

Organization Management

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Module No. # 02

Lecture No. # 21

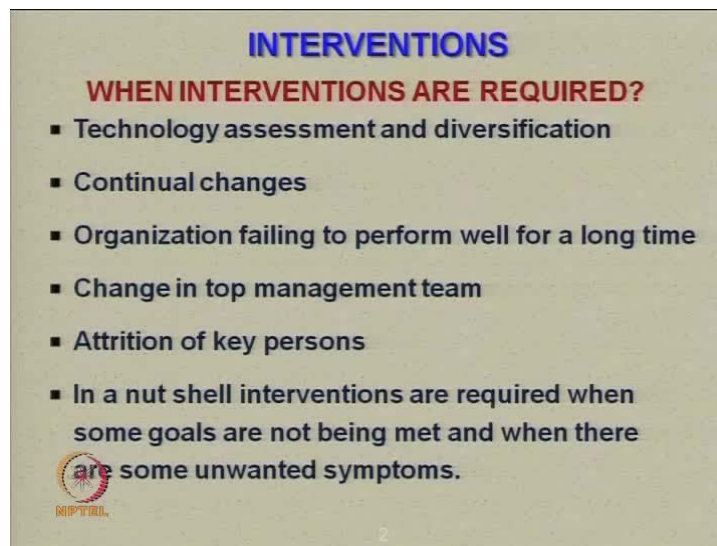
Intervention Strategies for Organization

Development Individual Group

Interpersonal Interventions

We are going to talk today about the intervention strategies of organization development and we are going to structure it at 3 levels: individual, group and interpersonal interventions.

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INTERVENTIONS

WHEN INTERVENTIONS ARE REQUIRED?

- Technology assessment and diversification
- Continual changes
- Organization failing to perform well for a long time
- Change in top management team
- Attrition of key persons
- In a nut shell interventions are required when some goals are not being met and when there are some unwanted symptoms.

MPVILL

We have maintained through these sessions that the important thing in organization management is not just to understand which it is but, the complete important activity includes interventions and getting it closer to where you want a system to be. There is always a gap between where you are and where you want to be, at least there should be. If there is no difference between your reality and aspiration well, then either you are

divine consciousness or you are a cabbage, I do not know which one you want to be or which one you can be but, anything which comes between being a cabbage and being divine consciousness is less than perfect and should have some aspiration to improve.

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Only divine consciousness is perfect and only a cabbage would have no aspirations. I would like to believe that most living human beings are somewhere between the two. Therefore, if there is forever an effort between where you are and where you want to be. This is not just in a material sense, this is also in the sense of evolution; the evolution of your consciousness, the evolution of your sensitivity, getting over your imperfections and for that also you need interventions. For those people who live their life at more materialistic level, there is always a better quality of life.

There is always the issue of quality time because it is assumed that once you have achieved perfection then you have merged into the total entity of the universal energy. So, it is necessary to understand what interventions can be about, how do you get to be a better person? How do you organize better interpersonal relationships? How do you organize better group functioning? We are going to leave the more esoteric questions out of the discussion because this is not really a session on philosophy, though a reference to it is necessary to understand what interventions are all about.

We are going to focus more on the organizational aspects. We are going to talk more of the way organization functions and the interventions which are needed better

organizations or already good organizations and organizations which are not working very well. How do you improve them?

So that is what we are going to talk about; so, the focus is on yourself because you cannot really change anyone else. It is one of the false fantasies of people that they think they can change anyone, nobody changes anyone. People change only when they wish to change themselves and please take it as an axiom; we do not have the time to discuss this paradigm but, the very fact of an instruction is you put across certain things as the paradigm and you accept that as the platform for further discussion.

How do you get to be a better person? Because it is only a better person who will make a better manager, you cannot be a better manager without being a better human being it is in partly impossible. What may appear as a successful manager may not be that much of a success because it will not be enduring success. So again, the second hypothesis and that is the paradigm which has to be accepted; you cannot be a good manager without being a good human being and this is not open to discussion.

The second issue which then arises is since all of us are gregarious animals and that is one of the definitions of the Homo sapiens. You need people, solitary confinement does not lead to organizational life and all of us need an organizational life. That is a story of a person who took a bet with a very rich man and the bet was - and it is a Russian story done by Anton Chekhov - of living his solitary confinement for 19 years and if you live there successfully, he would get 10 million or 10 billion rubles, whatever the figure was it was astronomical.

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There was only one catch in it. He had the keys to the lock, so he could open the lock whenever you wanted and walk out and he writes his diary over the years. The first year he spends gloating about what he would do with 10,000 million rubles or trillion rubles whatever the figure was.

As I said the only thing to remember is astronomical and then he graduates to another mental level and wonders whether that was the best use of money. Then yet there is another level and he wants to spend it for social good for something which would be enduring somebody something which would make him immortal. Gradually, he realizes that nothing is worth chasing and by the time he is in the 19th year he says, what I am going to do with all these money? It is of no use and just one day before he is to complete 19 years, he opens his own locks and walks away with a note written.

The note read you can do whatever you want with the money, you deserve that money, I have no use of it; I think I have been made a better human being by these years of solitary confinement and I know what reality is.

If ultimately then a philosophical evolution gives to the meaninglessness of life then that is another paradigm altogether but, beyond baking of a better person there are the issues of interpersonal dynamics because people need company, people cannot be alone. That story I consider very powerful, because it brings out what is solitary confinement, what

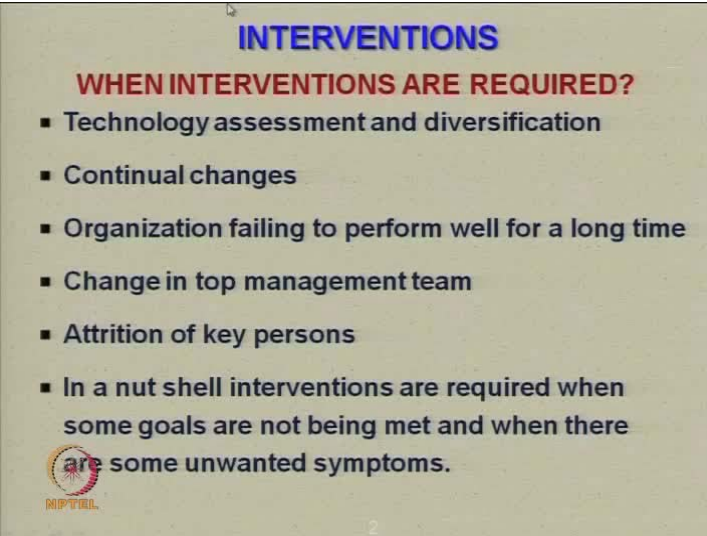
solitude does to a person; so we are talking of the normal human beings again who needs company.

Then finally, there is the issue of group dynamics, so all of us live in groups. Family is a group, the department is a group, the division is a group, the organization is a group and ultimately your happiness is determined by the way you relate to the group. You may choose to resistant, you may choose to reform it, you may choose to fall in place, you may choose to follow the more powerful man and get your things done.

But in each case the balance sheet is roughly the same, there is a lot of unhappiness, there is a lot of happiness. No matter how you play it, there will be certain things making you totally unhappy. Of course, some happiness will come your way; life as somebody wants explained to me is forever a mixed bag. So whatever you do in life it is a mixed bag, there are some pluses and minuses. When you talk of intervention strategies you are always thinking of instruments which make the situation better to your liking.

So this session is devoted to instruments of intervention, which whites called intervention strategies for organization development; individual group and interpersonal interventions. I am going to talk specifically of the interventions; I am not going to talk of philosophy anymore. Though it is important to understand that all good management is always good philosophy, there is no such thing as good management with any good philosophy.

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MIPFILL

The first question which by definition arises is when are interventions required? Now the interventions are required whenever there is a technology assessment and diversification. You change the nature of technology you upgraded, you upgrade technology and you need an intervention, because this takes us to one of the key theories of organization management, the socio technical system. You cannot operate an organization without technology; it is one of my assumptions. All organizations - and please note my emphasis - all organizations either are technologically driven or technologically determined, you cannot run an organization without technology, you have got to learn to live with technology.

Now whether you are for it, against it, whether you are denying it, whether your loving it is a matter of personal choice but, it will be there. I have only develop this to a higher level of sophistication but, the seeds have been around for decades and one of the most common assumptions made in analyzing an organization is a socio technical system and we have referred to this earlier.

A socio technical system is what is runs an organization; you have the technology and you have the social system which runs the technology. So technology will not operate unless there is capability to operate it, goes back to two of our favorite words if you remember, discipline and capability. No matter, what end of the political spectrum you belong from extreme right to extreme left, no matter what is your political persuasion, no matter what is your ego level, whether you think you run the world, whether you feel the world trousers on you, you cannot but, ultimately begin to realize that you are what you are because of the capability which you have, everything else is false.

This cannot be repeated often enough, everything else including your father's surname which you may carry and he may be the most powerful man on the planet will be at the end of the day only a good passport. So being a part of the decision making process, being a part of the political process, getting a patron saint for you, getting whatever works but, it goes only so far, no further; at the end of the day, you will be standing on the 2 legs god gave you and at the end of the day your worth what your capabilities are.

It may carry you forward for a few minutes, for a few hours, for a few months it may be even carry forward for few years. So, there is no question of inheriting a legacy only because you are born into a family you will have to maintain that legacy. Now I know

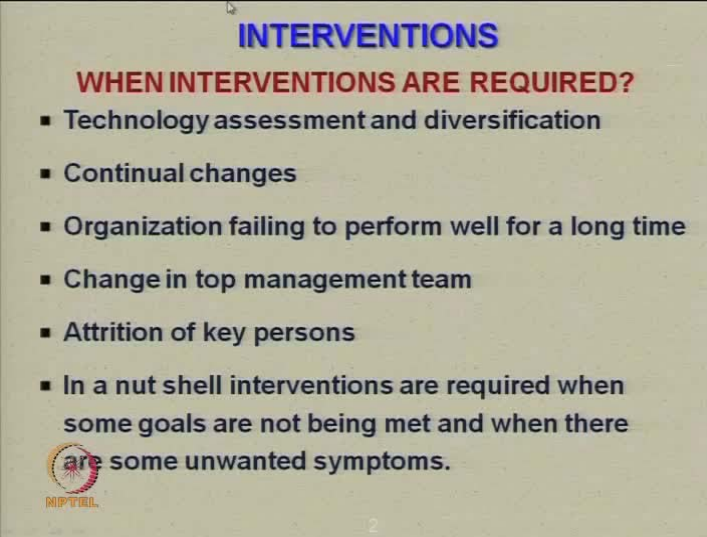
that is an unusual take on the whole discussion which goes around on legacies and inheritance and what dynasties and whatever else. But dynasties have died, dynasties would not live, they want capable people to maintain that dynasty.

So, let us clear our blinkers from political predispositions. Let us look at the issues managerially; understanding a perspective managerially is important to understanding organization management because that is what organization management is all about. So my first submission to you is intervention is necessary whenever technology changes. Technology may change because of many reasons; technology may change because source of energy has changed.

It may have moved from fossil fuels to renewable sources of energy, it may have moved from one kind of material to another kind of material, it may have moved from one kind of flow of material in the manufacturing process to another kind of flow and I do not want to convert this into a session on how many different types of technology there can be.

But one thing which you should be knowing; even in a smelter, if there is a break in the flow of molten material that causes a definite break in one type of technology to another type of technology and it caters to accidents, it can cater to efficiency, it can cater to all types of situations.

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NPTEL

The organizations need to create a social system which operates that technology. So, whenever you change a technology you change the intervention system, the second is continual changes, change are inherent. Take away ten years from whatever is your age today and you will see the change in you; your physical structure would have changed, your dietary habits would have changed, your diurnal habits would have changed, by diurnal I mean daily habits, you may be looking more handsome, you may be looking less handsome but, you will not be looking the same.

How do you move the inert to the live? By an intervention; for those of you who know Bombay, there was a time when Worley was nothing more than a middle class habitat with a lot of textile mills. These textile mills in their turn employed a lot of workers and because of these workers there was a huge human population there, which supplied labor for domestic use.

The social composition of Worley was different, then came the (()) among strike and a lot of mills there were closed down; the numbers vary from 80 to over 100. The social composition of Worley began to change, not only did he begin to change but, all the mills disappeared.

In the mills, many of them pulled down; converted into real estate and you saw towers coming up next to the Peddar road, the high and mighty are started moving in there. With the result that today for every large social segment of Worley no domestic servants available, unless you are providing them accommodation, unless they are settled in the same building and unless you are paying them far more than your grandmother ever paid, it is a change which has taken place.

Worley of 2010 is not the Worley of 1980 and even the span of few decades that I am giving you is a very generous span; the mills which did not transform themselves were incapable of meeting the strike, were incapable of meeting the technology changes and textile industry are now buried.

So, the second kind of changes is continual changes, so you need interventions to adjust to those technological changes. Organizations failing to perform well for a long time; you see the fond notion that business will be as usual is a great myth.

If one thing which is never constant, it is business. So, I do not know where the expression business as usual came up because there is no such thing as business as usual; business will be either going up or going down. One more of the many sentences which at least baffled me and I have given you the series.

Believe that time is passing and I told you time never passes, you pass; you are the one who began at given point of time, you are the one who will die, so how is time passing? Time is constant, time is internal, yet human being say time is passing; oh dear, what a pity? They never say I am passing.

The second one is get up at sunrise. Sun never rises, your earth rotates; you are the one who does the rising, you are the one who does the setting. There are many quips like that I do not know how many of you know about the quip on the British Empire. Yes, that was a fund statement of the great Winston Churchill whose hate for India is now in the public domain he had his reasons. We are now going to discuss that.

But he is credited with the statement; this is an empire on which the sun never sets. So the historian came back with a quip till it sets forever. Now there are lot of pounds on the sun we cannot go discussing all that.

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NIPTELL

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So, the next statement which I will add to the series is business as usual. What is the usual? Like say you know give the best practices, what are the best practices I do not

know. I know consultants are higher to teach the best practices, which means what? Best Practices means, practices which will work for some successful forms. But my body is different. What works for the treatment of another body may not work for me at all, so what is the point of learning best practices? But, this whole profession is so infested with illusions like many other professions that you cannot cure them all.

So there is no such thing as business as usual. What happens is everything changes and if everything is changing then if your organization is failing to perform well, you need interventions.

Please realize irrespective of the share markets, irrespective of any other market rating which you may think of unless the customer is voting for you with rupee, you are not in business, it is simple as that. Every time he buys your product, he is voting with his rupee and he will not vote for you, for it, if your goods are shoddy; he will change his taste because there are very few goods which are needed for survival.

So, interventions are needed when organizations are failing to perform well. Change in top management, now this is very important. Each C E O has his own assumptions about management, whenever the boss changes, the team changes and even if the team does not change, the style change; they all pretend there will be no change but, they all change it.

If you are smart you do it in a quiet way, if you are dumb you do it in a noisy way, if you are inheritance is weak you still play along because even that weak inheritance has stakeholders; somebody was profiting by that weakness. You cannot stub the power equation without having an alternate power equation to set in place and human beings are very subtle.

They always and invariably work for their own benefit and therefore, they are smart enough to find the logic to justify it. There was a wise gentleman, who once quipped to me on a decision which he wanted to take and I had some doubts about. I told him sir, do not you think the rules will not permit it. He says rules, what are you talking about? Rules are made to keep out those whom we do not want.

Anyone who is powerful really does what he wants and he does it legally, he finds exceptions, he justifies it, will say it is in public interest, will say this is what the

situation demands, he will say this times have changed therefore, the rules have to be redrafted. Ultimately, if you go back to something which I was telling in the previous session whether you choose from Marks or Fried or Adler, Mister Adler is always there.

Even in a Freudian relationship, you want to dominate your partner and you want to dominate your partner in very subtle and not so subtle ways. It is there in all literatures, I know Sanskrit is banned as a classical language it is not even recognized but, not withstanding that Sanskrit has survived for over 10,000 years and was survived for many millennia ammo.

It has some literature which has an edifying influence has only Sanskrit literature could have, it could only compared with Greek or Latin literature there. You read Kalidas in Rithusanghar, you would know what fried is all about and you see the power syndrome coming in.

So, ultimately who writes the rules it is the powerful who writes the rules. How many people have considered that India's dominance in hockey started declining the day, a group of countries got together and rewrote the rules of the game, and nobody realized it. Indian's were as usual discussing religion, cast, community, who is the [FL] of the locality, who is the [FL] god bless us.

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NPTEL

The carpet was pulled beneath our feet and after having won the Olympic medal for a number of times, we discovered we did not even figure in the select list; the rules had been changed and please remember, rules are always written by the powerful. Organization management is also a dynamics which focuses on the power game. What becomes legal, what the rules says, who write the rules? The powerful writes a rule and what will the powerful write? What it suits him; therefore, the struggle is to full that slot.

You will notice as usual I am struggling as sinuously from desisting from striking any value judgment. All of you will decide for yourselves, all of you would decide for yourself whether this is something right or this is something wrong. All of you will decide for yourself what side of the game you want be in?

All of you will decide for yourself how you want to bat but, bat you will have to. Then I was talking into about change in top management; attrition of key persons. The key person goes; style changes and we have already referred to style and structure in a previous session.

In a nut shell interventions are required when some goals are not being met and when there are some unwanted symptoms. This is the definition which sums up all that has been elaborated so far.

An intervention is required when some goals are not being met and when there are some unwanted symptoms then you select an intervention which has to do with the **mallyes** or the situation as it is called in management that you seek to improve. How do you improve that situation? You improve that situation by synergy between the diagnosis of the problem and the competencies of the intervention strategies. Even there, there is a competency requirement.

If you write the wrong prescription, the element decides alkaline intervention and you write at ascetic intervention, you have damaged the treatment. Last evening a C E O of a major private sector, conglomerate was talking to me has been having trouble with the lungs.

The issue was very simple, he had urinary tract infection, went for treatment obviously with the most competent people was given a series of antibiotics. The dosage was improper; it left patches on the lungs. Now, to treat those patches in the lungs he has to

continue with the treatment of antibiotics, which he continues the lungs will get perforated.

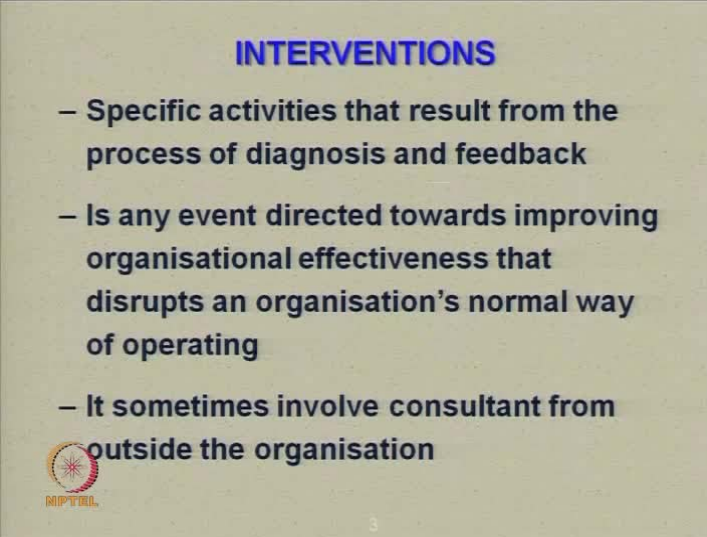
Now, you do not have to know medicine to understand what I am talking about. What you have to understand is and the message is, if you do not diagnose the problem properly the intervention can be counterproductive. Even if it is technically correct, the quantum is important. I know of another case somebody underwent a treatment for typhoid, over dosage cost impaired hearing and I am sure all of you know, what happened with wrong diagnosis or wrong medicine or wrong dosage or bad dosage.

Now many of us are votaries of allopathic system of medicine like in anything else I would say god bless you, I bless anyone who wants to do a thing and says yes I want to do it. You have every right to experiment with yourself that is the only right you have fundamentally to keep a experimenting but, then be prepared to pay the price.

Because nature comes back with a vengeance and then you get punished or rewarded as for what you did. If only human beings realize the consequences of their acts, they would not in many cases and even if only if people realize the consequences of their act, they would because, they would see the benefits.


It is only when one does not understand the consequences that one takes the fatal step which almost and often verges on self-destruction. So ultimately it goes back to the truth which I was trying to emphasize in the beginning; ultimately you are your own evidence, you are your own testimony, you are your own victim, nobody is going to pay for what you did. If your attitudes about your own actions, it does not matter, sure go ahead; see what the consequences would be.

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INTERVENTIONS

- **Specific activities that result from the process of diagnosis and feedback**
- **Is any event directed towards improving organisational effectiveness that disrupts an organisation's normal way of operating**
- **It sometimes involve consultant from outside the organisation**

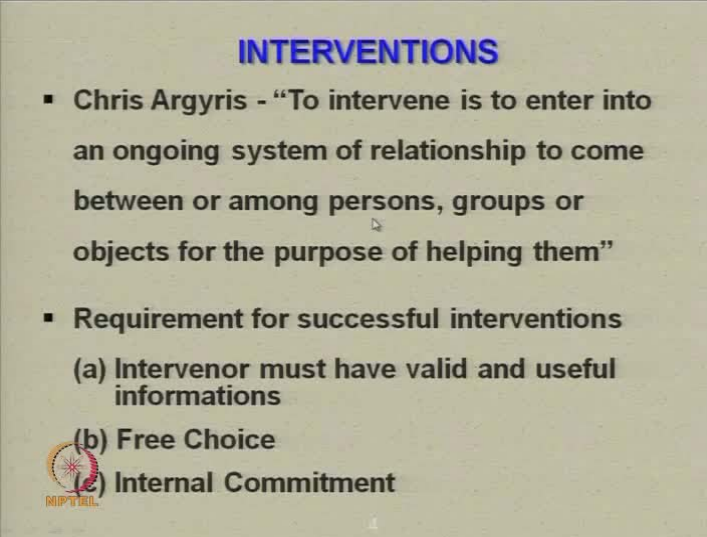


So, if this is the intervention philosophy, you will have to understand first and foremost which are the goals, which are not being met and which are the unwanted symptoms. The interventions have specific activities that result from the process of diagnosis and feedback; I have just explained that. Is any defect directed towards improving organizational effectiveness that disrupts an organization's normal way of operating?

Now, if this is so, we have already got a diagnosis of altering things towards what they should be. It sometimes involves consultant from outside the organization more often than not consultants are but, end of the jokes not because they do a bad job invariably but, there are many people within the organizations who believe, they know the organizations better than the outsiders.

In fact it may good idea for anybody, who is a consultant, who has to be consultants not to walk into a consultant in relationship, unless he is absolutely sure that the organization is going to be deceptive, because knowledge where is the only where to which everyone lays claims and everyone is accepted with those claims depending upon the kind of promotion he can make for his own skills.

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INTERVENTIONS

- **Chris Argyris - “To intervene is to enter into an ongoing system of relationship to come between or among persons, groups or objects for the purpose of helping them”**
- **Requirement for successful interventions**
 - (a) **Intervenor must have valid and useful informations**
 - (b) **Free Choice**
 - (c) **Internal Commitment**

To just stick the discussion further, it will be useful to refer to some other scholars in this context, Chris Argyris said to intervene is to enter into an ongoing system of relationship to come between or among persons, groups or objects for the purposes of helping them.

What is left unstated is helping them to improve. Requirements for successful interventions are the intervener must have valid and useful information. He must have free choice; you cannot hire a consultant to write out the prescription which is on your mind. In fact an intervention, initiator should have the choice of initiating that intervention if is to be effective, you cannot write the prescription for him.

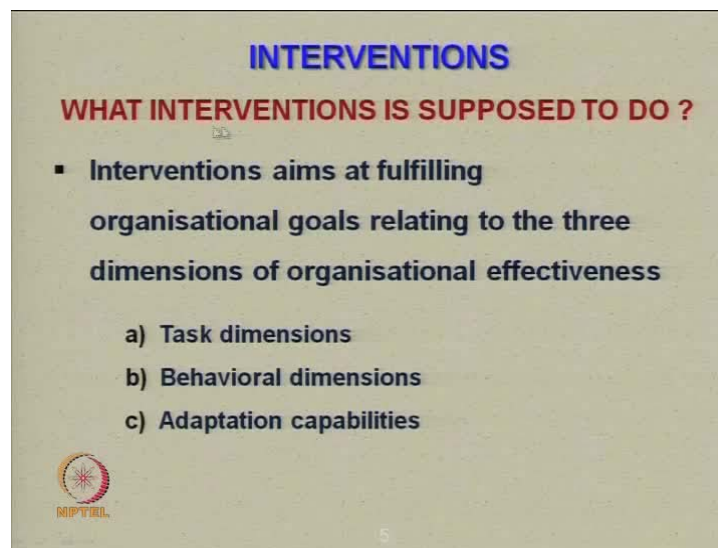
Of course, there has to be an internal commitment that you want to make it work, you may write whatever prescription you want, if you do not take the medicine you cannot hold the consultant. So that is always an issue of trying to understand, what was your response to the prescription given to you? I have heard very often and by very often, I mean I would like to hear it, see use of organizations telling the consultant, your consultancy has done me no good.

Now that is the pretext would not for making the payment, fine. What is not written is did you follow the prescription? Did you give it a try? So, this is a very dicey area who initiates the intervention? Who carries it forward? Who is responsible for the adequacy of the intervention? Unfortunately, it is areas of thought, which I am not very often given the attention, which they should.

So, interventions strategies cannot be just toolbox. Interventions strategies are also an application and there are certain prerequisites and consequences of that application and that again is the behavioral issue.

Do not listen to the instruments as I elaborate them to you merely as you know equations, a toolbox, it is not open to everyone for using the toolbox; you need certain felicity to use that toolbox and it is not everyone's game. I will be only selecting a brief list, which can be covered within the time frame, it is not as if these are the only interventions and there are no other interventions possible, but before we get there it is important to understand what intervention is supposed to do? Interventions aim at fulfilling organizational goals relating to the three dimensions of organizational effectiveness: task dimension, behavioral dimension, adaptation capabilities. Through interventions you can alter the nature of the tasks.

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Through interventions you can alter people's behavior on the job, you will not create a new man but, you can alter his behavior on the job. For example, people come late you shut the door; people get the message they do not come.

Now, it is important to understand they have not been cured of coming late, given half an opportunity they will again be late. But, what you have done is improve the organizational dimension and those who come late do not disrupt the people's work, which were on time therefore, it is a qualitative improvement.

Illustration to say that you can alter the behavioral dimensions but, while talking a behavioral dimensions, you have notice that I was quick to say people's behavior can be changed with a reference to the tasks at hand and that is what is a shot then, adaptation of capabilities you have to learn to growth.

Growth is inherent to survival. There has been a quotation which has gone around and you know from which movie, you belong to the Jurassic park that is an understatement. There is no such thing as a Jurassic park, and there is only the symmetry or the cremation, because the Jurassic park will not be able to work for its own survival. You can write good fiction about it but, there are no Jurassic parks; yes, if you are living in anti-dated civilization, you are going to be the victim of predictors.

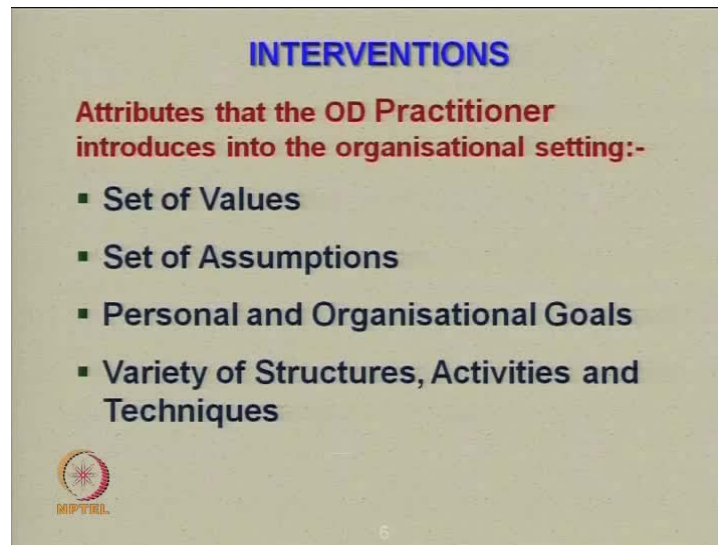
People will come and scrounge of you, there scrounge of your resources, there scrounge of your abilities, there scrounge of whatever you have and that is the only fate of civilizations which get left behind in the battle for survival.

The idealic state of nature, where the prehistoric animals still walked and I do not want to name any of them, because I respect them all, they went extinct because they became irrelevant. The dinosaurs was a very important link in the growth of the living species and the theory is it became make instinct, because it is whole body grow, its head did not therefore, the brain remained small.

The body became huge and while its tail was in danger, it took so much time for the threat perception to travel to the brain and the brain giving the command for the tail to move and the muscles to comply, in that time period the tail already been chopped off. Now, is anyone surprised that you do not find them anymore around. Speed is a very important ingredient of survival, if you can fire six shots in the time, another person is loading his gun then the person who is loading the gun has no chance of a survival.

So, you cannot position yourself with reference to adaptation as for a philosophical choice and organizations which do not grow, the management quip is belong to the Jurassic park; I think that again needs to be modified they do not belong to the Jurassic park there is no such thing as an organization Jurassic park, nobody will come to them.

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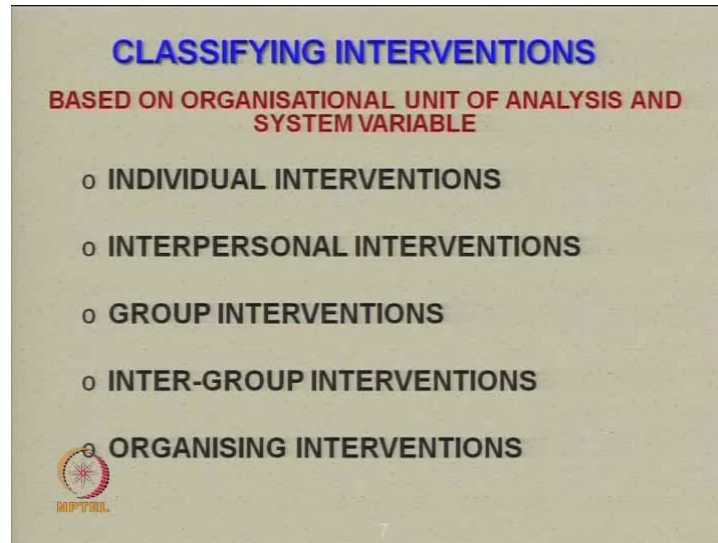
Therefore, it is important to be conscious of the need to adapt capabilities. Attributes that the OD practitioner introduces in a organize setting are set of values; integrity is a value it is a managerial value; you cannot have quality without integrity. The entire ISO movement is just about integrity. ISO movement is not a quality movement that is a misnomer, ISO movement is a credibility movement even if you are producing fifth rate stuff and you pronounce that you have your going to produce fifth rate stuff; you will get your ISO certification.

All they want is do what you say and say what you do, good enough and I think that is where at least you are fooling nobody. If after proclaiming that you are making fifth rate stuff people still want to buy you and your products fair and square, you have earned your money. Set of assumptions: All of us have a set of assumptions on everything from does not matter it works, does not really affect the results, on every other thing, on every other dimension.

Organization in intervention is about healthy set of assumptions and by healthy set of assumptions I mean positive assumptions. By that I mean assumptions which create a better organization qualitatively. You are taught the right things and what are the right things? Credibility, dependability, say what you do, do what you say and the works, it is **intervene** for personal and organizational goals.

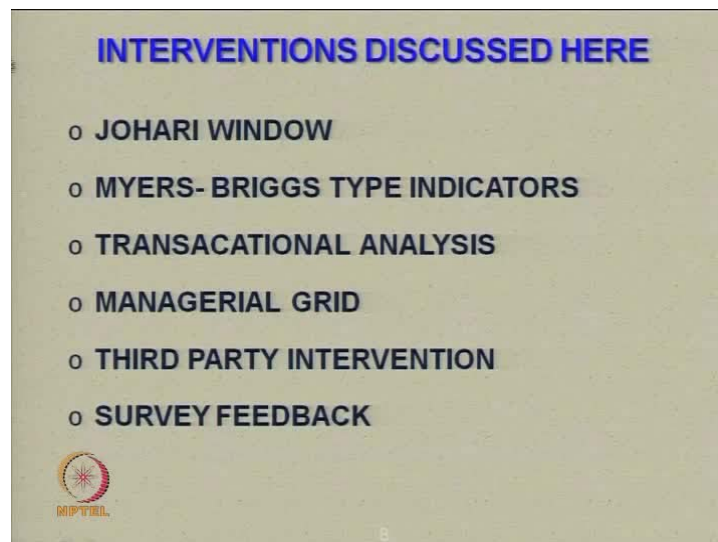
You cannot create goals beyond what the organization has given to itself. Organizational goals are sacrosanct that is what the organizational choice was and finally, it gives you a choice of variety of structures, activities and techniques.

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Interventions need to be classified, based on organizational unit of analysis and system variables. There are individual interventions, there are interpersonal interventions, there are group interventions, inter-group interventions then of course, the act of interventions itself, organizing interventions. I have already elaborated upon it, it speaks for itself.

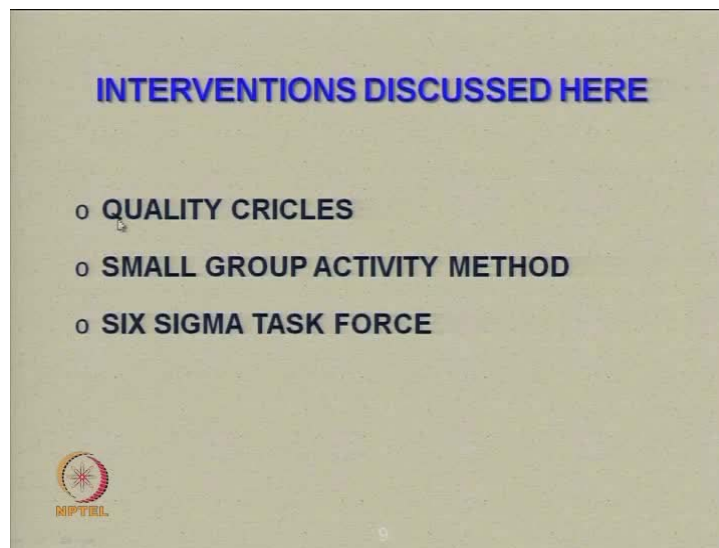
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Interventions discussed in the session will include Johari Window, Myers-Briggs type of indicators, transaction analysis, managerial Grid, third party intervention, survey feedback they will be done in an illustrative manner, it will not make you scholars in practicing these interventions, please get it clear.

List into how I elaborated and how I explain, it only gives you the competency to understand what it is about. It does not, I repeat make you an amateur consultant but, then a course of this order does seek to create you a sensitization or what the issues are.

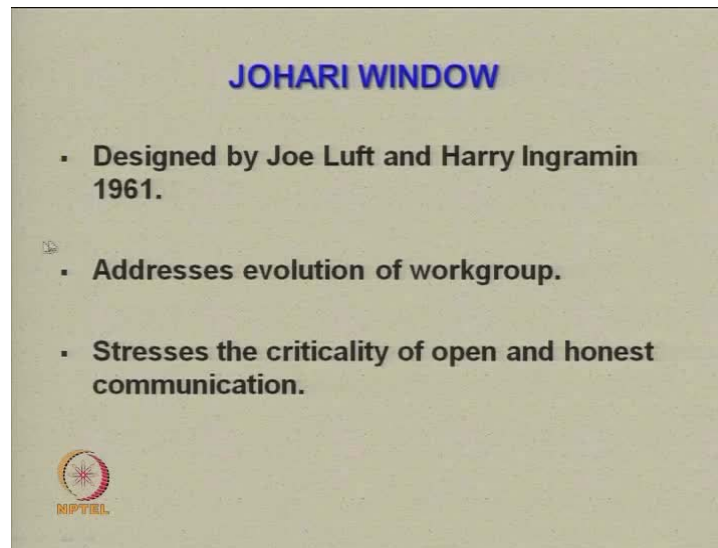
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I will also discussing the interventions with related to the Quality Circles, Small Group Activity and the Six Sigma Task Force because this again is a very fashionable intervention, you have people who claim to be six sigma specialist.

So, once I asked why it cannot be Seven Sigma and you will be amused to know the answer, just as there is not a tenth planet. I said oh my god; I did not know [FL] had been accepted so universally that you are comparing six sigmas to the [FL]. I thought the entire scientific method was created to astrology; he says no, six sigma has proved that there are only six. Now that they will remains six or become nine, I have no means of predicting, I was not trained into astrology but, I can only teach six sigma, the ways the masters of six sigma claim they practice it.

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Let us get to the Johari Window; it was designed by Joe Luft and Harry Ingramin. I know there are many which go about Johari [FL] I am not referring to any of it I am referring to just Johari Window which combination of Joe and Harry is spelt as HARI.

It addresses the evolution of the workgroup, it stresses the criticality of open and honest communication, and you see ultimately it keeps coming back to the same keywords. Everyone wants the other person to be open, everyone wants the other person to be honest, everyone wants the other person to have integrity, everyone wants the other person to have to be credible, nobody wants to be one oneself and the reason is very simple because one considers oneself smarter than the rest of the world put together.

So, if you are smarter than the rest of the world put together better it is for the other person to be honest - you can get away with whatever because you are so smart, I am sorry I see that with at most reference and I might say difference because all of us lie; the difference is only on the quantum and the frequency, but I have yet to meet a person who does not lie and what is the assumption of lying? The other person is idiot, I am smarter than that I will get away with it, nobody would ever lie if he suspected that the other person is smarter and he will see through the line.

I was this [FL] traveling Bombay, Delhi and I chance would have it a cabinet minister came and sat next to me and he wanted me to vacate the seat because he wanted somebody else to sit there, but he would not ask for it the person who wanted me to

vacate the seat did. So, I said the honorable minister can ask me and he did not like it at all, so the conversation rolled on, I did say that we have met before and I sighted in to the occasion and the minister was so raged he said No, I do not remember it at all. I said that is naturally you meet so many people, how you could remember a small personal of my description.

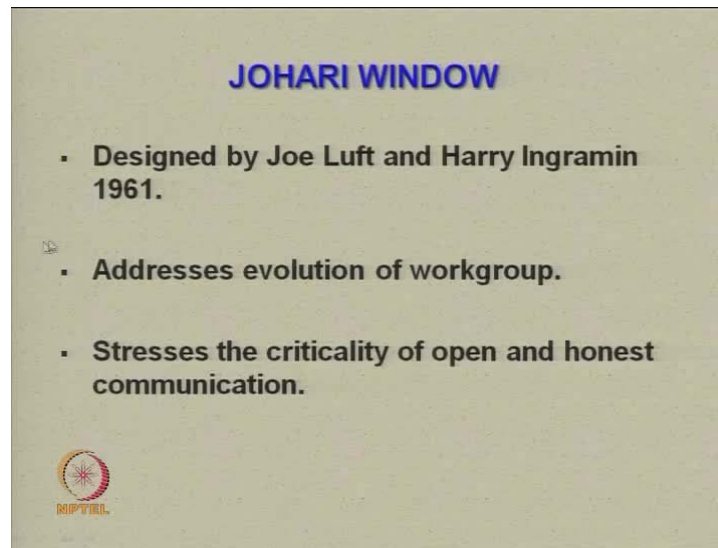
So, the first round he won; the second round the person then came to him and I said sir, I have got a seat next to me on the seventh row would you like to come behind, so the minister said I will think about it. So, I said look sir, if it is very important I could happily go down. No, I do not want any help, so I said ok and then he went you see actually we were in talking because I have been traveling, I have to travel.

So, 40 seconds later I said, I believe you will be travelling, so it is important for you to have the conversation, he said no, I did not say I have to travel, I said I have been traveling, there is a difference. I said sorry, I sometimes do get my tense mixed up to which he said No, I was very clear.

So, I said we had met in February he said, do you mean to say that I have been travelling since February till now, I said what are you getting worked up about I do not understand where is this conversation leading us. Maybe it is all are my mistake I am sorry, no that is all right but, I am quite sure what I said and he just went on with that.

When the seatbelt sign was off, I got up went to I was approaching the seat when this person came out of the front of the cabin and I said the seat is all yours with my complement to which the minister tried to protest but, by which time the gentleman who was supposed to occupy my seat was so happy to get it. He was not given the minister any chance to get him out and get me back, no judgments at all, but a narration to show how even the high end mighty of a land, ultimately in a transaction, work on the assumption I am superior to you. Why do I underscore the high end mighty of the land? Because I went to a school, where I was taught when you are the high end mighty of the land, you get there only because you are polite, humble a growing person.

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I realized I had been taught all the wrong things because people without any of these qualities can arrive there. What is the relevance of taking it into Johari Window? Ultimately give you a grid does not expect the other person to be honest if you are not being honest; that is the message.

Do not expect the other person to disclose, if you are not disclosing. Why do you think the other person is a fool? The other person does not know he is tensed, but you do and in that very cabin there was one ex-governor, who had also a former cabinet minister and another serving governor and I could see that the former cabinet minister and the governor was utterly without company and when we got out at the daily airport he did not have a private vehicle, would not this cabinet minister reach that state soon or later.

What am I saying a certain cyclical view of life helps you to manage power far better; power like beauty is passing but, wisdom like integrity is enduring and at your stage of understanding organizations, I want to emphasize these principles into your getting to grasp, what are the foundations of a sound organization.

If the TATAS evoke a brand name and I am not going to discuss an analysis of whether it is right or wrong, I am not here to do a critic the truth is TATAS does he work a brand name? If anyone wants to ask what it is all about, the first one would be credibility. For those of you, who are aware of the pedigree of the house of TATAS there is no such thing as the house of TATAS anymore.

The name continues but, that is about all, what was the success of Hindustan Livers in this country. At a time when multinationals were not even born here and I happen to be discussing this with an outstanding figure in the field of marketing and I feel honor to go public in acknowledging my respect and regard for him doctor NCB Nath and I asked doctor Nath sir, what would be the defining characteristic of a Hindustan Livers executive as against any other executive of any other organization in India?

If some creature from mars arrived and in a cocktail conversation there were 3 people talking and it was his brief to identify the Hindustan Livers man. I have documented this conversation it is been published and doctor Nath said, he appreciated the question and he said, you could trust the Hindustan Livers man to give you an honest answer.

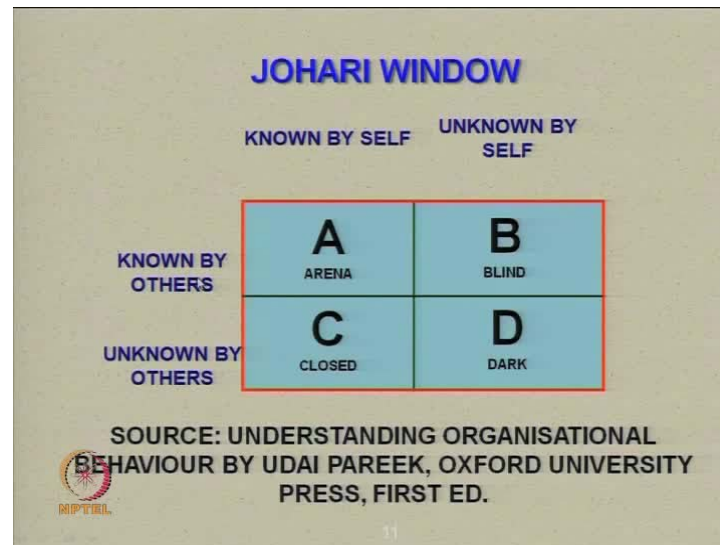
In the days of the license raj, he cited how the government when they needed some information on corporate affairs would call Hindustan Livers to understand what corporate affairs patterns were like. That is the value of openness, the value of disclosure, the value of credibility and I want to leave none of you who are hearing this in any doubt about it.

Therefore, Johari Window addresses itself to the evolution of the working group; it stresses the criticality of open and honest communication. [FL] these are the two principles on which, whether it be [FL] whether it be [FL] it be any religion.

Religions which have survived 100s of years, believe me have not survived, because they walk on the soul. Nothing would survive only it walked on the soul, anything which has survived the test of time believe me has survived because it stands for certain noble principles.

You take it from me, while talking of information systems one principle, which I hold out to my listeners says if you see a stack of papers, which you haven't used for 25 years you can safely throw it away, you do not even have to read it. Do not waste your time screening it. If you haven't used it for 25 years the chances of your ever using it are very remote. Similarly, if something has survived for 500 years you can take and that there is something to recommend it could be just (O).

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So, Johari Window again, the grid I was talking of, suppose the x-axis is self, y-axis is others, known to others, known by self, unknown to others, unknown by self; so there are two variables about self: known and unknown, two variables about others: known and unknown and here we go about the matrix.

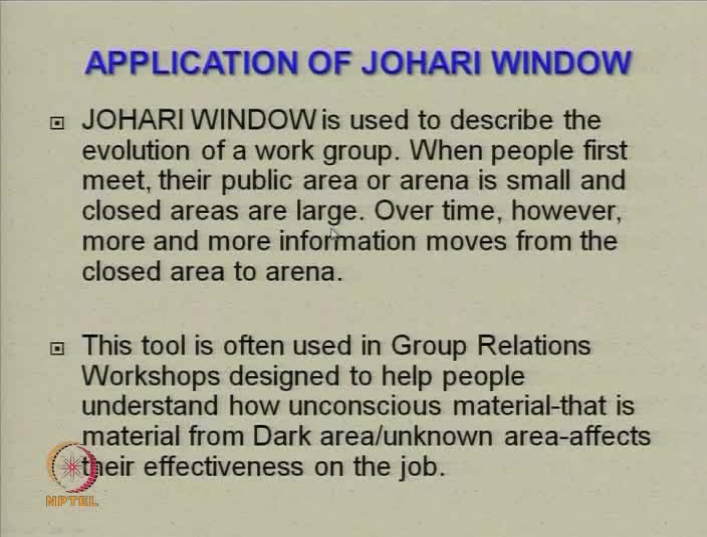
If you are known by others and known yourself that is the ideal that is the ARENA, but if you are known by others and unknown to self your BLIND, everyone knows it about you; only you do not. If it is unknown to others and known by self, you have close the windows here there is do not know it but you do, but the beauty is unknown to oneself and none to known to others, nobody knows what is happening, it is total dark.

So the choice is between closed, dark, blind, ARENA and clearly the need to arrive is at the ARENA it must be known to oneself and it must be known to others; that is what interpersonal interventions are all about. Can you disclose yourself and be accepted for what you are just as you are willing to accept others the way they are and all great religions have practiced this.

Ultimately, what do you say in the durga [FL] [FL], whatever it is that I deserve, so you do to me. What you say in a [FL] forgive us, as we forgive those that trespass against us; just understand that ability of that statement.

Forgive us, as we forgive those that trespass against us. [FL] and there is no way of becoming a better human being than total surrender. You cannot claim, it leads to again back to a lot of philosophical underpinning for management thought we do not have the time for it but, I wish you to understand that known by others and known myself is the ultimate revolution.

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APPLICATION OF JOHARI WINDOW

- JOHARI WINDOW is used to describe the evolution of a work group. When people first meet, their public area or arena is small and closed areas are large. Over time, however, more and more information moves from the closed area to arena.
- This tool is often used in Group Relations Workshops designed to help people understand how unconscious material-that is material from Dark area/unknown area-affects their effectiveness on the job.

Johari Window is used to describe the evolution of work group, when people first meet their public area or ARENA is small and closed areas are large over time; however, more and more information moves from closed area to the ARENA, we will continue this discussion.