would make them very well with public who would be coming with lot of frustrations that lady also can't do anything because it is stuck somewhere else.

Does it now make sense this is an example of how you can fit a personality with a job role requirement?

Distributing exercise

He said that the lady who left the job her wanted level affection is very low, or in the story is it a matter of control again I am asking in the story is it a matter of control.

Participating Judge: its inclusion

Ms. Kajari Mukherjee: is it a matter of control?

Participating Judge: no no

Ms. Kajari Mukherjee: not control senior is showing so much of affection and love to the junior ok may be the junior is frustrated and left the job, the lady wanted affection must be low, the lady who left her wanted affection from others in a one to one relationship must be low so she felt very uncomfortable with the boss. Boss is the vice president while showing so much of personal interest in her.

now think from the boss point of view may be the boss is the person whose high expressed affection is very high, express affection is very high he is very ... to all his junior and he wants to take the personal interest in the life

So the boss figured out that if there wanted affection is very low they become so upset that they leave the job in this case may be its a private organization she left the job but suppose she decided not to leave the job its government organization why should she leave the job.

Distributing exercise

What happened one young fellow yes inclusion, somebody has wanted express but they all felt very comfortable so this happens but sometime when you are putting together a group if by observation you can feel that these all are the people who have very high score of inclusion doesn't matter or affection.

Last two story quickly read it and tell me.

Is it ok if we over shoot the time by fifteen minutes

so I think this is clear case of in appropriate professional behavior or in appropriate norms practiced by your junior so I would like to believe that and last story if you do not read it doesn't matter it only tells you that both both the boss and the junior had low expressed control nobody wanted to take charge of anything they all wanted others to take charge and things went out of control.

Now the point I was trying to tell you is that interpersonal relationship understanding generally speaking helps you to handle many of the problems that you put on the boards not all, but helps you to understand why he behave the way he is behaving and then you can put some of the management tactics how to manage that.

one of the major reason of conflict in the organization is because of this people personal relationship problem do you have that in your office, conflicts so the essence now we will get into the topic of conflict management.

What is conflict?

An process that begins when one party perceives that another party has taken, or will take action about something that the first party cares about (incompatible to one's own interests) Encompasses a wide range of conflicts that people experience in organizations.

I and you don't see eye to eye is that a conflict, it's a difference of opinion see the conflict will start this an ongoing situation but at some point in time this is the difference of opinion whether the garden is very beautiful or ok ok this is ongoing process at some point of time

but because of this difference of opinion you are likely to hurt me you are likely to take some action which I think its hurtful is happening in my mind at some one fine day I started deciding it and I am getting into the conflict zone can I say so.

there is a difference of opinion fine , but if one fine day I start getting into thing many be because of this difference of opinion he may take action which may hurt you now action could be very harmless you can start telling others this lady she doesn't have any sense.

Now please look at this exercise quickly:

An Asst. Manager (Production) wants to do MBA (HR) from BITS-Pilani. You company sponsors MBA education. But this person's request has been refused by the HR department stating that the MBA needs to be linked to area of work. What will you do?

- Take it up with the CEO
- Talk to Head-HR and see if the policy can be changed
- Ask the manager if he can do MBA with minor in HR and major in Operations
- Tell the manager that the company's HR policy is astounding!
- Talk to manager and suggest that his name will be recommended for technical training at Singapore

Why the conflict is happening? Area of work is mentioned there and the production fellow should be an engineer definitely not from HR background. See assistant manager wants to do MBA in HR your company sponsor MBA provided it is related to your area of work so production fellow has to MBA in production.

It is mentioned that it is to be linked with the area of work

This conflict is because of the process and rule of the organization

There are a number of techniques available to help work through conflict. Some ideas include problem solving, creating a shared goal, and restructuring the organization. Each technique chosen needs to reflect the situation and the people involved in order to be an effective conflict resolution technique.

Now intention Stage three starts to look at the intentions of the individuals involved. These intentions include the determination to act in a certain way, but it is important to realize behavior does not always accurately reflect intention. Sometimes people act out of emotion and not rational thinking.

There are competing dimensions of conflict-handling intentions. One can be motivated by cooperativeness or attempting to satisfy the other party's concerns or assertiveness, attempting to satisfy one's own concerns. As the exhibit in this slide shows, there are also variations of those two competing claims.

Having a good understanding of conflict and conflict resolution, it is now important to look at negotiation. Negotiation or bargaining is the process where the people involved work on creating a deal that is mutually beneficial. There are two main approaches – distributive and integrative. Distributive bargaining seeks to divide up a fixed amount of resources and often creates a win/lose situation. Integrative bargaining seeks one or more settlements that can create a win-win situation for all parties involved.

In work place the conflict can happen due to nature of the task, it can also happen due to the personality related and as a boss the approach may be quite different

and lastly we also discuss that every person has their dominant conflict handling orientation. So it is nice to know what is your dominant conflict orientation whether you want to avoid and based on the situation you may counsel yourself that in any given situation union leader when I am negotiating table with the union leader my natural urge would be to give way too easily so I need to have to plan and written down on paper that I could be push only to this level and not anything beyond that is the reason or that is the purpose what you should also try to understand what is my dominant conflict handling orientation.

So I will leave you with the psychometric test it has some thirty questions you score yourself and then in the behind sheet you just circle whatever is your answer A,B whatever then you total the number of circles whichever is your highest number of circles is your dominant conflict orientation.

So thanks a lot.

Session

A very Good morning to all

Because of the type of job you are holding you also has to do lot of lot of interaction with external public and these will become the very important stake holder the type of job that you are do. Now quickly tell me because of the relationship problem what type of generally niggling issues that you face in your day to day work life.

What are the niggling issues that you are keep on facing in you day to day work life??

Indifference to the job

Poor sense of responsibility

Avoiding issues

Different view point

Ms. Kajari Mukherjee: They don't try to listen even your good advice because they feel I know better

What else???

Participating Judge:

Union activity

- Communication problems
- Loss of motivation:
- Tiredness
- Preoccupation with other work
- Indiscriminate opposition
- Operational problems in teams
- Difficulty in reaching decisions
- Inefficient division of labour

Ms. Kajari Mukherjee: Theory of personality how people are structured psychologically (Parent-Adult-Child) to explain how people function and express their personality in their behavior.

Model of communication: Analysis of systems and organizations using how they communicate and how their internal processes operates.

Now Structural Personality

A personality consists of three ego states, Ego state: a consistent pattern of feeling and thoughts and experience directly related to a corresponding pattern of behavior, Parent, Adult and Child

Parent ego state Parent:resembling (that is, learnt or borrowed) that of parent. Main focus is on values and norms, Nurturing Parent: soft, loving, permission giving, providing needed support, set limits in a healthy way, Critical Parent (controlling, Regulating): Prescriptions – instructing in detail what needs to be done and how, sanctions – punishing that behavior that Parent disapproves of.

Adult Ego state Adult:which are adapted to current reality. Main focus is collecting and processing information in the present. Adult works like a computer – without any values or emotions. It is the part of our personality that processes data accurately, that sees, hears, thinks and can come up with solutions to problems based on facts and not solely on our pre-judged thoughts or childlike emotions.

Child ego state Child:which are relics of the individual's own childhood. That part of personality that is the seat of emotions, thoughts, and feelings and all of the feeling state 'memories' that we have of ourselves from childhood.

Natural Child: curious, fun loving, playful, authentic, expressive, emotional, spontaneous feelings. That side of us that experiences world in a direct & immediate way

Having good contact with this ego state is essential for intimate relationship. This, along with Adult state, is seat of creativity.

A transaction is the act of communication or interaction between two people. A transaction starts with a stimulus and ends with a response to the stimulus. Since each individual involved in the transaction has three ego states, the transactions are between the various ego states. Interesting things happen when there is cross connection.

In your current life “How can I connect with people? How can I make more friends?” Elements of nurturing, support, a show of interest, and playfulness..... often friendships begin

Managing transactions (communicate effectively), Straight (complementary) transactions each ego state talking to its complementary partner; OR Talking to and receiving from same ego state Crossed transactions: communication breakdowns, response not originating from the ego state which has received the message Ulterior transaction Message may have two targets (ego states) – overt and covert.

Now what do you mean by behavior, the way you react so but the point is that how do i know other behaviors, how do I know your behavior that you are are well behaved person, how do I know that? I observe it that means what other action they can also see....whatever is happening in my life other can see

So the point is that I understand people orientations towards other by observing his action so that is the part of the behavior now we come to the orientation see all of us have unique personality right. Personality is nothing but the enduring characteristic of a person it will endure till the date i die.

And depending on which research you believe in it is a combination of genetic and our early childhood experience that is the matter of fact, but the the large

extent whatever it is more of genetics or more of early childhood experience but the time I adult this has become.....the meaning ofThis endures in me and this impact how I think and how I behave this impact my attitude.

Attitude is nothing but what happens before I act so the act is attitude so it become hardwired in me so the idea of variety of psychometric test is to understand what are the various personality traits of a person the reason they use the psychometric test because they presume that the personality traits are hardwired in me number one and number two it presumes that it could be distinguish in small measurable traits.

So a person by the time he is adult he is a mix and match of various personality, combinations so all of these psychometric test is nothing but a series of mirror in your hand to look into some facets of your personality right and that is the reason you must done a few personality test in the session.

So you are told whether you are thinking type of perceiving type, you are told whether you are judgmental type or you are told whether you are introvert or extrovert similarly there are even psychometric test that can tell you whether you generally have more believe it fate or power which is outside you or you have more believe in your own ability.

So this the test we are trying to do today is known as fundamental inter personal orientation, fundamental because it is fundamental to me, inter personal orientation because this is my image orientation to interact with other person me and another person and behavior because it interact my behavior so understanding of your own.

It essential test us whether ahhh ok when I am trying to say that it intact my behavior and helps me to understand other behavior, behavior in the arena of one plus one interpersonal relationship and it is expressed in this way E and W that's mean how much I expressed toward other and wanted this how much I want from others express and want.

And when I am in the arena of inter personal orientation I can define it in three dimensions and the dimension are:

How much I want to control others

How much I want others to control me

How much I want to get into any type of group activity

How much I want others to include me to any type of group activity

So this is called the inclusion and the third is how much close personal relationship I want to make with others and how much I allow others to come close to me so it is that arena of affection.

Now let me give you certain story all of you knew each other before coming here?????? But some of them who are not known to each other let's try to think about when you so young and when you use to go college etc. you can also think about people at your own family.

Some of the people let say we in the college and we are staying in the hostel and people use to go together for this lunch and dinner etc. so generally a group of five and six people who generally go together for dinner one day you forgot to call one friend right after that if that fellow keeps on complaining you never call

me and you have forgotten me how could you go and have dinner without calling me have you ever met such people???

Participating Judge: Ya

Ms. Kajari Mukherjee: Please understand his inner desire is to be including in any others groups his inner desire is he should be included in that mean he always want to be in a group the moment he is not included in a group even though it is a simple activity of not being call for dinner one day in 365 days he feels very uncomfortable.

Similarly even though you all know each other and I am very sure some of you shared your personal details family things, problems in personal life, office life also etc. etc. with others. Some of you even though you know each other for many years you hardly know anything about others person is it true?

It essential means some of this person have such an inner....I should share my personal details with others where as some people don't have an urge that is the arena of affection means some of them have a urge to come close to other person it could be office colleague also whereas some of them don't have that urge all do you get my point?

Now all of you I am sure you got into a lot of argumentative situation or some small small things some you have the urge to say the last word in any discussion "App Suno mai kehta Hu" this is what happens let me tell you you are not correct this is what happens.

It could also be a play acting right could be right? but you get my point Arnab Goswami made his opinion and everybody even though he is called in a debating

situation everybody has to fall in line with his opinion got my point so this is person who always tries to control the proceeding on anything he wants to be on top.

Whereas there must be some people even in this room if that has nothing to do with the position you hold but he is a person who allows others to take lot of decision on his behalf about what is happening in his life there could also be some people who like others to make which you mean by taking decision on your behalf about what happening in their life, you essential wants others to create a structure with in which you can operate that means you wants other to take the final decision on say let's do this that means the goal has been fixed.

Now you can march towards that goal but you are very comfortable when others fix the goal on your behalf that means this is the person who wants to be controlled by others again I am saying it has nothing to do with the position you hold it is more to do with how you handle the responsibility given to you some people always want to create a structure within which the decision has to be taken, where some people would be comfortable if others have taken the decision and you have deliver on that.

So these are the three facets of control whether you want to be on top of anything or at the bottom, whether you wanted to be included in any group or you are fine if you are not included and affection is the arena of closeness whether you want to be close to be others or whether you are perfect with you are handling a difference with others.

but first and foremost let us try to find out what is your fundamental inter personal orientation and for that this instrument has nine question which are repeated six

times so that means there are total 54 question if you are not filled up quickly fill it up, if you are filled up please circle the answer at the back right once you are done we will try of analyze.

Now try to see which one is closer to your score read the behavior description and see whether it reflect you as a person or not?

Please appreciate the moment we are talking of inclusion it essentially means that you as a person you decide with whom I will interact and that is the reason you selectively decide whether I would get into any other groups or I will little away from them.

So the score means that if your score are zero and between 0 and 2 it essential means that you are highly selective in engaging in this dimension of inter personal orientation you are highly selective in getting into any of the group surrounding you and the group could be as harmless group as which whom you choose to go dinner if generally go for dinner alone and you are generally done that throughout your life when in this type of group a interactions you canthat your inclusion score expressed is little lower.

Also you generally would never make plans hey in the afternoon we are free let us all go and see the..... Temple you won't do that you make like that means your wanted inclusion is also low not only do you not want others you are also very selective allowing others to interact with you.

Then comes the control, control essential means that who directs the flows of interaction if your tend to be expressed very high with essential means that in any given situation it could be at home you want to be in charge of all flow of interaction and information and so on and so forth. Whereas if your express is

low you don't really take charge so easily on the other hand if your wanted control is high it essential means that you wants other to try to create certain structure in your life.

Now please appreciate inclusion and control are in arena of group one whereas the realm of affection it is more at a one to one level so affection means a person behavior forming close personal relationship even you allow other to come close to you or you are trying to keep a distance so this is the meaning of how open is he in the interaction with others, how much he allows other to come near you so these are the three arenas.

Now what I am trying to show is that generally how much effort you make to include other I your activities to join and belongs the group, to be with people, whereas wanted inclusion is expressed by how much you want others to include in their group activities.

Control how much effort do you take to control and influence others next the extent you are comfortable with others creating some type of structure and control in your life affection how much comfortable you are in creating personal relationship with others, the extent you want to others act warmly towards you.

Does it makes sense whom you think about how you interact with others using this three dimensions does it make sense ya. Now let me tell a true story

Try to draw certain conclusion from it I have a young friend who works in a ... and he got married when he was in mid-twenties and it was a arrange marriage he was posted in Bombay and his wife was working in a very well know education institution as a faculty so wife is an another city. So after sometime he started complaining that the wife is not interested in the marriage. He sends so many

mails and called so many times he invites her so many often times to come and meet him in Bombay, but the wife always has no time.

She always says I have a class tomorrow and I have to prepare for the class. Similarly taking a classes also very important because the feedback of the student is very very important in deciding your career in that institution so these are very very high pressure jobs.

So my friend complaining that she is always busy etc. etc. etc. so by the time they were in the ninth month of the marriage they decide that wife is not interested in his marriage may be wife is interested in somebody else not in me so I am going to file for a divorce right? So I being a good friend I helped her to find a lawyer.

So the lawyer came to Bombay then both of them decided to call up the wife that if you dont change you ways we are going to file a first notice and so on. In the eleventh month of the marriage the wife came to Bombay came and met him in his office then they talk for five and six hours in their own office room and then they decided no no lot of misunderstanding.

So in the 12th month they threw a big party to celebrate their first marriage ceremony I again as a very good friend attended that party with a big present. So this happens after few months my friend again called me look this marriage is not working I said now what happen he said see I was doing my MBA, my wife was supposed to read a paper in Singapore so I did not write the final examination and went along with my wife to Singapore so that we can see Singapore and there I complain to my wife that suppose your paper reading was toward the first part of the five day trip so if you read your paper then we could have seen Singapore so very well etc. etc.

But because your paper reading toward the end of the conference every day you are busy preparing for your presentation so again we had a big big fight and then they came back then I said look my friend ok let me tell you all your problems can be reduced to you both of you mia biwi having a very very contrasting inter personal orientation you as a person

Dimension/Need	Inclusion (I)	Control (c)	Affection (A)
Expressed (e)	Inviting others to join in your activities <ul style="list-style-type: none"> • Involving others in projects and meetings • Incorporating everyone's ideas and suggestions • Taking a personal interest in others 	Assuming positions of authority <ul style="list-style-type: none"> • Managing the conversation • Attempting to influence others' opinions • Establishing policies and procedures 	Reassuring and supporting others <ul style="list-style-type: none"> • Showing concern about others' personal lives • Sharing your personal opinions and feelings with others • Being trustworthy and loyal
Wanted (w)	Getting involved in high profile activities and projects	Deferring to the wishes, needs, and requests of others	Being flexible and accommodating

<ul style="list-style-type: none"> • Doing things to get noticed • Going along with the majority opinion • Wearing distinctive clothing 	<ul style="list-style-type: none"> • Asking for help on a job • Raising issues for others to consider or decide • Involving others in decisions 	<ul style="list-style-type: none"> • Listening carefully to others • Trying to please others • Making yourself available to others
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So his inclusion is very high can I say so? see my friend he is in Bombay ok the wife comes to Bombay spend some six, seven thousand rupees to decorate his house with flowers ok land up with the airport with flowers wife takes a lot and picture with flowers and told his husband ke kal bie ayage isko saaf kara dena and my friend feels really ignored.

please appreciate one wonderful way to understand this dis-function in the marriage is to explain it by two people with divergent opposite need to interact with others one person has a very high wanted affection right, because you have very high wanted affection you want to feel very close to the other party.

If you have a very high inclusion you want to be told what the other part doing everyday being told what I am doing in class and what I am doing in office is nothing but I feel included in your activity in your group can I say so? So one party which in my friend which is the male in this marriage he had a very high wanted affection.

The other party the wife in this case unfortunately had very low score in wanted inclusion and wanted affection may be zero. As a result of which what was happening in the marriage huge amount of miscommunication, misunderstanding

leading to the stage shall we break up the marriage. Now they had understand that how powerful understanding your inter personal orientation, but more importantly training yourself to observe and understanding his or hers to build up a good relationship does it make sense?

Sir we introduce three term one is P for perceiving, perceiving others then understanding and then managing now you also started understanding that why she is behaving the way she is behaving? generally speaking it is presumed that lady should send 50 messages and husband would reply in one message in this case it was absolute opposite you get my point?

Then you have to learn to manage this and that is very important because ifI can't do too much about it so this is what we were discuss does it make sense?

Participating Judge: Wonderful

Ms. Kajari Mukherjee: wonderful and now I will quickly show you

let's say a young girl and boy fall in love may be the male fellow and his girlfriend was somewhere in Delhi right so it is an essential stage of romance the girl will call up the five times the boy will also call up the five times and so on and so forth after sometime if the boy score in affection between zero to two or three after sometime his number of call to his girlfriend is bound to come down why?

Because in the initial months he was situational reading the situation he forced himself to call ten times because otherwise he knew that the other party won't get suitable impressed and influence but after he felt that situation is now changed and now it has reached the certain balance stage.

Then he started behaving what comes naturally to him so that's the reason sometime reading the situation you force yourself to behave which doesn't come naturally.

Can I just it to fifteen minutes is it ok wonderful? Now we come to the conclusion so obviously you understand that some of this would make a good.....I want to control you high express control, you want to be control high wanted control, and we are likely to make a wonderful couple.

But suppose I want to control your express control and you also gone to control me high express control I am the boss you are the junior what will happen one of them is going to jail very soon or at least get suspended junior fellow will definitely get suspended.

So now we break for tea.

Personality Type Explained

According to Carl G. Jung's theory of psychological types [Jung, 1971], people can be characterized by their preference of general attitude:

- Extraverted (E) vs. Introverted (I),

their preference of one of the two functions of perception:

- Sensing (S) vs. Intuition (N),

and their preference of one of the two functions of judging:

- Thinking (T) vs. Feeling (F)

The three areas of preferences introduced by Jung are *dichotomies* (i.e. bipolar dimensions where each pole represents a different preference). Jung also proposed that in a person one of the four functions above is dominant – either a function of perception or a function of judging. Isabel Briggs Myers, a researcher and practitioner of Jung’s theory, proposed to see the judging-perceiving relationship as a fourth dichotomy influencing personality type [Briggs Myers, 1980]:

- Judging (J) vs. Perceiving (P)

The first criterion, **Extraversion – Introversion**, signifies the source and direction of a person’s energy expression. An extravert’s source and direction of energy expression is mainly in the external world, while an introvert has a source of energy mainly in their own internal world.

The second criterion, **Sensing – Intuition**, represents the method by which someone perceives information. Sensing means that a person mainly believes information he or she receives directly from the external world. Intuition means that a person believes mainly information he or she receives from the internal or imaginative world.

The third criterion, **Thinking – Feeling**, represents how a person processes information. Thinking means that a person makes a decision mainly through logic. Feeling means that, as a rule, he or she makes a decision based on emotion, i.e. based on what they feel they should do.

The fourth criterion, **Judging – Perceiving**, reflects how a person implements the information he or she has processed. Judging means that a person organizes all of his life events and, as a rule, sticks to his plans. Perceiving means that he or she is inclined to improvise and explore alternative options.

All possible permutations of preferences in the 4 dichotomies above yield 16 different combinations, or *personality types*, representing which of the two poles in each of the four dichotomies dominates in a person, thus defining 16 different personality types. Each personality type can be assigned a 4 letter acronym of corresponding combination of preferences:

The 16 personality types

[ESTJ](#) [ISTJ](#) [ENTJ](#) [INTJ](#)

[ESTP](#) [ISTP](#) [ENTP](#) [INTP](#)

[ESFJ](#) [ISFJ](#) [ENFJ](#) [INFJ](#)

[ESFP](#) [ISFP](#) [ENFP](#) [INFP](#)

The first letter in the personality type acronym corresponds to the first letter of the preference of general attitude - “E” for extraversion and “I” for introversion.

The second letter in the personality type acronym corresponds to the preference within the sensing-intuition dimension: “S” stands for sensing and “N” stands for intuition.

The third letter in the personality type acronym corresponds to preference within the thinking-feeling pair: “T” stands for thinking and “F” stands for feeling.

The fourth letter in the personality type acronym corresponds to a person's preference within the judging-perceiving pair: "J" for judging and "P" for perception.

For example:

- ISTJ stands for Introverted, Sensing, Thinking, Judging
- ENFP stands for Extraverted, iNtuitive, Feeling, Perceiving

What is your personality type?

ADVERTISEMENT

What do percentages next to the personality type words or letters mean?

Humanmetrics Jung Typology Test™ (JTT™) and Jung Typology Profiler for Workplace™ (JTPW™) instrument determine the expressiveness of each of the four personality type dimensions (Extraversion vs. Introversion, Sensing vs. Intuition, Thinking vs. Feeling, and Judging vs. Perceiving).

In JTT™ and JTPW™, the scales of these four dimensions represent a continuum between two opposite poles, from 100 at one pole to 100 at another pole. I.e. Extravert-Introvert dimension is a continuum from 100 on Extraversion (i.e. respondent is a 100% extravert) to 100 on Introversion (i.e. respondent is a 100% introvert). In other words the scale is 200 units long:

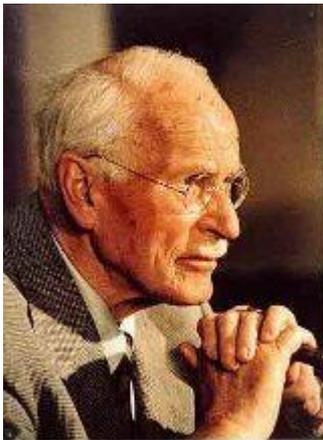
Extravert [100% - - - 0% - - - 100%] Introvert

People may reveal features of both poles but typically have a preference of one way over the other. The letter indicates the preference and the percentage indicates the extent of it.

The E-I score of 0% means the respondent is at the borderline between being an extravert and an introvert. Having Extraversion score of greater than 0 - e.g. 20% - means being 20% more slanted toward Extraversion over Introversion. Having Introversion score of greater than 0 - e.g. 20% - means being 20% more slanted toward Introversion over Extraversion.

The same pertains to the S-N, T-F, and J-P dichotomies.

The Basics of Jung's Typology



Jung called Extraversion-Introversion preference *general attitude*, since it reflects an individual's attitude toward the external world distinguished by the "direction of general interest" [Jung, 1971]: the extravert maintains affinity for, and sources energy from the outer world, whereas the introvert is the other way around – their general interest is directed toward their inner world, which is the source of their energy.

As mentioned above, Jung introduced a pair of judging functions - *thinking* and *feeling* - and a pair of perception functions – *sensing* (or "sensation"), and *intuition*.

Sensing-Intuition preference represents the method by which one perceives information: *Sensing* means an individual mainly relies on concrete, actual

information - “in so far as objects release sensations, they matter” [1], whereas *Intuition* means a person relies upon their conception about things based on their understanding of the world. Thinking-Feeling preference indicates the way an individual processes information. *Thinking* preference means an individual makes decisions based on logical reasoning, and is less affected by feelings and emotions. *Feeling* preference means that an individual's base for decisions is mainly feelings and emotions.

Jung introduced the idea of hierarchy and direction of psychological functions. According to Jung, one of the psychological functions - a function from either judging or perception pair – would be primary (also called *dominant*). In other words, one pole of the poles of the two dichotomies (Sensing-Feeling and Thinking-Feeling) dominates over the rest of the poles. The Extraversion-Introversion preference sets the direction of the dominant function: the direction points to the source of energy that feeds it – i.e. to the outer world for extraverts and to the inner world for introverts.

Jung suggested that a function from the other pair would be secondary (also called *auxiliary*) but still be “a determining factor” [Jung, 1971]. I.e. if Intuition is dominant, then the auxiliary one is either Thinking or Feeling. If Sensing is dominant, then the auxiliary one can also be either Thinking or Feeling. However, if Thinking is dominant, then the auxiliary one is either Sensing or Intuition, and if Feeling is dominant then the auxiliary one is either Sensing or Intuition. In other words, the auxiliary function never belongs to the same dichotomy.

Jung called feeling and thinking types “rational” because they are characterized by the dominance of judging functions that provide reasoning rationale (be it thinking or feeling). “Rational” or Judging preference results in thinking,

feelings, response and behaviour that consciously operate in line with certain rules, principles or norms. People with dominant "rational" or judging preference perceive the world as an ordered structure that follows a set of rules.

He called sensing and intuitive types “irrational” because they are characterized by dominance of the functions of perception (either sensing or intuition), and therefore their “commissions and omissions are based not upon reasoned judgment but upon the absolute intensity of perception” [Jung, 1971]. “Irrational” or Perceiving preference operates with opportunities, i.e. with a range of possible outcomes that result from assumed premises or from sensations, mostly driven by the unconscious processes. People with dominant "irrational" or Perceiving preference thinking see the world as a structure that can take various forms and outcomes. It is possible to determine, either by observation or by asking certain questions, preference of Judging vs. Perceiving and the strength thereof in a person.

Session

Program co-ordinator: Welcome back everyone now we are moving towards next session that is on occupational stress management and for that we have a Professor Parul Rishi mam, mam over to you.

Ms. Parul Rishi: Good afternoon to all of you, post lunch session that too on stress I hope it's not giving stress to anyone. Ok! This session is basically talking about what we are experiencing in our day to day life and we'll just try to come together and discuss how we can I can't say come out of it how we can manage it is such

a way so that it's not affecting our day to day functioning in a negative way, so it's an experiential learning session. I'll be learning about various judicial stressors or stressors relating to judicial administration which you are experiencing and I'll be sharing some of the aspects related to behavioral science which I have been teaching to my trainees in corporate, in banking, in environment and different other sectors and now since last 7 months in judiciary too. Fine? Some questions we will start with:

Do you become easily old by the amount of cases you need to manage in regard to facilitate a decision or decide or hear it's common for the judges as well as for the registrar, so you'll find some of the things not directly related to you.

Do you tend to blow up several times throughout the day in the court or office, even in the situations in which such kind of drastic response is not required just because so many people are on your head all the time and you have to facilitate their work and they have their own Expectations and sometimes you feel that you have some limitations to meet the expectation which they are having from you.

Are you constantly exhausted but still unable to get a good night sleep? Generally it happens when we are tired we get thorough sleep in the night but if it's happening like that in spite of being tired we're so tired that we are not able to sleep the way we are supposed to sleep peacefully in night. So if such kind of experiences do you feel worried even about things that are completely out of your control, you know you can't control a thing, you know there will be an endless cause list and daily you have to just Break It Break It reschedule reschedule, still it will go on like that. So whether it's worrying you so much only even for the things which you know that they are beyond your control, you can't do as a Registrar in a court you are you are having Limited roles and responsibilities that

you are supposed to play but because you have a face dealing with the people, so pressure comes on you. So these are all although its common everyone experiences stress, these days it is not something which is unusual it is considered as a kind of Executive Lifestyle disorders in the sophisticated terminology if we take like that but definitely we have to do something if we experience that earlier I was not losing my temper the way I am losing now maybe many things when we are in a young age we are able to manage lot of stress but when we grow up in age our roles and responsibilities increase and at the same time our physical and mental capacity to sustain the stress that reduces, so inverse relationship that makes certain changes in your behavior which is unexpected, you don't know why it is happening to me but it happens. So life in courts is a stressful business courts and associated administration its known fact everyone knows about it, the very mention of topic causes stress, if we talk about stress half of the population will say oh so bad. When the term stress comes in your mind what's the feeling that comes in you? Can you share with me? If you feel that you are working under pressure and you are.

Participant: Headache!

Ms. Parul Rishi: okay fine. Yes!

Participant: lot of negativity.

Ms. Parul Rishi: Good

Participant: Indigestion

Ms. Parul Rishi: ok we are coming to symptoms first. Yes

Participant: exertion, irritation

Ms. Parul Rishi: No stress? Doesn't seem to be by your faces, generally, with the faces of people we can make out who are the people who are prone to stress and who can have a relaxed life no matter whatever because pressures are almost similar in most of the cases but still we all know that everyone is not negatively affected by stress some people are able to sustain it well like these two people, we can see.

Participant: Some are good actors.

Ms. Parul Rishi: Yes some are good actors oh definitely in the courts and associated business we have to do a lot of acting fine that's good. Okay, so stress is a subject it's proved what you are saying exactly the same thing, stress is a subject which no one is supposed to admit. No one says I am under stress. As judicial officers have been traditionally stress denying profession. There are certain professions which are supposed to be stress denying professions, means culturally socially professionally they are not expected to say that I am suffering from stress, I need some break, I just can't work like that endlessly on the number of cases day After day, I just can't do that. Professionally, personally, socially, culturally Judiciary is not supposed to admit that and that is a major problem. If that admittance is coming up, half of the problem is sorted out, so it is a stress denying profession, you all accept that. We feel that we all have a kind of psyche associated with the ego that I am working fine, I am successful, and I'm doing everything in perfect manner the way it is expected in my profession. So if I'm saying that I am under stress people will consider me weak, people will consider that now this person is liable to take emotionally driven decisions or emotionally driven judgment whatever the case may be so that person is susceptible and we don't want that image to come in front of our profession or in front of people with whom we are dealing with. Perfectly fine, but not always not in all fronts of your

life your life is not just associated with the court administration something is there beyond that also. So at least for those scenarios we can just think about conventional disinclination conventional disinclination to recognize and to speak openly about this unmentionable topic, conventionally Judiciary no matter whether its administration or Judge or whatever maybe it is considered to be denying the stress not speaking about the stress. Recent studies have shown if you go to the research literature associated with that they show that lawyers and judges are amongst the traditional professions which are most likely to suffer from alarming level of tension, depression and stress, it's a highly stress prone profession as such whatever whether it's a delivering of judgment or its administrative work associated the judgment whatever the case. So stress should come out of the judicial closet it's very necessary that we should speak about it we should say if we are facing some problem it should come out of the judicial closet bringing stress out into open that will be good for all of us, if we are able to share what is inside us what is creating problem for us not necessary with the people with whom you are assisting or your subordinates or your colleagues, at least somebody may be your friend other than the whole administrative scenario, your family members your support group, whatever it may be. I just request you to distribute the... so when we talk about stress as you have already talked about too much work and too little time to do when we talk about stress what does it means a lot of work to do very less time to do that, being unable to cope if you are not able to cope with stress, feeling of anxiety, too much pressure on you of work or whatever may be, feeling tired and irritable many of you spoke about it irritability, emotional pressure on you, headache, indigestion. These are all the symptomology associated with, so this is all what the term stress actually mean. A small scale is there in front of you you have to just fill it just first and the last page, please leave the second and third page for the time being because that is in

regard to imparting the judgment so it may not apply directly to you but if you feel that it is relevant and you can just contribute into that you can do that, page 1 and page 4 not this one, page one please close the sheet, this is page one, ok behavioral profile it is written, page one and page four for the time being leave page 2 and page three, it's a very small scale which just tries to see the kind of behavior which we do which we practice in our day to day life not necessary in the work life in our day to day life, so there are two extremes like at one side there is that its ok with some delay if you are going to do some particular task its of if there is some delay, you don't mind that number one and you are never late for anything in your life that is number seven so it's a continuum, so you can circle number one , number two, number 3, number 4, number 5, number 6, number 7, any of the number which is reflecting the way you do. If it's always if it's always ok for you with some delay number 1, if its not that always two or similarly if you're never late in your life seven, a little less than ever maybe 6 maybe five like that yo can continue. Similarly for all the items you take things easy as they come you dont worry too much, one to be circled and if you want everything to be done in a perfect order as you want that will be number 7 in between any of the number between 1 to 7, so like that you have to circle for all the 7 items. If anything is not clear to you you can just call me. Yes! All the time is one ok! Never is 7, five is ok mostly you don't get late, all the time if you want things to be in perfect order 7, not always, little less like that. So you have to just reflect yourself as you do most of the times okay.

Participant: Page four also?

Parul Rishi: With some delay, it's ok for you with some delay it's one if not always sometimes it may be two, a little less it will be 3, if you are never late in your life 7, if you are not never but most of the time 6 like that, it's a wherever you

want to place yourself. First fill this one only and then I'll let you know when to do the last one, so right now just first page is to be done and please hold on for the last page and total your circled numbers and multiply them by 3, whatever numbers you have circled like 4, 3, 6 whatever may be please keep on adding all the numbers.. no no no no no no just one circle per line it's a Continuum. there are two extremes if you are at this side you will be circling this side if you are at this side you'll be circling this side, if you are ok with delay this side up to 3, if you are ok with never late up to this place 5 6 7, 4 is in between. Yes you have to circle only one, only one only one number is to be circled then you have to total it and multiply by 3 and that will show you what kind of personality you have what kind of behavioral patterns you have and your behavior patterns have close relationship with the way you take stress the way you manage stress, the way you cope with stress, please hold on for the last page we will do it later on. It will be done later on okay! After sometime, so now you are knowing about your behavior patterns. Personality is considered to be having broadly 2 type 1 is type a personality and another is type b personality and in between there is a category of a b personality which is a mixture of hard core type a and type b personality. People with type a personality as you can see from your scores and the categorization given at the bottom of it you can find out in which category you fall in which category personality you fall, so you will see that type a personality people are prone to stress they are prone to stress, they are very perfectionist, they are workaholic, they live for work, they very meticulous they follow the deadlines for doing a particular work and they have a tendency that they cannot take a leisure or free time in a calm and composed manner, they get restless if they get free time they get more free time they get restless they don't know how to manage their free time particularly, their interpersonal relationship sometimes get strange because most of the times there major consideration is

towards the work and they forget about that they have a family, they have an individual entity, they have to spend time for themselves as a human being not just for the work because work is only one part of our multiphasic life. There perfectionism sometimes become very difficult for the subordinates to handle, they are the difficult bosses in most of the cases and people find difficulty in working with people who are particularly having the hard core type A personality the scores of 120 and above such people they have to re think about changing their lifestyle and changing their thinking so that they can cope up with the stress in a better manner not just for themselves but for the people around them who are reporting to them and men have to just discuss with them. On the other extreme is the type B personality, such people are overly relaxed sometimes they are not able to work as efficiently as they are supposed to do because of their very casual and laid back kind of attitude they ignore the deadlines they are not bothered much about it but a little lower that that also I'm talking about hard core type B personality, as we grow further the scores of 90 and above are reasonably ok for a very good functioning in any organization such people have particularly the A B type of personality, such people have the capacity to push them physically and mentally for doing a particular task when the deadline is approaching or the work is pending and they have to do it, at the same time when they get the free time they also have the capacity to just lay back enjoy the luxury of their free time and buffer whatever stress was accumulated within themselves when they were working under pressure. So that kind of balancing is very good, their work life balance is very good and they are able to manage their life well, so in that way we just we are seen and we know that if our personality is towards the extreme we have to do something in the initial stages of our career with a very high score, in type A personality people are very good absolutely no problems because at that stage the physical and mental capacity is at the highest level, you can push as

much as possible, you can work hard you can with the less amount of sleep also you can sustain for a longer periods of time but, with age all these things go down we are not having that much capacity but if there is a mismatch between your losing or deteriorating your physical and mental capacity and your attitude that I will remain like that as I was when I was 25 or 30 that creates a problem, so that realization that understanding is a must with the growing age. So stress is physiological as well as psychological response to situations that threaten or challenges and that require some kind of adjustment. We have to make all kind of adjustment when we are talking about stress physiologically as well as psychology, there is a general adaptation Syndrome GAS it is known as, about stress that means whenever we work under pressure the first sign is there is a alarm there is a alarm means alarm within the body, we get an alarm ohh we are just over-pushing ourselves better be careful that voice comes we generally ignore that, so that alarm basically talks about fight with stress ok I have the capacity to fight with that stress so I'll do that so go on so you fight with that or you feel no today I'm not that much energetic to fight with the stress flight today I can't handle ok let us postpone it tomorrow doesn't matter as per your physical capacity you will do that. So the first stage is alarm this is fight v. flight, 2nd is Resistance, you resist ok how the stress can take a toll on me I can manage it, so you with the fight you continue further to resist further and keep on fighting fighting fighting and fighting if you are fighting sometime and flying sometime it's okay that balance is done but if all the time you are in the fighting mode your body starts giving resistance, signs of resistance like headache, like digestion problem as you all were saying, so those kinds of signs of resistance they start cropping upon different occasion. Thirdly if you ignore those signs also, no matter I have headache no matter I have digestive problem started cropping in I will still go on I won't stop nobody in the world can stop me, I have such a strong

will power, a stage may come exhaustion which is commonly known as burnout, you must have heard the term burn out lots of articles come in the newspaper, that executive a burning out at the age of even late thirties or even late forties that kind of scenario because they are working 12 to 14 hours 16 hours a day and they are drained out and they are just in the late thirties and they are at the stage of exhaustion which is not supposed to happen so this is what exhaustion is all about. if you are not listening to the alarm if you are ignoring all the signs of resistance that your body and mind is giving you through indigestion through headache through palpitation through all this symptomology, you will reach the stage of exertion quite early but it is up to you you can stop at the alarm stage, you can stop at the resistance stage go back to the coping mode and your life will be fine absolutely no problem with that. So option is with you whether you go for healthy adaptation are you go for illness associated with stress that is up to you stress as we were talking in the beginning of the session all the people do not even with the similar work load different people experience stress or react to stress in a different manner as per their personality or as per their stress tolerance limit. Different people vary with their stress tolerance limit, one person may be able to take up stress a lot even at the very advance stage of his life others at the very early stage they are succumbing to stress, must have been knowing the incidents that are coming up in the newspapers these days are then Kota students are committing suicides because they are not selected and they are spending their parents money in coaching and JEE and AIPMT and all these things and they are succumbing to that. So at this age also students youngsters of this country are succumbing to stress, they are not able to take the stress as much as they are supposed to. You can imagine the amount of pressure which is there on the mind of youngsters these days. We people are very well of comparing with that we have no problem as such, no matter whatever we are doing in our day to

day life to earn in whatever prestigious way possible but absolutely nothing in comparison to those youngsters, they are just daily you are finding the cases of suicides, not only of youngsters of every age group. So that shows that every person is not able to take stress in a way the other person is taking. So as the registrar as a senior officials in the judiciary, you all must remember that when we are taking work from our subordinates we always perceive in X is doing why not Y, I want equality, everyone should do work in a similar manner, there should not be any difference but at the same time it is your ethical and moral responsibility to see and have a check on tolerance limit of each person. Who can sustain pressure, who cannot sustain pressure, accordingly it is fine to have equality you cannot just distribute the work in a disproportionate manner but still having a kind of information about if a particular person is suffering from some mental or physical trauma at home or having some problem, or working under too much of stress, not able to take up the stress so his life and his physical and mental state that is also equally important. If we want to have that employee services slows and sustained services for a longer period of time, our objective is not a day's work. Our objective is that person's life and family, that persons slow sustained qualitative work over a longer period of time otherwise what's happening in the corporate world you all are observing because I am into management teaching and I am associated with lots of Corporate organizations so they are only concerned with targets must be met and for meeting of those targets they will push their employees so hard that they are not bothered about what's happening to them. The same company in India taking work 14 hours a day, in US they not able to take even more than 8 hours, we have to pay extra for that they are not bothered because Here they are finding that Indians are able to sustain that stress able to stretch themselves as much as possible according to the company's whims and fancies and they are just continuing like that and the result

is the corporate life the aging of the in the corporate it is becoming quite fast. People at the age of 40 will find they are ageing, their concern is my contract up to this period, till that time person should work well after that I am not bothered. So this attitude is not a good attitude as such, intensity of the stress is not just dependent on the intensity of the stressor, stress is dependent on your mental process how you perceive stress the same work if you are perceiving that I can manage it well no problem, that will not give you dis-stress but, other person who is having a negative attitude towards the same work doesn't like that works feeling monotonous, feeling unhappy about it, having some other family problem associated with it that person is finding the same work as quite stress. So stress depends on appraisal how we appraise the stress that decides. Two types of stresses one is eustress other is distress eustress is a positive stress what is positive stress in your work life, is there any positive stress in your work life?

Participant: get the best out of you.

Ms. Parul Rishi: Okay!

Participant: Getting a recognition.

Ms. Parul Rishi: Getting a recognition. Do you actually get some kind of recognition with the good work that you do? Okay! In which sense you are recognized? Okay Okay Intrinsic motivation we can say.

Participant: If Chief Justice says you have done a good job it's a recognition.

Ms. Parul Rishi: Okay! That's good.

Participant: Meeting Deadlines.

Ms. Parul Rishi: Meeting deadlines, that is a eustress for you, you could do it.
Okay

Participant: Promotion

Ms. Parul Rishi: Okay, promotion is a eustress? New responsibilities?

Participant: You feel Motivated.

Participant: desired posting

Ms. Parul Rishi: Desired posting okay fine.

Participant: Varied nature of work

Ms. Parul Rishi: Variant nature of the work, okay! So lots of eustress are coming up, now lets go to distress. What is a distress in your work life?

Participant: Reaching deadlines

Ms. Parul Rishi: You are not able to meet the deadline, Okay!

Participant: Pressure of work

Ms. Parul Rishi: And if you go out of our work life then, what are the distresses?

Participant: stress in the family

Ms. Parul Rishi: Eustress in a family, marriages, marriages which happens or if some of you are becoming a parent very correct or if you are you are kind of performing artist or you play a sport or you play a particular game or you give music performance, so your show that is eustress for you. So whenever stress is

resulting in some positive outcome it is eustress and whenever stress is resulting in some negative outcome it is distress and it is an art.

Participant: This was told in the first session today also

Ms. Parul Rishi: So converting our self from moving eustress to distress distress to eustress that is the art that we have to percolate and thinking that so many people in the world are there who are having much more stress than what we are experiencing that is also there. Too less stress keeps us in a rust zone that was also told ok so let us keep it and come to balloons, this was not there, ok fine you could have told me in the beginning. This is my full day session I am squeezing out in one hour so I could have saved a little more time. So what is the relationship between stress and balloons?

Participant: You can burst at some point.

Ms. Parul Rishi: You can burst at some point but if it's like that it's also not beautiful isn't it? this is a life without stress it's like an insult balloon highly unattractive to look at nobody likes to just have a look at it but some air it just takes some shape and it looks a little beautiful and this is a full blown up balloon you can just see that it is looking beautiful but if we try to push the year of stress in a body much more than its elasticity of the balloon or the carrying capacity of our body stress tolerance limit of body it may break down, there may be permanent distortion or breakage like the burst balloon cannot be just repaired and reformed in a similar manner the same is our life if we are just stretching ourselves to the limit of our body and mind experience such kind of distortion psychosomatic disorders which are commonly known as you know about psychosomatic disorders there are two types of disorders psychosomatic and

somatopsychic. How do they differ somatopsychic and psychosomatic, any idea or they are same?

Participant: Physical triggers the psychological

Participant: ok! When physical problem triggers psychological problem that is somatopsychic. Whatever comes first is the origin, somatopsychic body is the origin, and psychosomatic psyche is the origin because of which somatic problem coming up. Somatopsychic any disorder all problems related to the terminal illness like cancer like the person has the Limbs has stopped working, in all such situations the person develops psychological symptoms because of the physical problem because he is not able to do anything but, in stress psychosomatic disorders a very common the cardiovascular disorders gastrointestinal disorders all they are associated with that and there is a direct linkage with the way we just perceive stress and these disorders. Anyone would like to share their experiences in regard to that relation between the stress we experience and disorders that we are experiencing. That's Y Lifestyle stress executive dis-stress all these things are very common.

Participant: hypertension..

Ms. Parul Rishi: Hypertension, peptic ulcer particularly, peptic ulcer is particularly a stress induced disorder. How does it happen? Our thinking, how our thinking can make a difference in our body?

Participant: Hormonal Changes

Ms. Parul Rishi: Hormonal Changes particularly the neurotransmitters which are in our body, we'll come to that briefly because the more we know the more we

are careful about us that is the objective nothing else so sources of stress start with ourselves. In most of the cases we say that nobody from outside can give you stress until and unless you are able to take it. Okay? So sources at self, sources at home sources of workplace definitely, there are sources of stress we can't deny that and there are some sources related to work home interface. So Bradley whatever kind of stress we have in our life that can be categorized in these categories, no 5th category I am able to understand maybe if you can suggest something. So self-generated sources of stress, I feel overloaded but I still do extra work, I am a people pleaser, I have trouble saying no and I overcommit my time, these are general statements, may not be specific to the Judiciary profession, there may be certain things in which you are forced to do that you just can't stop it. I am a perfectionist that is of course a self-generated source of stress, you must be knowing certain people who are so perfectionistic that you just can't move a particular thing from their table in a different order they just want things in a very perfect order the way they are expecting. Worrying all the time you can't stop it you have the tendency to worry for one or the other thing, no one can stop it. Workaholics some people have this kind of tendencies even if there is a desirable time which they can spend in some other Activity they prefer to work. So mind and body we were talking about mind body relationship, please stop me at any point of time wherever you want to discuss something or wherever I am repeating something which has already been done ok. so research studies have indicated the Epinephrine which is kind of a hormone released by the adrenal glands in response to stress the creates kind of potentially damaging changes in a blood cells and the more we are under stress the more Epinephrine is released in the blood and the more damaging changes are taking place in a blood cells on a day to day basis, this is what research says, it triggers the blood platelets, this is responsible for repairing the blood vessels,

epinephrine is having a function that, it repair the damaged blood vessels and in a normal course blood vessels keep on damaging and rejuvenating themselves but if Epinephrine is released in a greater quantity in your blood on a daily basis then you may have a problem related to repairing of blood vessels to secrete large quantity of substance called ATP adenoid type phosphate, so this ATP is released if ATP is in much more quantity then it is desirable it triggers the heart attack and stroke because blood vessels are gradually getting narrow that is why cardiac disorders are much common in the people under stress they are considered as a stress prone disorder because the blood flow is cut because of the blood vessel disorders. Other substances which are released in stress in response impair the body's ability to fight infection if we are continuously under stress, a body's ability to fight infection that also goes down because of all these changes released by pituitary gland as a part of stress response there is a NGF it's very new research neuro growth factor which is attracted like a magnet to disease fighting cells and it cannot just counter the instructions body is having the natural capacity to fight infections and that capacity goes down because of this in NGF and immune system also becomes disturbed because of the continuous stress that we experience. at the same time the stress hormones they are also implicated in Rheumatoid arthritis which is considered as a physical disorder but, still it is associated with that. The hormone prolactin which is released by pituitary gland under stress and suffering from rheumatoid arthritis. So these are some of the studies which I just wanted to share with you to give you a clear idea about how the stress we are taking is continuously affecting our bodily system in a negative way and we should have a check on it, so this is all the continuity of that. The presentation will be there on your system you can just take it. So when we talk about Judiciary under stress every come to the specific issues related to Judiciary the pressure of huge number of pending cases the high component of

crime, repercussion of different judgments in direct or indirect way social isolation impact of judgment on stakeholders for judges as well as registrar directly or indirectly you all are the part of the same system so these are some of the specific cases which we experience related to stress. Social isolation many times the whole judiciary is directly or indirectly suffers from a kind of social isolation, we are not able to mix up as well in the society as the others are able to, appreciation sometimes we are not getting to appreciation for the work that we are doing, that also becomes a problem. Chief sources of anxiety basically, they are the flood of cases that we have our courts are all courts are flooded with cases and we are not able to everyone is saying that lots of delays in delivery of judgment in administrative processes and we are not having much control over that so that also becomes one of the stressing factor for the judicial administration. Besides there are certain personal factors also which gives stress not just the work that is giving out the stress aaaa personal life of the judicial officers makes them vulnerable to stress particularly, the midlife crisis that is the commonly accepted phenomenon we all must understand that certain changes in a our family and bodily system they take place in the mid-life and at that stage of life there is a greater requirement that we have to keep a check on your mind and body so that we do not succumb to stress. Accountability of judicial officers as well as judges to public that is also increasing to a great extent and various media pressures are also these days a lot, they are keeping a toll on the stress that judicial officers face. So we'll just skip some of the part and we'll come to three major characteristics of judicial stress: one is the cognitive stress you have to just observe within yourself whether you are now come to experiencing it or not. We'll now come to the 4th page of this questionnaire to fill it further, Cognitive stress where you are finding it difficulty in concentration that you are continuously glancing on the clock sometime that you are so fed up

with the monotony of work of the heavily packed day or you have lost interest in the kind of work you are doing it daily day after day after day and you have to believe that every new day is going to be the same, there is not going to be any change in that, if that kind of tendencies are developing within you, that is basically a kind of characteristic known as cognitive stress that stress has started affecting your mind, your decision making capacity to some extent but, you can check it but if you are able to know about it that is a most important thing. Then physical stress where you have the physical symptoms the psychosomatic symptoms you have observed that they have started cropping in you and the relationship stress that is the most crucial one that because of the stress that you have at the workplace your relationships with your spouse, your children, your colleagues, your friends, your neighbors they are getting negatively affected. You are experiencing temper outbursts you are losing your temper most frequently, you are getting irritated, you are developing a kind of pessimism in you that nothing good can happen now I have to just retire like that only till my life working life is there that kind of tendencies. So these are all basically the characteristics which show you that something is going on. Cognitive, physical, relationship stress there are various other types of stress also but we are just limiting it over there. Now come to page 4 of the tool which has been given to you please go to the last page of it and just see this indicates how you are coping with how you are experiencing all these things, you are feeling trouble in remembering things if very frequently you are facing this trouble in remembering things you have to circle 5, if frequently its 4, sometimes 3, rarely 4 and never is 1. Like that you'll find some of the symptoms of stress. Please try to be true to yourself, it's just for self-understanding and it will make you understand, it's not a kind of to be disclosed further. We have just listed 25, if you have something other than that that also you can just note down at the end of it. You can just total

the numbers which you have ticked and if your score is coming above 70 then its a cause of concern that you are experiencing some symptoms associated with stress and you have to do something about it.

Participant: 58!

Ms. Parul Rishi:It is perfectly fine.

Participant: 70!

Ms. Parul Rishi:At the verge of it, just hold on.

Participant: Can we get your reading material?

Ms. Parul Rishi:Everything is there on their desktop, just request them they will give you.

Participant: It is not in this?

Ms. Parul Rishi:Its not in this

Participant: Can I get it? I'll give you my pen drive, please put it.

Participant: 62

Ms. Parul Rishi:62 is fine, scores above 75 there is a cause of concern, less than that it's all manageable no problem but off course we have to keep a check on ourselves. So there are exaggerated consequences of stress also off course, some judicial officers they are able to absorb it, they have no problem directing it to some creative activity, imagination, innovation, they are very polite and they are able to manage everything fine but for others it is taking toll on the behavior. So

coping with stress, coping is very very important and how we can do coping that is a question that many times coping is self-directed, many times when stress is too much you require assistance for coping from somebody else. So that all depends on how much stress you are having. So first step to release the stress is to admit.

Participant: Madam, if the score goes around 60 to 70 should we, do we require treatment?

Ms. Parul Rishi: Treatment is not required even if it is 100 because treatment is with you only. You are the only person, you are the only person who can just treat yourself no one else from outside can treat you. Ok! Even if 100. It's for self-awareness basically, not for treatment, it's for self-awareness it all depends how you have filled it and what experiences you are having its related to that. So let us see the first something very important. The first step to relieve stress in judicial administration or whatever it is is to admit its existence to oneself and to close friends, if you are able to admit, if you are able to admit if you are able to understand that yes stress is there then no one can create a problem if stresses creating a problem find the source of stress, from where it's coming? if it's coming from the workplace ok fine, how to buffer it that is the question.

Participant: Due to the Hon'ble judges.

Ms. Parul Rishi: I think we should share your experiences how you actually buffer your stress before I come further. Sir!

Participant: this is one way of buffering we joke about it.

Ms. Parul Rishi: ya thats good.

Participant: We talk about it

Ms. Parul Rishi: That's also I specifically mentioned talking to colleagues is a

Participant: some stress are very secret nobody can share.

Ms. Parul Rishi: ok ok but among yourself you can share.

Participant: It is hardly shared to the each and every one, we can't share it.

Ms. Parul Rishi: If you are able to share, if you are able to know absolutely no problem of an outsider.

Participant: All are privileged communications by Chief Justice with their registrar generals and the judges by the registrars. Nobody can share that.

Ms. Parul Rishi: Nobody can share that fine!

Ms. Parul Rishi: So I am just taking you to a cartoon show because we are at the joking aspect of it so let's joke out stress observe the difference. I read a book long back that was written by Jagdish Parikh, he was a person who did MBA from Harvard business school and he was a very accomplished industrialist, he was having an industry in Mumbai and he was working very fine over there, so in that book, he wrote a book stress management through self-development, that was the title of the book and he narrates his own story in that book and he says that when he joins Harvard Business school and there was an orientation programme in which dean Harvard business school was going to address the gathering of new students so he says, friends you have come over here, you are the prestigious lot of the world because you are able to join this particular get admission in this world renowned Harvard Business school but here remember

always that here you'll find always work that is more than time and energy available to you. You'll find work always more than time and energy that is available to you and that will make you stressed and that stress is required to bring the best out of you. So always consider the stress is beautiful, never say that stress is something associated with negativity, stress is beautiful, he says that, then Jagdish Parikh was shaken, he was coming from the Indian Philosophy where we say *Karmanya wadi karaste, ma faleshu kadachini*, Just keep on doing the work, don't just think about the fruit you are going to get out of it. On the other hand they are told with be happy with what you have, be satisfied contentment, that is the source of all happiness be content with whatever you are able to get and there you are saying if you are able to achieve A and you are satisfied with A you can never reach B. You have to remain dissatisfied at every stage to proceed further, that's what dean Harvard business school told. So he was very shaken, he was shaken what to do in this kind of Just culture shock for him that now how can I live my life over here because here I have to continuously remain under pressure continuously remain dissatisfied, only then I can complete this course otherwise I cant. Then, he further narrates in his book I did like that later on I thought when I got admission I have to work like as the dean is saying and I work like that and I realized in the middle of the course that dean Harvard was absolutely right that you have to remain dissatisfied to push ourselves hard to move further and further and that is the reason Indian are bit pessimistic lot. They are always just talking about contentment and Karma and that and that is the reason they are still the developing country, they couldn't reach and have a race with the developed world and I have done I have chosen a right thing and I am perfectly fine and he completes MBA from there, he's very happy comes to Mumbai, opens his industry very successfully flourishing industry he was running and he was very happy that ok I was very correct the right time I realized that Indian philosophy

is so bad. Just make people like this pessimistic in their lives and then he further narrates in his book that when I was in the late 30's and early 40's in my age I started experiencing symptoms of psychosomatic disorders and I was shaken what happen in such an age when I have just started grooming my industry and I am experiencing like that why it's happening to me? Then he goes back and reads the Indian philosophy once again and he realizes that he did a great mistake by accepting dean Harvard Business School statement as the the End of life just for the sake for running in the race of development and he becomes and he gets himself trained in the Indian yogic philosophy and read a lot about indigenous techniques of India in regards to stress management in Upanishad and Vedas and he becomes a world renowned speaker orator for the business schools about alternative ways of life where we can have success along with satisfaction, not success with this dis-satisfaction but how we can be successful with satisfaction that's what he started promoting and he became very famous and he just his industry was just running the way it was but he was on his toes to just guide that people should not, business leader should not commit such mistake again, new students in this kind of philosophy that they have to remain dissatisfied in whole of their life.

Participant: It is a flight mode

Ms. Parul Rishi:Its not a flight mode, no no I am not saying that it is available to you, whatever we can whatever learning we can just draw out of it it is in that way. He wanted that his mistake should not be repeated by others that's why he went in the same forum where he was trained. Many times lies directions are changed when we suffer something which is unexpected it happens, so this cartoon series I am just with due credit to Jagdish Parikji's book some stance of his book which he has just shown I am sharing with you, he narrates that a person

is ...in his cartoon series is given he is having breakfast with his family in a happy mood and he is going to his office where the birds are chirping, sun is shining there are flowers he is very happy and he has to stand in a que and he says that people you can just title is observe the difference, you have to see the difference in the facial expressions of Mr executive and the others who are standing in the que when they know that they just can't do anything, so he is saying that you just observe that you can always find quiet moments out of the hustle and bustle of your office, your life whatever you are having and take time to relax. Similarly when a person is going in a flight, in a bus, in a train wherever the person is going we say that we don't have time to relax but these are the moments which we can find out to calm down our mind, shut the doors of our mind to all sides and think about our self and try to meditate, try to think about our self. this is what he is doing while others are totally disturbed similarly the situation like traffic jams which are the daily hassles of life you can't do much so you can see this that you can avoid the disturbance in your mind which is situation if you want it is completely avoidable you can't do much when you're just trapped in a traffic jam so he's telling that time also to relax. When the flights are getting delayed trains are getting delayed and all such kinds of situations also people go in the shouting mode they just showed on the attendant flight attendant whomsoever define available and the person is again having time over here. Similarly when the meetings are there people have the tendency to just speak first my voice should be heard, I should speak in the loudest possible volume so that's my voice is the first voice to be heard but the fact is that in every meeting there are four stage one is forming stage where the meeting is just started, second is a storming stage where everyone just stop the meeting and starts putting forth there Viewpoints, third is a norming stage where storm is just settled and few people are left out who still wants to contribute in a constructive manner and that is a right stage

where a sensible person is supposed to speak because there is a greater likelihood that words spoken during that period of time they are taken into consideration and finally the performing stage when the meeting is over performance is done. So in meeting also you will find people just engaged in one to one talk and create disturbance and storm and he is quietly trying to handle the situation. So if you are able to find out in spite of the Hustle and bustle of your office it's a fact no one is denying that you can reduce Rush from your offices and all you just can't do anything but still if you are able to just find out some quiet moments for yourself in your day to day life you will be coming back in the same happy mood in spite of the fact, that birds have gone to the nest and the sun has been replaced by moon and flowers are also withered, or the reverse situation will be like that and we have to see the difference if you want to come back tired and irritable like that or you want to come back in the same way in the happy mood. We have to play different roles in our life of family community sales job, we all have lots of expectations from life that Jagdish Parikh has indicated very nicely through this cartoon that we want in early stage of life we want to have all these things and many times they are in conflict with at one side we have our values, our attitudes, our disciplines for integrity humility sincerity at another side we have our desires and needs and Expectations for having more and more money more and more power more and more Prestige. So they are just taking you to their sides. But still it's up to you it's up to you, no description from outside, no treatment from outside, no matter how many squads are trying to attack you in the form of different stresses that you experience in day to day life you can still afford to smell the rose that is up to you. Your stress is management of stress just is hidden inside you only know one from outside can do anything. Otherwise people just consider that management of stress is outside they try to fight the stress by taking different kinds of anti-stress drugs which are very common in the

market medication, or they may switch off they consider taking alcohol is a very good way of releasing all the stress whatever is coming to us or they may transfer their stress to their subordinate, their spouses whatever the case maybe, giving stress to other person and saving our self. So these are all the dice functional ways of coping with stress, not a healthy way of coping with stress. or some people may take a flight reaction in the form of joining some religious group, some hare rama hare krishna kind of group or some religious group where they are disconnected with the world, the world is too bad for me to live in, i am just happy being with this group where no tension is there I just can't sustain any tension, so it depends from person to person, what kind of strategy they adopt to just resort to stress. In a healthy manner if we want to manage the stress we must keep at least one hobby alive, at least one hobby alive which is we are pursuing not necessarily on a daily basis on a weekly basis on a fortnightly basis, on a monthly basis, whatever the time permits but at least one hobby alive for which no connection with your professional life, don't just play and interact with you professional world all the time because that will directly or indirectly snatch you in the same world of stress. You cannot just go out of it, that is ok during the office time for your relaxation to interact with them but some forum you must have outside the usual forum where you can release your stressors where you can talk out all the things which you say I can't share, those cant share things also there is a forum in which you just can share everything. So having different kinds of hobbies, having social groups, reading, dieting, exercise, meditation, management programmes, sports whatever you like so you can just keep all these things alive and they actually act as a buffer to whatever stress is accumulated in your day to day life so relaxation, meditation all these are different techniques if we find that we are not individually able to manage our stress in a way we are supposed to so we can just take assistance of all these things, managing your time

properly, being assertive to say what you want to say with all these things we are able to manage the life. So this was briefly what I could learn from you and I could just share some of my aspects and I hope you will be able to find at least 5 10 % of it useful for your life. Thank you all.

National Judicial Academy, Bhopal

Welcome to a session on

Data and Information Management

Prof. Madhukar Dayal

IIM Indore



Request...

Please turn your mobile /smart phones to silent mode for the duration of this class.

THANKS !!

Briefly about me...

- Selected in UPSC's SCRA 1987 exam (after class XII).

- Mechanical Engineering: 4 years (at Indian Railways Service of Mechanical Engineers, Jamalpur, Feb-88 to Feb-92).

Briefly about me...

- Joined IR as Gazetted officer(IRSME).
- Served from 1992 to 2012, 20+ years in.
- VR in 2012 (after 20+ years of service).
- Fellow (Computers & Information Systems), IIM Ahmedabad.
- Faculty at IIM Indore since ~4 years.

Briefly about me...

Teach:

- Spreadsheet Modeling.
- Information Technology and Systems for Managers (an application challenges oriented course covering BPR, ERP, CRM, SCM, Social media).
- Modern Computing Applications for Businesses.
- DBMS & OLTP (technical, PhD level).
- Computer Networking (technical, PhD level).

Briefly about me...

Research:

- High Performance Compute Cluster (HPCC) algorithms and applications.
- Advanced IT systems (selection, implementation and adoption challenges).
- Big Data (applications and policy).

Data...

What is data ?

Where do we get data from ? How do we get this data ?

Why do we collect data ? What do we do with it ? **Is data useful ?**

Data...

Example data of a class of students: Registration

No, Name, Age, Gender, State, Education,

University.

Data is voluminous. Not of much use.

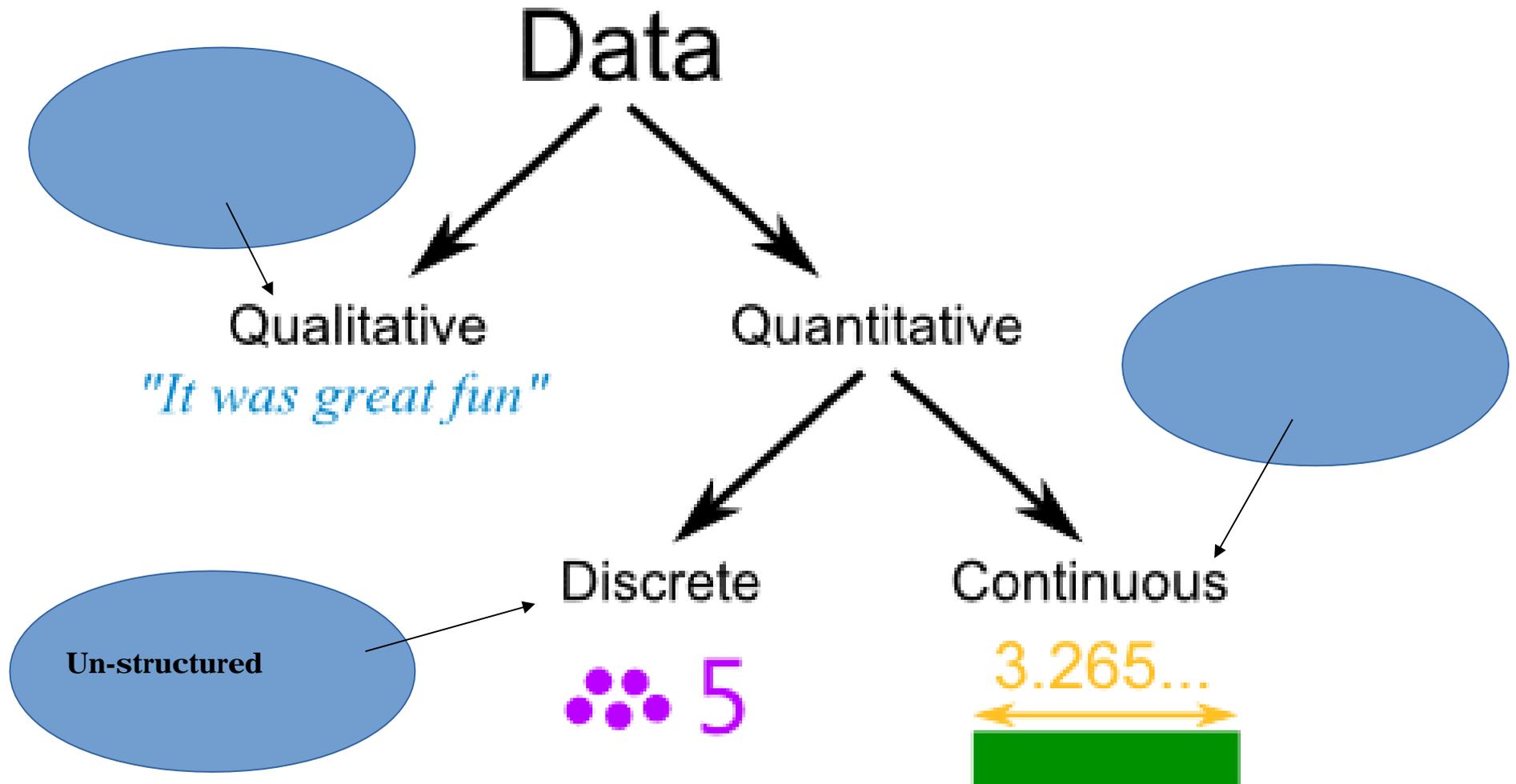
Its “[aggregation](#)” (summarization) is useful for us. When [properly processed](#), data gives us

Data...

“[Information](#)”. Information is useful.

What are the types of data we see ?

Types of data...



Types of data...

Structured

Types of data...

Semi-structured

Types of data....

Data...

Data leads to information.

Data → Information. What do we do with
information ?

Data...

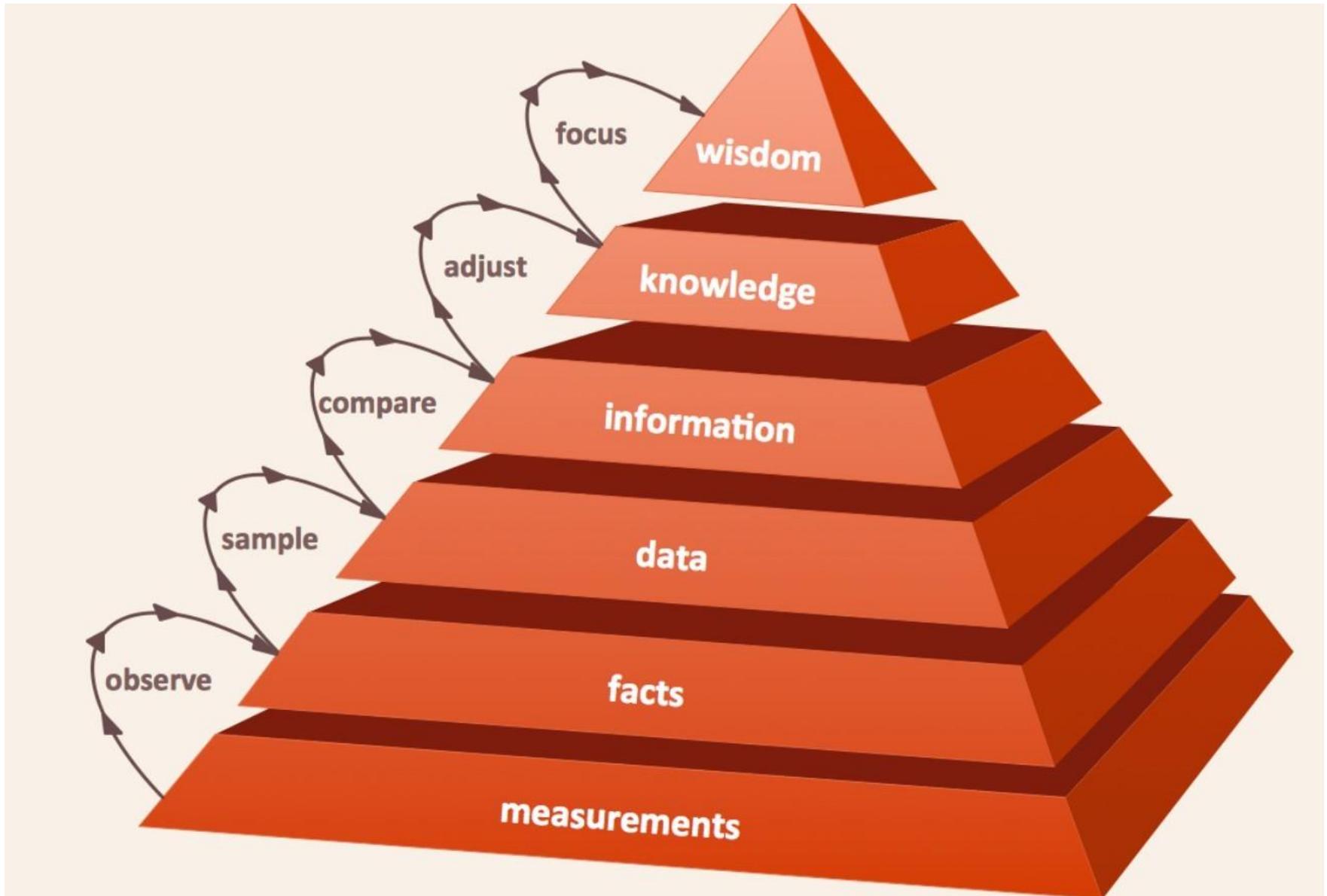
Related and relevant information when properly
compiled, analysed, interpreted, integrated, and
presented becomes “Knowledge”.

Accumulation of “Knowledge” by humans leads to
“Wisdom”.

Data...

So, summarising...

Purpose of data



Data (analysis and interpretation) leads to information. Information (collection and aggregation) leads to knowledge.

11

Knowledge (integration and assimilation) leads to wisdom.

Volume of data...

Structured data: easy to collect, store, analyse.

Semi-structured data: difficult to analyse. **Un-structured** data: very difficult !

Today, data comes with a large...

...volume.

...variety,

Volume of data...

...velocity.

Known as: *Big Data*.

Volume of data...

- Data collected from:
- Your mobile phones – where you go, how long you stay, where you pay, what you buy, etc.
- Your Internet usage: which website, which page, where clicked, how long stayed, what purchased, email sent to whom, etc.

Volume of data...

- Sensors – weather (temp, wind velocity) everywhere on Earth.
- Sensors – fitted on birds, animals.
- Nano-sensors – sprayed on ants, where they go, what they do.

- Short video: changes in mankind due to technology today !!

- Rise of new engineering discipline: “Data Science”.
- New jobs like “Data Scientist”.
- Performing “Data warehousing” and “Data Mining”.

- Analysing: “Knowledge Discovery in Databases” (KDD).
- Using: High Performance Compute Clusters (super computers).

World's most powerful HPC



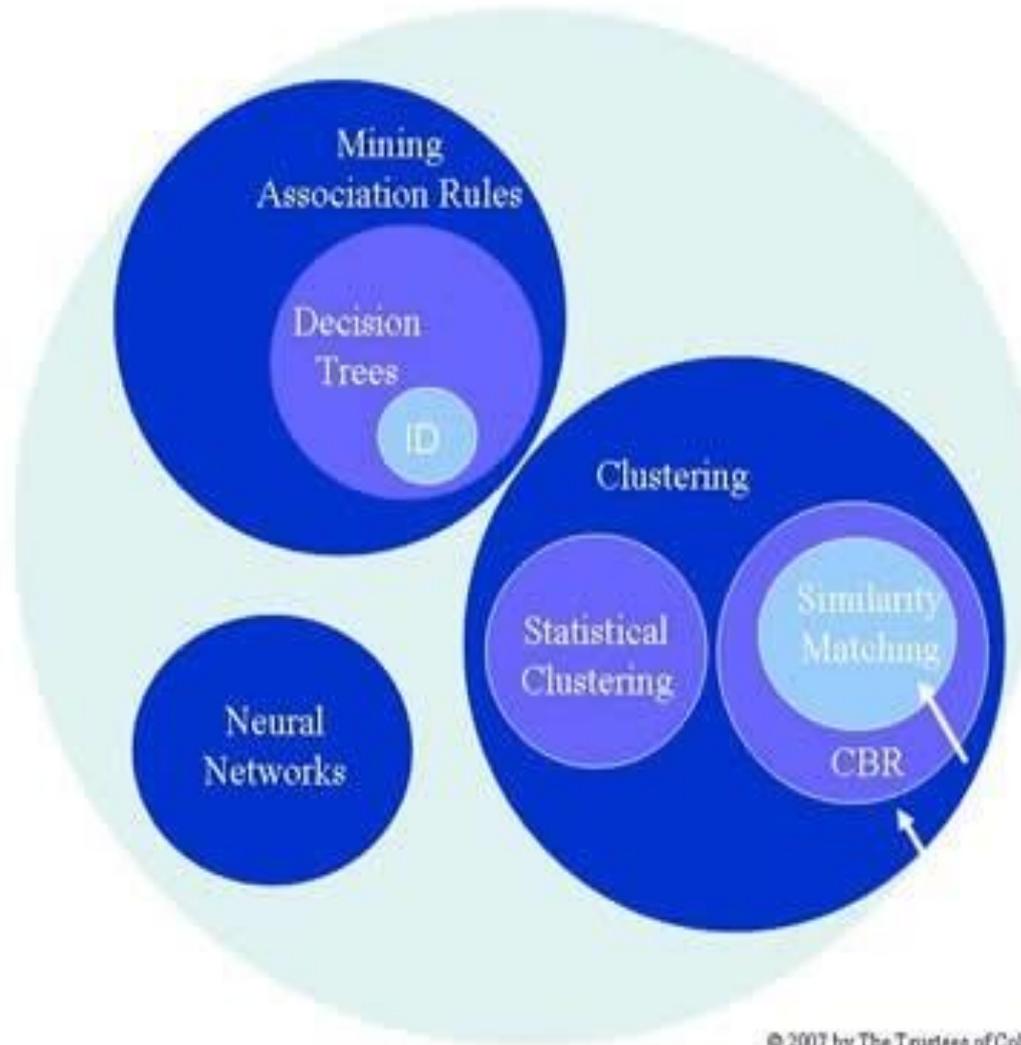
Wo
16000

World's most powerful HPCC



World's top supercomputer: Tianhe-2 (China), 55.86 petaflops, 16000

Data Mining



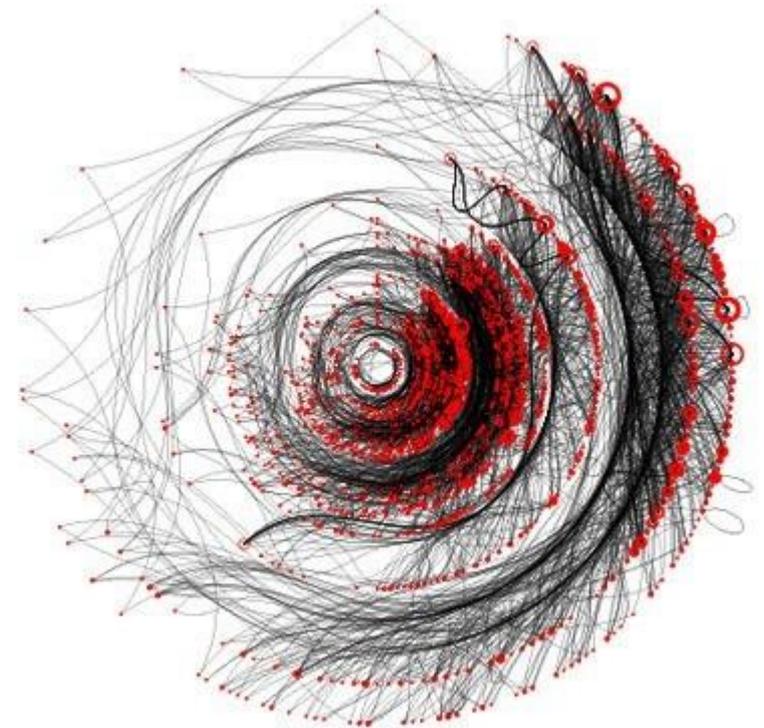
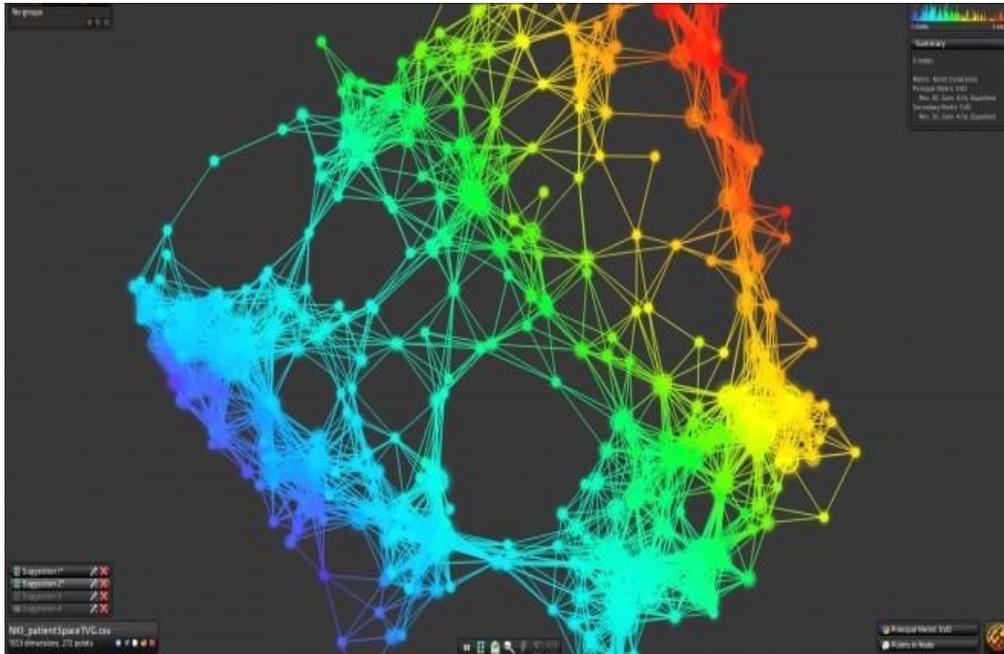
**Data
Mining**

© 2007 by The Trustees of Columbia University in the City of New York

Data Mining

Data Mining (image from Columbia University)

Data Mining



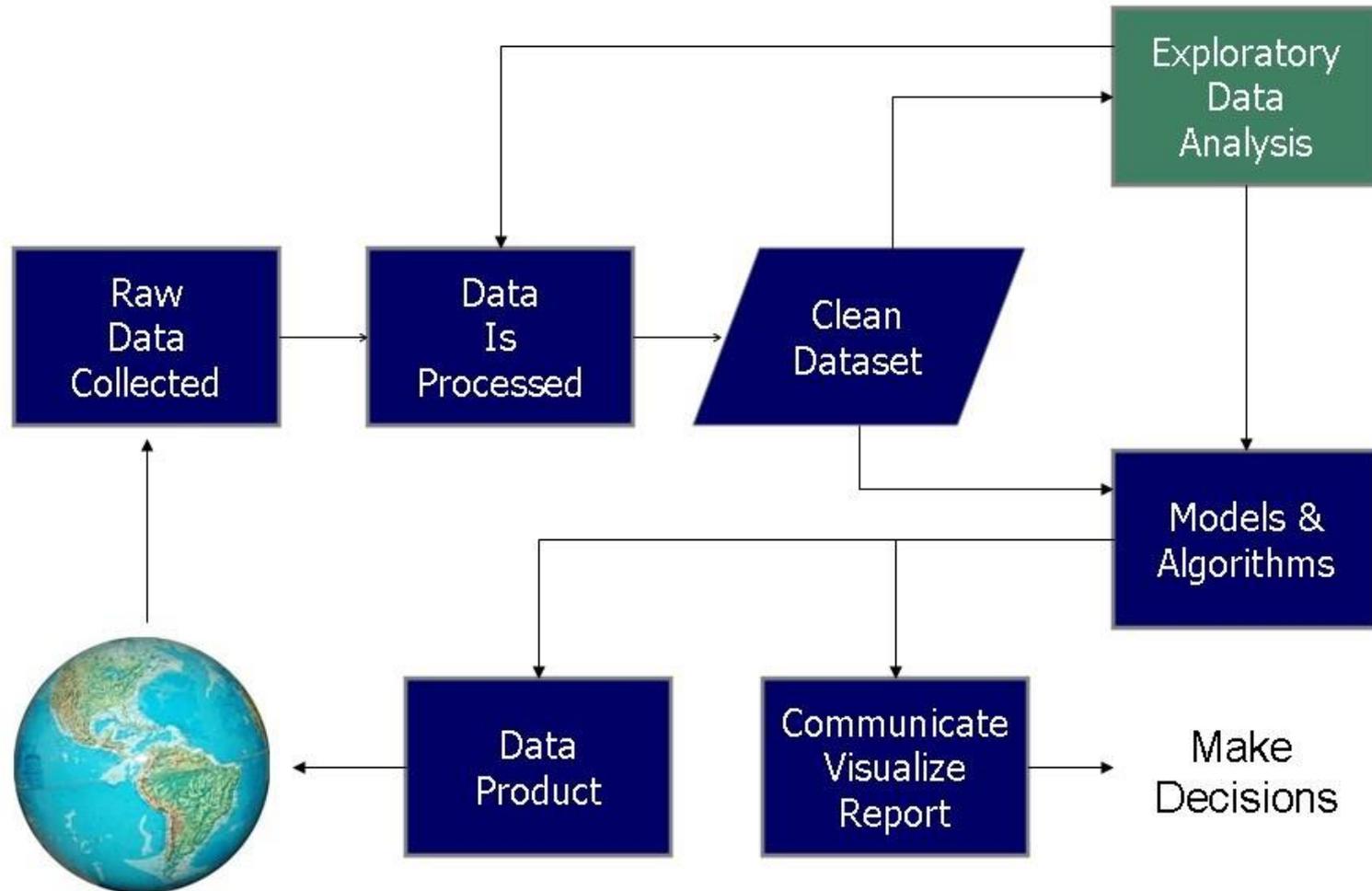
Data Mining

Structured data (<5%), semi-structured (<10%), un-structured

or *big data* (85+%).

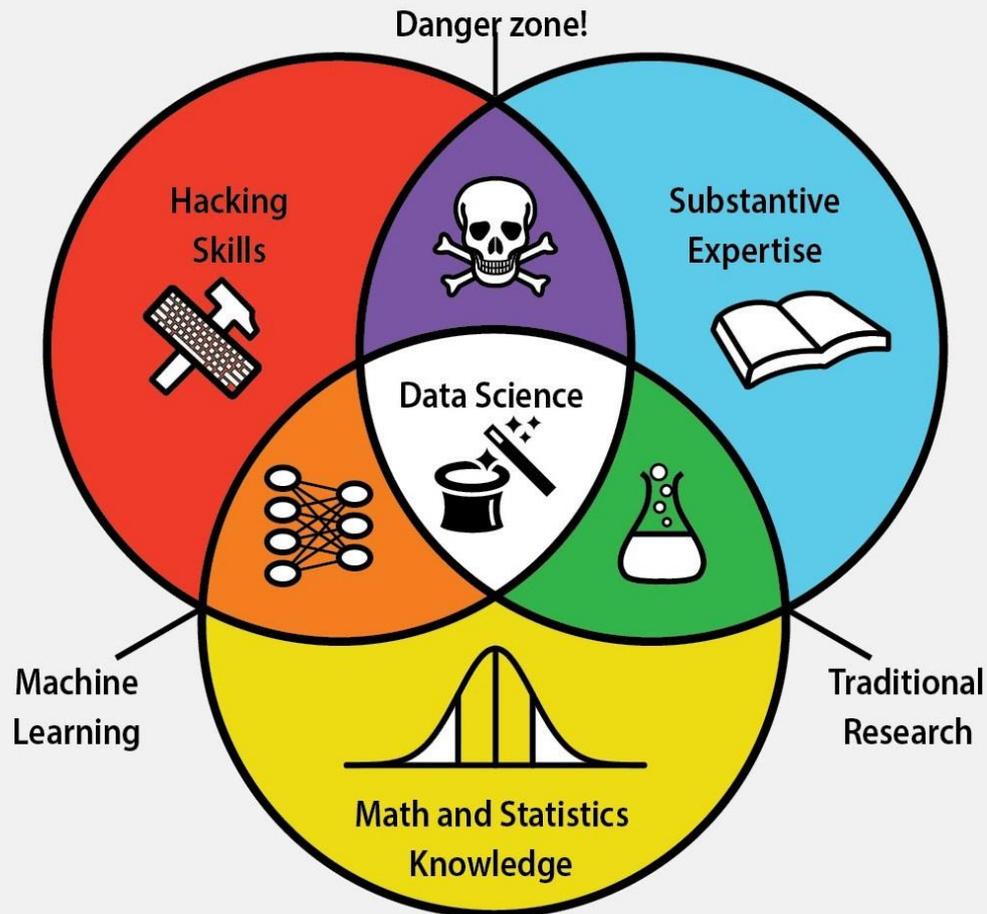
Data .

Data Science Process



Data science process....

DATA SCIENCE SKILLSET



Data science, due to its interdisciplinary nature, requires an intersection of abilities: **hacking skills, math and statistics knowledge**, and **substantive expertise** in a field of science.



Hacking skills are necessary for working with massive amounts of electronic data that must be acquired, cleaned, and manipulated.



Math and statistics knowledge allows a data scientist to choose appropriate methods and tools in order to extract insight from data.



Substantive expertise in a scientific field is crucial for generating motivating questions and hypotheses and interpreting results.



Traditional research lies at the intersection of knowledge of math and statistics with substantive expertise in a scientific field.



Machine learning stems from combining hacking skills with math and statistics knowledge, but does not require scientific motivation.



Danger zone! Hacking skills combined with substantive scientific expertise without rigorous methods can beget incorrect analyses.

Data science explained....

Information...

- How do we manage information ?

- We use various [Information Systems](#). Transaction Processing System (TPS)
Management Information System (MIS) Enterprise Resource Planning system
(ERP) Library Information System (LIS)

and, many others.

Information...

- For structured data: relational DBMS.
- For un-structured data: [IBM InfoSphere](#), [IBM InfoStream](#),
[Hadoop](#) (several others too).

Information...

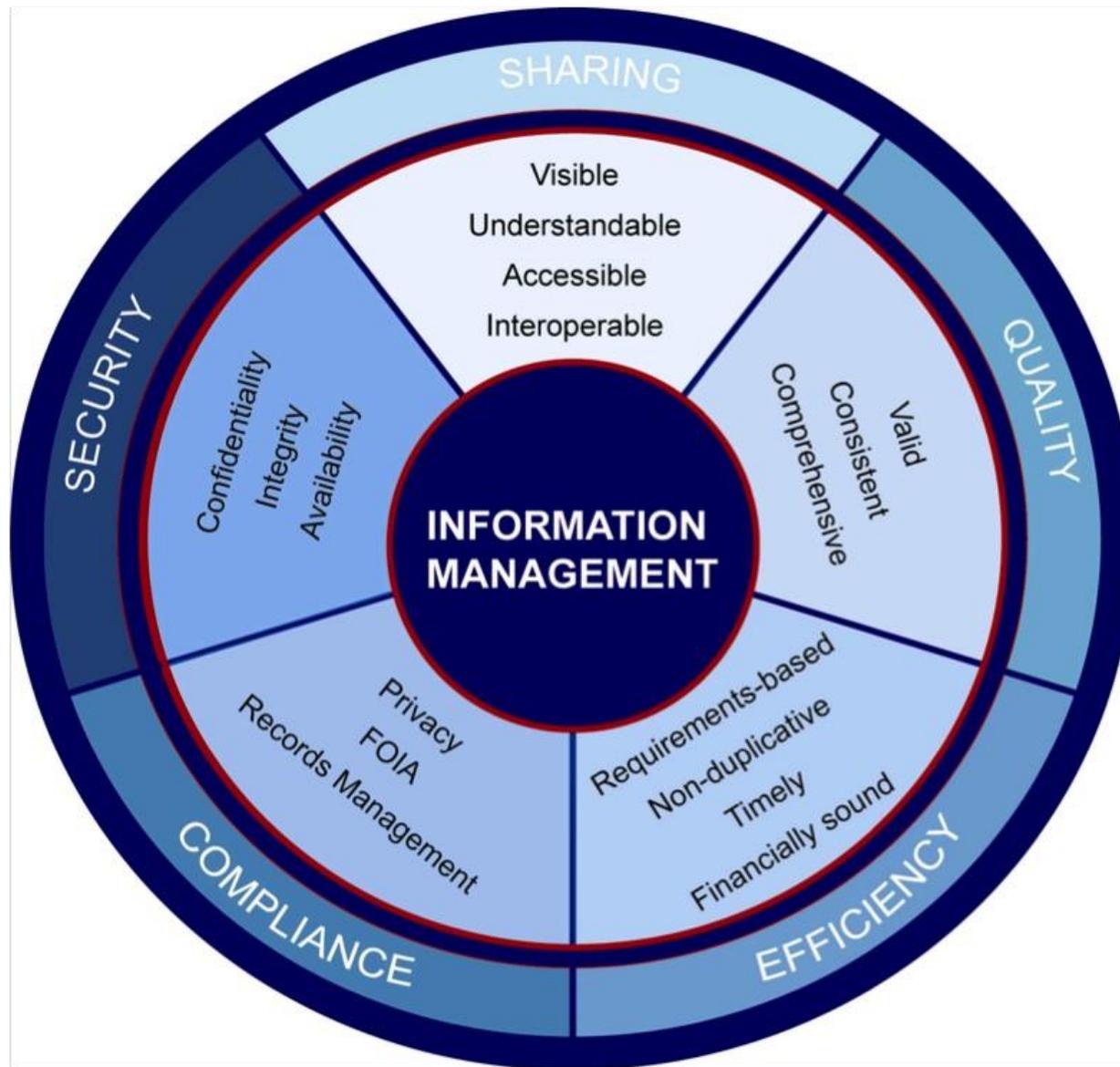
•As research shows, there are a few important aspects of good “[Information Management](#)”:

Efficiency (of collection, storage, retrieval...) Quality (completeness, correctness, reliability...) Compliance (with need, law, ...)

Security (authentic access, prevention of theft and corruption)

Sharing (timely, as much as needed, ...)

Information management



Information management

Information management...

Information system

Information system

-
-
-

What is information system?

Information system (IS):

An organized combination of people, hardware, software, communication networks, and data resources that collects, transforms and disseminates information in an organization.

Information system

Information system....

•In the context of Judicial systems...?

Future (and current) uses...

- New applications include...

- Text mining:

Future (and current) uses...

- Computerised Language processing:

An example of translation by computers:

Pope (on being asked to go and work in Africa for children):

“The spirit is strong but the flesh is weak”.

Translated by computer and back: “The vodka is strong but

the meat is rotten”.

- Google Translate

Future (and current) uses...

- Google Translate:
- Voice input for 15 languages.
- Translation of a typed word or phrase in over 50 languages.
- Translation can be spoken out loud in: >23 languages.

Future (and current) uses...

- Very few Indian Languages: Bengali, Gujarati, Hindi, Punjabi, Sindhi, Tamil, Telugu, Urdu.

- See: <https://translate.google.com/>

Future (and current) uses...

The screenshot shows a Mozilla Firefox browser window with the Google Translate website open. The address bar shows the URL [https://translate.google.com/#en/hi/Happy new year](https://translate.google.com/#en/hi/Happy%20new%20year). The page title is "Google Translate - Mozilla Firefox". The browser's address bar contains several tabs: "how many languages ...", "text mining - Google ...", "Yahoo", and "Google Translate". The Google Translate interface is displayed, showing the source text "Happy new year" in English being translated to "नया साल मुबारक" in Hindi. The source language is set to "English" and the target language is "Hindi". A "Translate" button is visible. Below the translation, there are icons for voice, text, and a "Suggest an edit" button. At the bottom of the page, there are links for "Google Translate for Business", "Translator Toolkit", "Website Translator", and "Global Market Finder". A footer bar contains links for "Turn off instant translation", "About Google Translate", "Mobile", "Community", "Privacy & Terms", "Help", and "Send feedback".

Activities Firefox Wed 14:41

Google Translate - Mozilla Firefox

how many languages ... text mining - Google ... Yahoo Google Translate

https://translate.google.com/#en/hi/Happy new year

Cookies help us deliver our services. By using our services, you agree to our use of cookies [Learn more](#) [Got it](#)

Google Sign in

Translate

English Spanish French Detect language

English Spanish Hindi Translate

Happy new year

नया साल मुबारक

☆ Ä 🔊 ↵ Suggest an edit

naya saal mubaarak

See also
Happy New Year!, happy, new, year, new year

Google Translate for Business: [Translator Toolkit](#) [Website Translator](#) [Global Market Finder](#)

Turn off instant translation [About Google Translate](#) [Mobile](#) [Community](#) [Privacy & Terms](#) [Help](#) [Send feedback](#)

Future (and current) uses...

A Google Translate screenshot...

Future (and current) uses...

Activities Firefox Wed 14:43

Google Translate - Mozilla Firefox

how many languages ... text mining - Google ... Yahoo Google Translate

https://translate.google.com/#en/hi/I want to go from Delhi to Kolkata

Cookies help us deliver our services. By using our services, you agree to our use of cookies. Learn more Got it

Google Sign in

Translate

English Spanish French Detect language

English Spanish Hindi Translate

I want to go from Delhi to Kolkata

मैं दिल्ली से कोलकाता के लिए जाना चाहता हूँ

Suggest an edit

main dillee se kolakaata ke lie jaana chaahata hoon

Google Translate for Business: Translator Toolkit Website Translator Global Market Finder

Turn off instant translation About Google Translate Mobile Community Privacy & Terms Help Send feedback

Future (and current) uses...

Another Google Translate screenshot...

Problems...

- One word → multiple uses, many meanings.
- Syntax and semantic problems.
- Definitions of technical / legal terms.

- Legal documents – the most difficult.

Problems...

- Requires: language being read, language to translated to, understanding of all legal terms.
- Also requires: computer proficiency, keyboard familiarity.

- Expensive labour, expensive technologies.
- Modern aids available: can speak to type automatically.



- Free / Open source:

(For more: see [wiki/List_of_speech_recognition_software](https://en.wikipedia.org/wiki/List_of_speech_recognition_software)

or just search in Google)

- Basic engines: CMU Sphinx, HTK, Julius, Kaldi.



- Usable Applications: Simon, Jasper project.
- Speechnotes (though commercial, available free).
- For mobile: many are available, but none is open source.
- How to do it for dozens of Indian languages ?
- Manually?
- Huge investment for R&D in technology is needed.



- Problems with simple scanning:

- Scan is an image. Can not be read or searched.

- R&D is needed for “[character recognition](#)”.



- Typed character easy (optical character recognition).
- Handwritten difficult – ICR (Intelligent Character Recognition) can be used.
- Complex “artificial intelligence” and “neural networks” technology is needed.
- First a learning material is given, corrections for computer are made. Thereafter, achieves 97%+ result
- CDAC is working on language translation and character recognition in India (with several partner)



Time Management

Thanks a lot. Good morning everybody. Hope you all are fine and enjoyed your stay at Bhopal. That's a pleasure to know because if you are in your comfort zone, learning cause even faster. We will try, actually I am nobody to teach anything, they would try to exchange our experiences with each other and I would also like to be enriched by your experiences. So, the very first question I have is how comfortable you are with your schedule right now. Not right now in your conference but in your life in general. What do you say? Do you get time for leisure activity? Do you get time for your families? Sorry, a big No. So have you ever being attention to this wife? Why does it happen? Can we do something or nothing can be done in that regard. Okay. So now I can understand where I am. So, we would work together to see that lot can be done together in that regard. So, to make it more personalize and more relevant to your routine experiences I would like you to spend 5 minutes in jotting down your working on a typical working day. The moment you get up till the moment you go back to your bed. Right. So you can divide it into different activities. I'm not going to observe that. That is to be judged by you that is to be mentioned by you that is to be put into different categories by you only. On a typical working day, we all are Rabbits. We work in a set pattern, we get up with an alarm clock and then we go to bed at a given time only. Right. I were should you may go a little bit here than there otherwise generally these days we see what happen the all are dealing robotic life. And very dry life. So, just spent 5 minutes time in jotting down your schedule right from the moment you get up to the moment you go back to the bed. Right. So it is your time. Please let me know if you need any help. I think my point is clear or I need to clarify it. Like you to write it 6 AM I get up, at 630 I finish my exercise on my routine work, in that way and then half an hour with cup of tea and newspaper. Thereafter getting ready for office,



whatever the typical schedule is; just jot it down in a broader way. We will be using it at the later stage of discussion. This is your schedule, your time and you are managing in the way you like. This is not for anybody else analyzes. I think nobody else can analyze anything for you.

Are be done with it? This is your time, your note, your understanding. This will remain with you only. Maybe jotting down the notes for the judgment, preparing for the things and crosschecking various other judgments, evaluating data whatever the things are available, whichever way you can breakdown it is your way. Fine. Thank you madam. Okay clear. So, now I think a day is there that you, a typical day. Right. So if I ask you how much time do have in life in attaining your goals what you will say? We really do not know. Right. So, second important thing to be remember is that don't be fall by the calendar. There are only as many days in the year as you make use off. One man gets only a week value out of that year and another man gets a full year's value out of the week. Finally how we are able to attain our goals. That is require through proper time Management. Right. We all say we have possibility of time, the other not able to devote time in leisure activities or we don't have time for personal work or something. So shall be moved ahead. Fine. So, if we are unable to attain our goal's or that's the case is for everybody. If there is somebody around us who is able to manage time, who is still able to give time to the family or the leisure activities may be we need to think about other work style and other things as well. The important thing this time is a limited commodity and we all have got that particular hours in our life. Or whatever is decided in that day of 24 hours only. So, by time Management in a way we need to manage our self and we actually cannot manage time. We can manage ourselves, we can manage others and we can manage the work around us. So in our way time cannot be managed and why should we think of managing time at all. What is the purpose in managing time? What are we going to attain in proper time Management? Ya.. They will save time and thereafter.. And we can invest at that time

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in some other interesting activities. What else? Ya. Spending time in a meaningful manner and we definitely get to realise that we are the master of our own destiny. If they get to spend time in our own manner basically it would reduce our stress. The idea that the feel that nothing is happening, I do not know we're of the time goes, I do not know I am not able to achieve the case many things. So that stress and frustration can be reduced. We can improve our performance. We have more time for our self. It gives a sense of achievement and definitely it helps being the master of ours own life. We don't feel that we are the passive passenger in the lane of life. I think that I am the driver, I can decide to which side I go and which directions I think. So what are the obstacles in effective time management? What do you say? There does the time go? What are the problems in proper time Management? Improper planning, what you mean by that? Why the planning remains improper? Sorry. Laziness, maybe I keep thinking about it, maybe somebody else would do it on my behalf, with the passage that things will get better automatically, so proper planning is required to manage time better. What else? What are the other obstacles? We need to prioritize our work. What else? Time is wasted in travelling. Okay, very good. We actually don't know that whether that time can be utilised or not? That is also point. What else? What are the major problem in proper time Management? There are so many spontaneous things to be done. Unavoidable circumstances. You prepared your schedule and there after so many things that actually make it tilted, thereafter we are not so motivated to go according to the schedule as them because that schedule never been adhered by us because so many spontaneous activities that are happening. Okay. Ya. So because of that we cannot go by schedule as well. Because once we prepare the schedule, the schedule does not go as per our decided ways. Maybe one of the major thing is we really do not know to which directions we are going. We are moving as per the pattern. We are moving in the very robotic manner. I set pattern is there and we are moving towards. We do not decide which direction this journey is going to take me. And we think we don't have time for thinking about all those things. The less clear I am on my objectives the more time I keep spending in working on that.

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It is better to have said goals. It is better to decide the path. It's better to decide that the journey. So, in unclear state of affairs if I move forward it will going to take a lot of time. So, it's better to have clarity at different levels. I need to have what I expect from life. And what I expect from this particular dimensions. How it is related to my routine working? So, the very first thing is that I should be very clear in the goal of my things. Which direction I chose.. 2nd this disorganization. If you ask there is that important document, especially when you are working on a particular case, you'll note that particular people get somewhere in particular file in a very safe manner but now it has been kept in such a safe manner that finding is another task. The keep our precious thing in utmost careful manner but that tragedy of life is that we are not able to trace them at the moment when the need of them. Right. I know I have kept some there in the utmost planned manner, safe manner. But we are unable to get it. So we may be need to think about disorganization as well. I think many of our assistant can help us if we put certain tags and other organization is better that can save a lot of time. Another thing is in the ability to saying No. So, you all are judges and you pass judgments, still the point is in personal relationships or interrelationships are you more concerned about emotions of other people I really do not know how to say No. How to deny a particular request and the cost of my time and at the cost of my pleasure. Indecisiveness. If I am indecisive, I spent some time on making a decision still its work if a proper decision is taken. But the point is virtually then I do not have time I am not able to say no to the other person. And there is a major reason because of which I am not able to say no; I feel I may lose a benefit, I may lose a relationship, I may lose a favor, I do not know how much importance is given to my own self and how much importance is to be given to the other party. So, in order to accommodate other I may deny my own rights and that also sacks a lot of time and energy. Right. So the point is we need to distinguish when to say no and how to say no. Right. Thereafter, you'll have interruptions. Thanks to the technology we have so many phone calls, thanks to whatsapp, thanks to your emails, thanks to the smart phones, concentrating for 15 minutes is a tremendous task today. You try your



level best, I mean the point is that we feel that if the mobile rings, the urge to see pata nahi kya important hai.. You all understand Hindi., I mean so curious to see my intention is that there may be something is that I may have got a call from the president and I know my experience tells me that this is going to be our rubbish phone from airtel office or from some other services but still, and more these medias are available more it takes our time and energy. 2nd thing is that after attending a phone call I am not able to concentrate on my work the way I was working. If I am working on the case or working on a report I attend a phone call, the very important phone call as well in other person and may also; my concentration on my work again I need to work on that. And by the time my concentration is built again there will be some phone call or some other interruptions. You can still handle your mobile but the people who interrupt, show shall skills, meeting people, building relationships, socializing everything is important but the thing is that many a times it deviates us from our major schedule as well. We all are human beings, so genuinely many times I don't feel like working. I feel like a passive observer thinking about life, thinking about certain things. If I have a lot of time, there might be someone with whom it might not happen. You are always active all through the time or sometime that period of inactivity comes when I feel like being lazy. It has its own pleasure. I am sitting in sofa for the last 40 minutes thinking about yes I will move now, I would do something. And this time is neither on the leisure side nor on the work side. If you are investing time in your leisure moments and if you are actually listening to music or you are working on something which give you pleasure that is the still time invested. But thinking about, inertia thing creates a problem and if it takes 40 minutes of your time. It takes 40 minutes my time many a times. Then I realise how who can conduct the session you cannot apply this theory to yourself. So thereafter we can see how we can analyze the of my time goes and what can be done. We call one thing as multitasking. Communication is such a good thing that you can motivate yourself in a negative thing as well. Multitasking is appreciated a lot and thanks to our schedule, we left with no other way other than multitasking. We need to work different work



simultaneously. As further recently research the people who continuously involve in multitasking their productivity level goes down. There is another research as well that indicates that if you are working simultaneously on a laptop and on TV in a way gradually your memory is to go down. Now you need to understand whether you are going for a multitasking thing or you are going to pay whole attention on one task and finish it off at one go. But thanks to our schedule the not only work on laptop and it TV simultaneously in between we listen to music and in between the pay attention to many other things as well. So, 2 things at a go is a compulsory thing right now. The concentrate on 3 and we are motivated to go on the 4th one as well. Multitasking as for the recent research is creating a lot of problem at the productivity level as well as with the health problems. We need to think about that. Stress and fatigue. My schedule does not allow me to take rest. In that particular situation I continue hence it takes lot more time. Right. So, this vicious cycle is continued. Because of my schedule I am stressed because I am working in our stress manner. My schedule is other being eschewed. I do not know how to invest more time. All work and no play. We investing the whole time in the work only and this is making us more like robots and our individuality and pleasure goes away. Then we have poorly run meetings. Meetings also take lot of time and energy particularly when agenda is not so clear, the deviate from the major talks and if the discussions takes the U turn and then coming back to the point also takes the lot of time and energy. And procrastination as had been mentioned earlier. Right. We keep thinking about it, we keep making our targets but the movement the plan to hit it is never done in time and touched upon by us. Right. So what can we do? These are all problems, these are all the obstacles better known to all of us. The only thing that I have done is that I have tried to point it out with the help of certain examples. If I ask you; you know that these are all the problems. So there is the path forward. The point to be remembered is that all of these obstacles may not be working for me; hence I may need not to work on everything on this. The very first thing is to identify what are the obstacles in my works style and then I will put the part further. So first thing is to remember is 80: 20 rule.



You might have read about this rule in many other context because initially the scheme into the context of economics. This is also known as Paratose rule. The principal says 20% of the people in the Society hold 80 % of wealth. What do you say? Is it like that? Right. 80% of the people have.. Rest of the world is managing in the 20% of the resources. Right. So you can use 80: 20 principle in different things. It has been named as vital few and trivial many. Is 80% of the people managing with 20% of the thing and 20% have hold of 80% of the things, this is really scary thing. But you try to observe and use this principle in different context. They say that 20% of the staff of a particular organization is responsible for the 80% success of that organization. Right. Then on the other side 20% of the people create 80 % problem in a particular Institute. Right. If you try to see this ratio 80:20 principle, it was first established in economic and related to wealth only. But over a period of time it has been extended to different other directions as well. This is also known as to trivial many and vital few principle. And in that particular life how we managed our time. 80% of results are achieved with only 20% of efforts. What do you say about this? Is it true? If it is true then where your 80% of efforts are going. If 80% of results are achieved with 20% of efforts; so where are 80 % of the efforts are going. Definitely it is not aligned with my targets. It is not aligned with my goals, dreams. I keep spending time in certain things. So, the point is that I need to focus on high impact task. I need to identify each task is more important and which energy should be focus towards that particular direction. So, if we have achieved our expected outcome and that what needs to be done then 80% of the task is not required to be done at all. Point is that I need to identify that 80% person then I need to put up lot of focus on that 20 %. The wholehearted effort. The point is that because of multitasking and simultaneously thinking about numerous things, my 20 % is scattered here and there. If 20% is focused maybe I get more time and opportunity to use that 80% in my own manner. And imagine for a minute that parotose principle doesn't work. That with 20% of effort I am not able to do 80% of the task, what I will do I break the remaining task I've been into it 80: 20 and thereafter I was able to safe a lot of time. I mean this is a theory the

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are going to do it practically as well. We will be using the schedule that has been prepared by you in a while to see what can be done with that particular schedule. Shall be moved ahead? Do you would have any observation of question? Fine.

So, setting goals, how do you set your goal? Anything about the goals. Be it professional goal or be it personal goal. I am going to give my example how to set a goal. I am going to lose weight very soon. What do you say about this goal and neither I have done till date. Where is the problem? Lack of consistency is there ? Okay. What else? I have not given it to the priority. I am not working on this. This is my dream world. That is another thing. Other you said that this is not specific. Please elaborate it. definitely.. So while deciding goals be the professional goal or the personal goal whatever thing it is, the most important thing is the goal should be specific. If the goal is not specific I won't be able to judge whether I am moving ahead in that direction or not. Regarding goal we generally say that the goal should be smart. Smart goals. S stands for specific. Instead of having a generally goal that I want to be a success person. It is a very generic goal. I can move ahead in a particular direction and then I can take a U turn and I can decide yes I am under right path. But if I say that ten years down the line I wish to be the Chief Justice. Right. Or 20 years down the line. Or I have taken.. Okay I take my goal, May be ten years down the line I may become a Professor or director. So point is that I can judge so that I can see this is measureable goal as well. If I say that I am going to reduce weight I should judge how many kilos and in how many months or how many years because if I am leading or if I am planning to lead a self aware conscious life. If I want to be a driver of my life instead of being a passive passenger, I need to view whether I am in the right track or not. Right. So my goal's should be specific instead of being abstract or generic. My goals should be measureable. Somehow I should judge, being successful, being happy. They are very good terms and I agree that this is the only goal of our life of being happy. If you are happy then it is okay and rest is useless. But I need to define what I mean by happiness because otherwise what happens

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with the passage of time designation also changes. The pursue of a particular goal but over a period of time I realized that I don't know in which direction I am. Achievable, it should not be highly ambitious, it should be achievable as well. It should be rewarding. It should be alignment with my future goals or dreams. If I want to be in a academics and I am sitting target in your area then there is no coherence between the 2 things. So with goal there should be coherence, consistency and there should be gradual movement and should be time bound. If it is not time bound we keep actually to our self, ya I am at a right path and I will achieve it. We don't befool the world, we befool our self's in a far better manner. So if I don't want to befool myself, it is better to have our time bound goal. So that I can check it. If I have a yearly goal, there must be three monthly target as well. I should be able to check whether I am on the right track or not. Right. Failing to plan is planning to fail. If I am not able to plan appropriately then definitely I am on a failure path. It is very right as you people have mentioned in the beginning that plan so many things but the schedule is skewed because of the personal problems, because of the visitors, certain unexpected events that will happen. That is bound to happen. So in that name let not do our homework as well. I will plan something, schedule something it will go somewhat here and there. But more or less it is on the track. Right. Maybe this is the way. My goal of the day is related to the goal of the month and for then for a year and then for 5 years and 10 years and hence I want to achieve my dreams. Therefore in my planning I should take reversal goal or path only. I am plan this is my dream, ten years down the line this, 5 years down the line and is, this is for this year, this is for this months, this is for the day. If every day I define this was the goal whether I could achieve it or not a reminder was a lot. Right. I mean activity that we have done just now is an established activity. This has brought a change in the life of many other people and I am expecting that it will break a positive learning to us as well. We have to see how could be spear of time, if we realize that this is the quality time of my life, this is the way I want to spend my time I need to realize that that I am in a rights direction or not. So, I will break my goals simultaneously into the goals for a particular day. By

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the end of the day this is I suppose to attain. Once I have defined my goals I will bring them into tasks. This is the complete step by step journey where to be need to work on that. My goal of the life, my goal for the year, my goal for the month, then my goal for the day. If we maintain a personal measure it definitely works. Then I break my goals into manageable task. In order to attain this, this task is to be done. In order to attain this, this task is to be done. Now when I have a list of task I will prioritize them. The principle of prioritization is recently be discussed and that reemphasized by Stephen.. And he has done it well. So we will keep the reorganizing our task. The point is that if we will reorder it. If we do not have a list, what we will do? We will go where the time would take us. So, whether we are going ahead with the flow of time or we are managing time choice are ours. Right. So we have goals and we have come to the task. And from the task we will make the list to do for the day. If we have list the can change the list, we can delete some of the task and add some of the thing. Don't prioritize your schedule and rather schedule your prioritization. What does it mean? What is the difference between the two ? Ya it means only prioritize things should be there in my schedule. Things that are not of your priority should be eradicated and deleted from the schedule. The thing which is not alignment with your goal should not be there. Right. And now we are going to work on this, we are all going to prepare the things that who have mentioned in your copy, the way you schedule your time let's see there to your time goes. So let me explain on one side we have other urgent and not so urgent. And 2nd side we have important and not so important task. So quadrant one talks about the task that are urgent and important. Quadrant 2 is for the task that are not under urgent but are important. Quadrant 3 is for the task that are not important but they are urgent. And quadrant 4 is for the task that are neither urgent nor important. Right. So you'll have maintained the schedule in the very beginning you have written that this is a typical day of yours. So, please draft it where your time goes, where do you spent most of your time. You'll have a gain 5 minutes and in case you need any help let me know. You are the best judge. That task is important and which task is urgent. Let's take an example exercise where

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you with keep it. Important and not urgent or other urgent and not important. See, if I am of health-conscious person and wanted to live a healthy life and right now I don't have our medical problem so it'll go to the quadrant 2 it is important but it is not other urgent. If I don't do exercise for a day or two nothing is going to happen. But imagine I am a diabetic patient and doctor has suggested me that if you want to live a healthy life you cannot skip exercise that all. Now, that exercise becomes important as well as a urgent. I am the master of my destiny. So I can decide which task is important and this is a urgent. So this is your analysis for your own self. Your judgment for your own self. You'll decide in which quadrant you are spending most of the time. Which quadrant is the largest one and the biggest one. And wherever you find it difficult to assess let me try to help you? You have to decide your event according to you. I cannot decide that. For example you keep reading everything for upgrading yourself. You need to know what is happening in the Society or in other judgments on what ever happened. Maybe you are feeding for to ask for upgrading yourself. That is important but not urgent. That can be delayed. But suppose you are making a comparison the judgment that'll have to pass in 3 days so if you do not compared it, it becomes problematic, so that is urgent and important both. So this is your reading habit, you spent time in that you are the judge to decide whether it is important and urgent or maybe you can say for 2 hours it is important and urgent. For an hour it is important but not urgent. That you can decide? I think I have talked about in exercise of doctor has asked me, if I don't go for a walk every day I may have a health problem. So this becomes urgent and important both. If I am of health-conscious person... Okay. So we can spent 2- 3 minutes more in which we decide in which quadrant your time goes most. That is your take and decision for understanding. Okay. Right. If you have to passed a judgment in a day or two and if you delay it for a day or two. It's okay the quality time is given but according to me it is in two. But it is your take how much important it is for you. For example if somebody is not well in the family then to give time to him on her is urgent and important but it is not in the routine schedule. That is a separate or special case you may call it. Responsibilities are

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many and there are challenges in the family front as well. Hope we have the done our work. May I request you to raise your hands those who have spent most of the time in quadrant two, then in quadrant one. Most of us are in quadrant one. How many of us are in quadrant two. How many of us are in quadrant 3? Nobody. And how many of us I think nobody in quadrant four. Let me tell you that I am nobody to tell you anything about the quadrant thing. This is the principle given by Stephen.. He said first thing first and he tells how to judge the thing that comes first and it works. So as but there is the people who are spending most of the time in quadrant one they are inviting health problem for themselves. They are stressed, they are overworked, they are not involving in any of the leisure activity. People who quadrant 3 is the biggest one they are giving undue importance to the priorities of others. In accommodating others I spent a lot of time and hence my own priority are delayed. Quadrant four I don't think it is anybody is here. The strategy is to enlarge the quadrant two, the law would be that the quadrant 2 is more planed life I live. Quadrant one is a urgent and important. This is the face of firefighting. So if throughout the life if you every time you are firefighting only, that means you are every time on your toes. You are would be a lot of burden on your heart and mind. Have mercy on yourself. Try to shift some of the things in quadrant two. How can we do that? By proper planning. So it is better to put some things in quadrant two, manage them in the stage when they are important but not urgent. Another important thing we should remember that things in quadrant two do not give us immediately results. For example the just now talked about exercise, the we're talking about medication, the we're talking about quality time with family. Again I am speaking from his book only he is saying that you don't give your time to family, you don't have quality time. And when constantly your spouse becomes annoyed it suddenly becomes urgent and important to spend sometime with him or her. So if you don't give time to your personal health then definitely doctor will put it in the quadrant one. Karo aur maro ki sithi maie hum ha gae. So the thing is that quadrant one activity can be shifted to quadrant two. The principal says by enlarge quadrant two as far as possible. Right. So, this time matrix

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tell us that wherever we are we need to reach to quadrant two. Quadrant 2 is important but not urgent that is my quality time. Quadrant 3 is urgent but not important. This is distraction. Urgent but not important somebody else has asked me to concentrate on this. But this is our distraction. I am spending a lot of time... It may be urgent but not important. In short term quadrant one is to be addressed as Do, quadrant two is delayed, quadrant 3 will need to delegate and quadrant 4 will be to delete. In short down I can manage that time by doing important and urgent things. By delaying important but not so urgent things and quadrant 3 is delegate. Delegating the things that is urgent but not so important. Right. So I can ask my subordinate to do something to concentrate upon that and I can supervise it. And quadrant for neither important not urgent they can be delegated. This is in the short term, then there would be need to decide quickly., What should be done. This is for the short term. In the long-term for the proper time Management we need to do like this quadrant one is to be managed. This is the quadrant of necessity. Instead of firefighting we need to manage this particular quadrant. Quadrant 2nd is the quadrant of quality and personal leadership. He here named as quadrant of deception because it looks it is very important, it is very urgent, I need to do something but virtually it is not, so that is also to be avoided and quadrant number 4 that is also to be avoided. The need to concentrate upon quadrant two. Gradually we need to manage quadrant one and 3 in such a manner that some of the things are shifted to quadrant two. The bigger the size of my quadrant two the more properly managed my time is. Right. Is it okay. Shall be moved ahead. So like this is the way we can prioritize to things. We are talking about the things we need to organize our self and definitely there are many tools that helps in organizing. And thanks to the Smart phones everything is available then and there only. Other thing is that we need to understand the art of saying no. Maybe we will be talking about in the next session as well and we will be talking about communication techniques, you need to understand that you cannot do everything for everybody. You need to make a between your priorities and other priorities. And saying no is a skill, how to give a negative feedback. Maybe one of that important things



to be remember is that beginning with our positive note and ending on the positive note give a better result. Right. We would take the example and with the help of this and some examples we will talk about this later in the next session. How to say no. Right. The all have of a personal prime time. The all are not equally active at every time. Some of us are hyperactive early in the morning we call them early birds. Some of us are very comfortable working at the late night. I should assess when is the right time to do a quality work, I know, I know myself. I can understand getting up early in the morning four is next to impossible for me then my attention span is very good at 12 it night. Maybe an odd hour but that is my body clock that words like this. So if I focus the important task at my prime time I will take less time, less energy and full of quality. Right. Effectiveness in the meeting if I am deciding, I need to have quality meetings where people clear agenda is there, time is also divided in a proper manner. The data says that negative meetings that there it is 83% of the meeting are drifted from major subject. The keep discussing something other things. Then poor preparation, certain things are there, most important thing is that we keep drifting from the major point. That is to be remember. Right. So, if we try to review the whole thing may be we need to set our goals that are Smart goals. The need to prioritize things. We need to organise, need to learn the art of saying no. Use your waiting time. Actually I deleted that particular portion because I was under the impression that you people don't have any waiting time. When you mention it many a time your time is spent in travelling as well. Probably we can use the travelling time also. Maybe in reading or listening to music at least. Because it believes that gives fresh and as to the brain. It at least some of the rejuvenation of the energy is there. So, when would to have waiting time we say that, actually the waiting time is considered to be waiting at the doctors clinic on waiting in the Courts. So I thought that making is not there. But in travelling maybe we can use that time in listening to music or reading certain things or organizing the things at least. Concentrating on the task on one hand, considering your personal prime time and we need to celebrate success that gives us our source of energy remains there. And the last thing is a story. You



might have listen but I want to repeat it. There was a Prof who was teaching the students to prioritise or how to use the things. They would be related with the time Management only. So you'll have a big jar and you have big stones, you have small stones, you have pebbles and you have sand. Right. So what should be kept in that jar first? Bigger stones, thereafter smaller stones, thereafter pebbles, and there after sand because one bigger stones are kept pebbles are still be accommodated. Imagine if I fill in the jar sand first. Now I am no scope of putting bigger stones or some of the stones will be left aside. So I think this jar signifies our time. We have those 24 hours only. So I need to put big stones first. Maybe the quality thing, maybe the important things; I need to prioritize what is most important. So first bigger stones that there important things are there; thereafter smaller stones will come, thereafter pebbles will come and then trivia, here and there petty issues that have to be compared with sand. They can still be accommodated here or there. The thing is that we need not fill the jar with sand itself. Right. I close the session with a quote that take caring your minutes and hours will take care of themselves. Right. The only thing is to remember is that we think that this is a petty time that is devoted here and there. We think thora sa hi hai. Abhi kar rae hai, abhi chal jayega. So if we will be cautious about our minutes definitely hours will be properly managed and we will not waste any of our time anywere. Some of the slides shown contains following -



- ▶ Being successful doesn't make you manage your time well.

Managing your time well makes you successful

The Problem of Managing Time

By some estimates, people waste about 2 hours per day due to following:

- Messy desk and cluttered files
- Can't find things
- Un prepared,
- Try to do things which other people should do
- Tired/unable to concentrate

Major functions of Judicial Administration

The 80/20 Rule

- ▶ Good administration in judiciary system comes from time and experience
- ▶ And having the Art of identifying trivial vs critical case details and accordingly providing time.
- ▶ Critical witness/case details are few (20%) and the trivial distracting unnecessary details are many(80%).



- ▶ So time spent should be reverse ,i.e, 80% on 20% critical details and 20% on 80% trivial details .
- ▶ However, in practice, it is reverse.

What is Time Frame???

- ▶ Tools to achieve the timeliness of case processing.
- ▶ *A condition to start measuring and comparing case processing delays*
 - - a difference between the actual situation and the expected timeframes implemented to reduce the lengths of case processing.
- ▶ Timeframes have to fit the contingencies of the “local legal culture

Having timeframes is a prerequisite for evaluating the results of the efforts made to improve the lengths of judicial proceedings.

External Locus Of Control for Delay in case processing/Judgment Delivery

- ▶ Population
- ▶ So many cases per day
- ▶ Staff do not cooperate
- ▶ Outside pressures



- ▶ Legal system takes time , its ok
- ▶ System is like that
- ▶ Being Meticulous is an indicator of Quality

Internal LOC of Delay

- ▶ In spite of all odds, I can still make a try to improve the system
- ▶ It is my responsibility to handle the staff in a way that delay can be avoided
- ▶ I must monitor stringently to avoid delay, at least on my part and facilitate others to speed up.
- ▶ People should not mock judiciary for delay. I must find some solution

Example Across the worlds of Time Framing

- ▶ Finland- Optimum timeframes for each type of cases are agreed and Targets for case processing are set.
- ▶ Slovenia - court rules sets a timeframe of 18 months after the case has been presented before the court. If a decision is not taken within 18 months, the case is considered delayed. The head of court may ask the judge in charge of the case to report the circumstances why a decision has not been reached.
- ▶ Sweden – targets for civil and criminal cases are set up by the Government. All units within the court define their targets



Setting of timeframes for kind of procedure

- ▶ Timeframes make more sense if they are set up allowing for the different kinds of procedure (civil, criminal, administrative, enforcement, etc.).

Denmark– 58% of the civil cases should be disposed within 1 year, 63% of the criminal cases should be disposed within 2 months and 95% within 6 months.

Norway – Timeframes are proposed by the Ministry of Justice with consent from the Norwegian Parliament. As of today, 100% of civil cases should be disposed in six months, 100% of criminal cases in three months.

Setting timeframes in collaboration with justice stakeholders

- ▶ The building and maintenance process of setting realistic timeframes must involve the stakeholders at the different levels (state, court, single unit).
- ▶ Setting timeframes is not a *once for all event*, but it has to be a continuous process built through consensus and shared objectives between the stakeholders.

Examples

- ▶ Finland – there is a tailored program for each case and directions are given informing the parties about the estimated timeframe of the pre-trial phase, pre-trial hearings and trial.

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- ▶ Detailed hearing timetables are sent beforehand to the parties. The lawyers and prosecutors are copied in for comments.
- ▶ Several discussions take place between the judges and the local lawyers in order to come up with common ideas and guidelines on how to improve the efficiency of justice including the length of procedure.
- ▶ Germany – regular meetings with lawyers are organised to discuss customer satisfaction and problems with the service delivered by the court.
- ▶ Sweden – timeframes for each civil case are setting up in cooperation with the users.

STORY OF A WOODCUTTER

- ▶ 20 minutes at beginning of week
 - Review your Roles
 - Sharpen the Saw –Read and analyse before hand to save time
 - Prioritize by Choosing Big Rocks first
 - Which is the most important case requiring maximum time and effort?
 - Schedule the Week keeping in mind the reversal of 80/20 Rule

Peter Drucker says:



- ▶ Work where you are the strongest 80% time
- ▶ Work where you are learning 15 % time
- ▶ Work where you are the weakest 5% time
- ▶ You don't find time for important things, you make it
- ▶ Everything you do is an opportunity cost

Learn to say “No”

- ▶ “I’m in the middle of something now...”
- ▶ Start with “I only have 5 minutes” – you can always extend this
- ▶ Stand up, stroll to the door, complement, thank, shake hands
- ▶ Clock-watching; on wall behind them

Using Time Journal Data

- ▶ What am I doing that doesn't really need to be done?
- ▶ What am I doing that could be done by someone else?
- ▶ What am I doing that could be done more efficiently?



- ▶ What do I do that wastes others' time?

Delegation

- ▶ No one is an island
- ▶ You can accomplish a lot more with help
- ▶ Most delegation in your life is from faculty to graduate student
- ▶ Doing things at the last minute is much more expensive than just before the last minute
- ▶ Deadlines are really important: establish them yourself!.

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- ▶ Stephen Covey in his book, *First Things First*, shares the following story
- ▶ "How many of these rocks do you think we can get in the jar?" he asked.
- ▶ After many guesses, he said, "Okay, Let's find out."

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- ▶ He set one rock in the jar . . . then another . . . then another.
- ▶ I don't remember how many he got in, but he got the jar full.
- ▶ Then he asked, "Is this jar full?"

Everyone looked at the rocks and said, "Yes."

- ▶ Then he said, "Ahhh" He reached under the table and pulled out a bucket of gravel.
- ▶ Then he dumped some gravel in and shook the jar and the gravel went in all the little spaces left by the big rocks.
- ▶ Then he grinned and said once more, "Is the jar full?"
- ▶ Then he said, "Ahhh" He reached under the table and pulled out a bucket of gravel.
- ▶ Then he dumped some gravel in and shook the jar and the gravel went in all the little spaces left by the big rocks.
- ▶ Then he grinned and said once more, "Is the jar full?"
- ▶ "Probably not,"
- ▶ He reached under the table and brought out a bucket of sand. He started dumping the sand in and it went into all of the little spaces left by the rocks and the gravel.

Once more he looked and said, "Is this jar full?" "No!" we roared.



- ▶ He said, "Good!" and he grabbed a pitcher of water and began to pour it in.
- ▶ " Well, what's the point?"
- ▶ Somebody said, "Well, there are gaps, and if you work really hard you can always fit some more things into your life."

. That's it from my side. Thank you and thanks for your active participation. In case you have any queries or observations you are most welcome to share it with us. With me individually and with all of us right now as well. Okay. Thank you.

Thank you Have a Relaxed Time

Today & For Ever!

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- CDAC is working on language translation and character recognition in India (with several partners)

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