

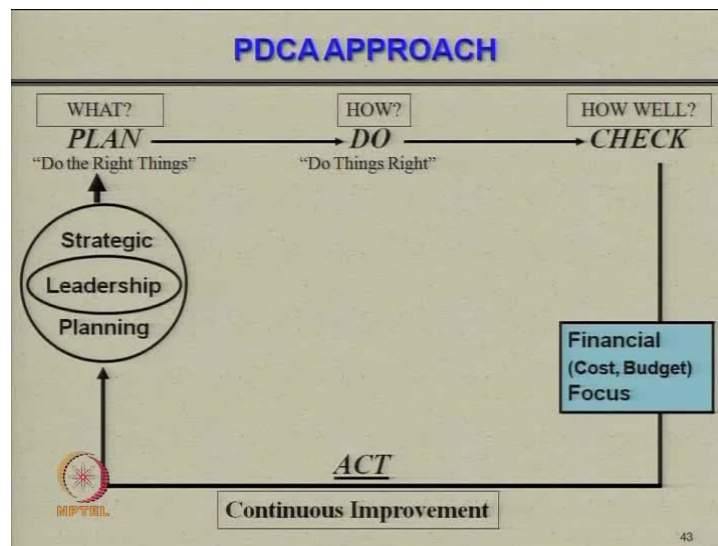
Organization Management
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Module No. # 02

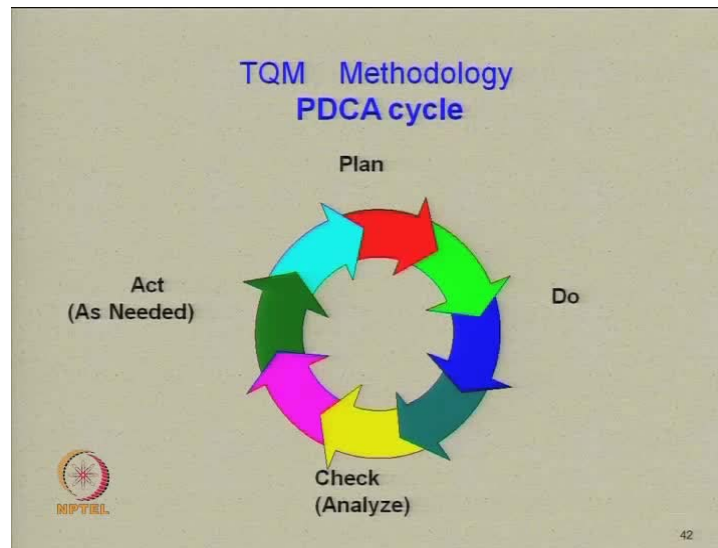
Lecture No. # 25

**Total System Intervention & Stabilizing
Change Management by Objectives (Contd.)**

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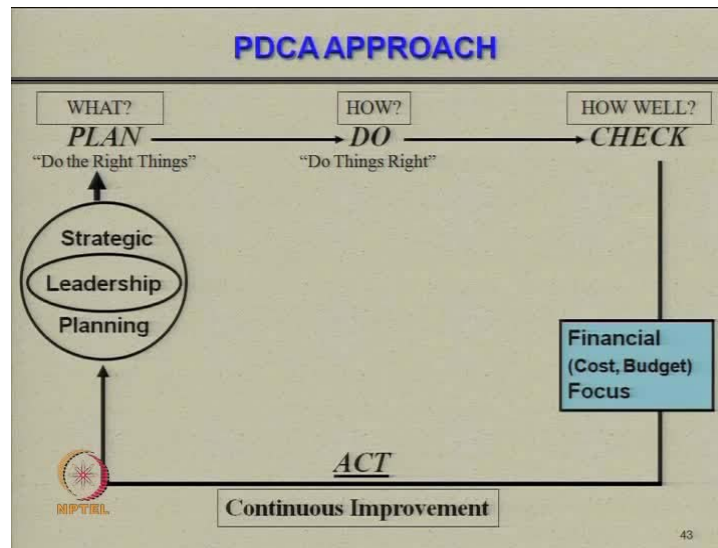
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To build upon what has been done already and to integrate it with the applicational component watches, which is what this session is about. I am not going to talk of managerial **great** because that has been discussed already, but I am going to talk to you about the PDCA approach. The PDCA approach is perhaps represented by way of a cycle. Now, when I was discussing TQM with you earlier on, we did not refer to the PDCA approach because both in terms of its significance and its range, it merits to be treated differently.

This cycle shows essentially how it works. You plan, you do, you check and you act, fairly **commonsensical**; but then you will find that there is on allotted management, which is commonsensical, **just a seat analyse is commonsensical** - remember my reference to it in the previous location.

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You plan to do the things right. Now, somebody, once asked me - where is the reason to ask people to plan? The answer is very simple because people do not plan. So, you have to begin by saying that there is such a thing as planning. What is the plan so far as you are concerned? A plan is a gold resource network chain.

If you want to get some way, and that is the quickest example which comes to my mind you have to look at - what is the time you have? What is the vehicle you have? What is the kind of road you have? And you put it all together and you create an estimate - that is planning.

It does not mean that your plan will work out to a T, but at least the plan helps you to measure and to know by how much you are going wrong, and in which direction; therefore, planning is critical. Believe me, planning does not happen on its own like any other process; planning has to be learned. So, the PDCA approach emphasizes plan. Do the right things; so important, simple to express, so difficult to follow. Even more important than doing things right, is the act of doing the right things. The reason if you are not doing the right things, your energies are going elsewhere. When you do plan? You take a long range view.

You are not guided by the whim and the fancy of the moment. You are not only looking at 1 year, you are not only looking at 2 years; you are looking at 10 years, you are looking at 20 years, whether you like it or not. Certain segments of your life are learning

platforms; if you are not learning at the age of 19, 20, 21, 22 - you will never learn, because you will never get full time learning opportunity and if while you are supposed to learn, you believe you are enjoying life, that again be prepared to pay for it.

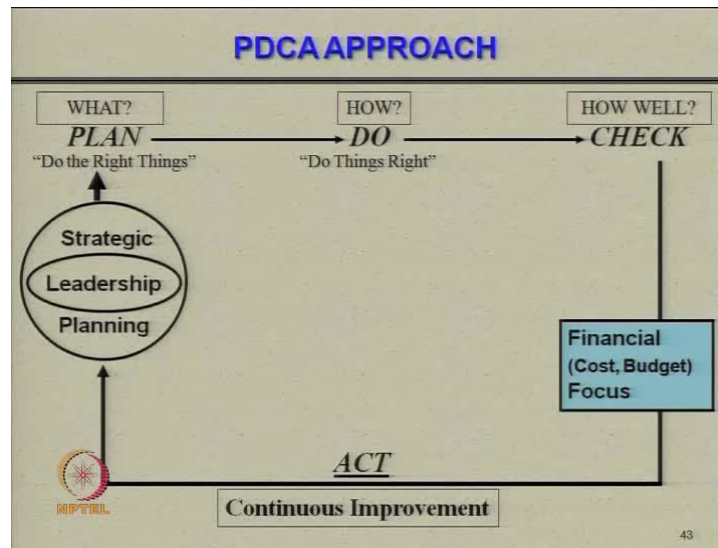
So, the long and short of it is - do the right things. The **surprise** applies to issues of life skills; this applies to issues of professional skills; this applies to issues of just about any kind of learning, which you can talk about. **Then, the question of how, which is the doing part.** There it is said do the things right, because if you do the thing which is right, you might as well do it right; because if you are not doing it right, the returns would not come.

And then, come to the question of excellence. Remember excellence is not just standards, you have to go far beyond excellence to catch attention; you really have to be outstanding. Mediocrity never got recognition; mediocrity will get to you survival. Unlike everything else, one of the biggest resources is the finance, the cost budget and the focus. Then the question of act, which is continuous improvement, no matter what you are doing, no matter how you are doing, it can be done better.

So, you have to be a learning person, if you want to be a growing person; you have to be a growing person, if you want to be a successful person; believe me, there is no substitute to these and there are no exceptions to this. This again is one of those claptrap management situations. Who has not been told in early childhood **by elders to speak the truth?** Does anyone learn it? Even a thief wants his progeny - his child - to stay straight.

At least, I have never heard of dynastic thieves who say - we have always lived by stealing and you my child should learn how to steal, because this is in what family has always excelled.

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That is the power of positive force. The amazing thing is people always teach the right things, but whoever said that because you teach the right things, the right things will be learned.

If you look at the life history of any of the great thinkers, philosophers, religious leaders, social leaders, after all if man is a thinking animal, thinking competency is the rarest of all. They have all ended up with saying the same thing - be good, be nice, be positive, be constructive. You do not have to be a Christian to be constructive; you do not have to be Sikh, you do not have to be a Hindu, you do not have to be a Muslim. All religions say the same thing; yet the amazing thing is religion has caused more bloodshed than any other single factor in human life. Of course, caste is competing well with it who as learnt, since time memorial it is said - violence never solves a problem. Violence only perpetrates itself. You may win a battle, you will never win a war - has that prevented people from going to war? The biggest industry in the world today is the armaments industry, just manufacturing weapons of destruction. Nations, who are on the verge of starving, spend more than 50 percent of their budget buying arms. he at Every son of a woman or every child of a woman knows violence does not solve a problem.

Who called man a learning animal? The PDA cycle, therefore, again makes a lot of glib assumptions like, you know empowerment devolution, we have talked of all that. This is at the best and idealistic model act for continuous improvement. Who believes in

continuous improvement? Tell me. They all pretend that they do; you talk to any group, you will be surprised even if 5 percent of them keep a personal development **dodgier**.

If when if you ask them - do you believe in self-improvement? Of course, of course - you know the eyes will widen, the neck will shake, and the ears will go back. Of course, so, what do you about it? There are lots of things. Now, the moment somebody says - lots of things, I know he has nothing to say. It is x saying, you know what the example is - you know, you put chilli, etcetera - in the moment you start saying etcetera, it means you have nothing to say.


But not withstanding that, the PDCA model is the model for quality and ultimately it leads to leadership, which has both strategic and planning, and goes back to plane. Now, as I said, this is a pristine model; it's true observance is rare, but it remains a model nevertheless.

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PDCA APPROACH

PLAN

- A plan can be to initiate a new process or improve an existing one
- It should be based upon customer needs, and
- Resolve to more effectively fulfill the organization's mission

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PDCA APPROACH

DO Do it in a manner which

- Is most effective
- Least time consuming
- Involving minimum wastage of resources
- Product quality should not be compromised

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So, what is a plan? Means, a plan can be to initiate a new process or improve an existing one. It should be based upon customer needs and resolve to more effectively fulfil the organization's mission. What does it do? It is most effective, least time consuming, involving minimum wastage of resources, product quality should not be compromised.

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PDCA APPROACH

Check ■ Review the gathered data to determine if the planned and implemented change has created the quality improvement intended.

Act Take action, either to implement the change or change variables to see if the process can be made more effective, or "Standardize" the new, successful process

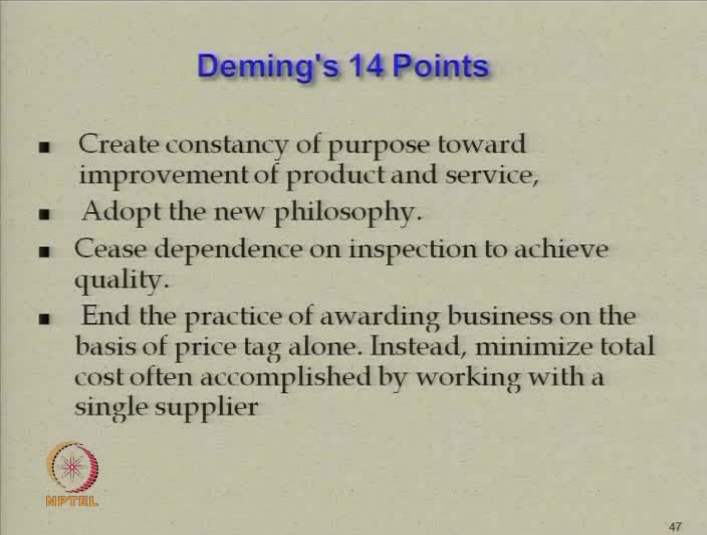
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When you re-check your action, what do you check for? You review the gathered data, verify your data. The biggest errors are made because of an erroneous data. If the

planned and implemented change has created, the quality improvement intended, in other words - measure the change.


Then act; take action either to implement the change or change variables to see if the process can be made more effective. To put it very simply - are you progressing about the goals, which you set out to reach? Is your progress in the right direction? If your progress is not in the right direction, go back to reviewing it and in lower cases standardize the new successful process, but as I keep on saying standardization is different from standards and standards is different from success.

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Deming's 14 Points

- Create constancy of purpose toward improvement of product and service,
- Adopt the new philosophy.
- Cease dependence on inspection to achieve quality.
- End the practice of awarding business on the basis of price tag alone. Instead, minimize total cost often accomplished by working with a single supplier

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Talking of quality moment, another person who played a very key role and it almost generated a moment is Deming. I do not want to give a discourse on the quality moment, but while talking of intervention strategies and stabilization of change, you cannot but talk of quality moment and talk of different components of quality moment. In the preceding session, I am really taking, that forward in talking of the quality movement by bringing in the name of Deming and he said - create constancy of purpose towards improvement of product and service. They all say the same thing: transparency, credibility, constancy, persistence; it does not change. Some talk of 14 principles and some talk of 3 principals, some talk of 5 principals, the core remains the same.

So, Deming also talked of constancy of purpose towards improvement of product and services, adopt the new philosophy, sees dependence on inspection to achieve quality.

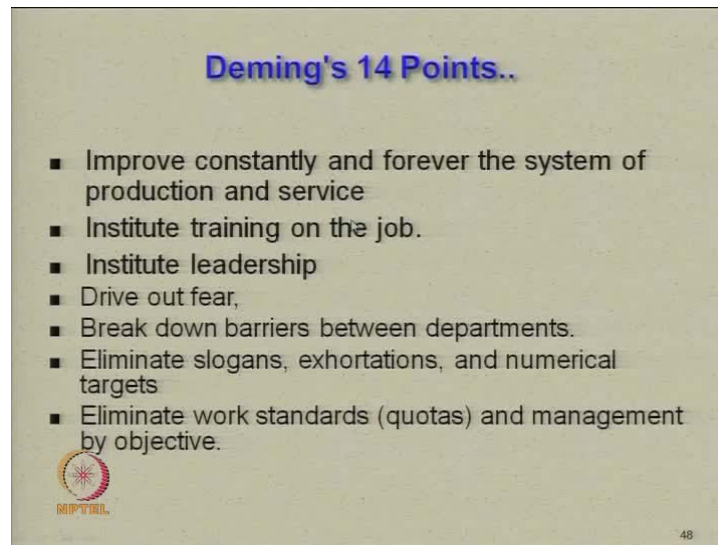
Now, this is a very important point Deming made; he made a simple point - either people believe in quality or they do not believe in quality; if they believe in quality, they do not need inspection and if they do not believe in quality, inspection will not cause it; and I think it is right, it is merely carrying forward a principle, which I had tried to enunciate.

You will improve, only if you want to improve; **harangue** never improved anyone, which is while dealing with adults I just leave them to follow what they think that is right and my standard response always is - bless you, may you get what you deserve. So, Deming was saying the same thing. An organization which requires inspection will not be able to achieve quality, because then all the energy will be put on applying your intelligence to beat inspection standards.

End the practice of awarding business on basis of price tag alone; instead, minimize total cost - often accomplished by working with a single supplier. This is very interesting philosophy you know, a lot of organizations believe that you must keep switching your supplier all the time; they call it principle of rotation. The truth is a lot of management success has taken place because of following the opposite principle.

I do not like to change my supplier; he knows my habits; he knows my temperament; he knows the qualities standards I want; why should I change him then? Then it causes dependency. What in life does not cause dependency? Tell me. Your mother causes dependency, your spouse causes dependency, and your driver causes dependency. Everyone causes dependency and it is an odd man who says does not be dependent. Do it on your own; all the pretensions to be adult and all **the incompetencies to be an adult is one of the many contradictions in life that you have to resolve.**

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Improve constantly and forever the system of production and service; nothing to explain. Their institute training on the job, institute leadership, drive out fear.

Now, how to drive out fear? I never met mister Deming; so, I could not ask him. Now, of course, if Natha Singh had said it nobody would quote Natha Singh, but since Deming said it everyone quotes Deming. Deming said - drive out fear; it sounds good you know somewhere to say Deming said; it is very scholarly; imagine, somebody getting up and saying professor Natha Singh said drive out fear; Natha Singh drive out fear; what is that? I wait till I come to management by objectives, that it is even a greater delight according to. Anyway, you are supposed to know it; otherwise you are not a management student.

Who knows when you go for a placement interview they will ask you - who talked of management by objectives? Then he will rock in his chair and very profoundly look at you - now, tell me, you done MBA, very nice; tell me, who talked of management by objectives? Then, he will look left, he will look right, hoping the other persons listening are very impressed, what a profound question I have asked. And you will be desperate there with your tie, suit, and pant everything. Sir according to what I think, sir, and you will look at him is he listening, is he not listening? What I think, sir, is that I think sir Peter Drucker, right? See [FL] good boy, Peter Drucker; now, that is your index to be a

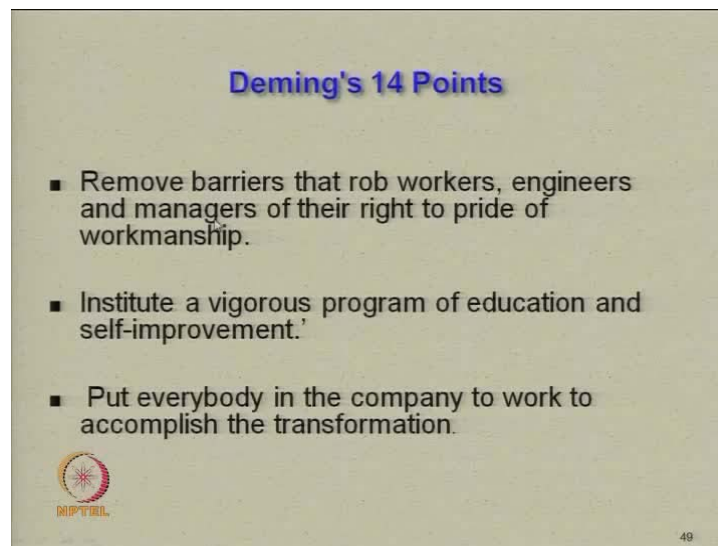
good manager, God help such organizations. In other words, it is easy to convert common sense into a principle, but everyone else is talking of the same thing.

Breakdown the barriers between departments, he said and that makes sense - that is one of his contributions. He says do not run an organization on the departmental basis, focus them on products. Eliminate slogans, a lot of quality moment is just slogans. Go to any shop floor, if they are bragging about how good they are, they bound to have slogans; that is the only place they use Indian languages. They never use Indian languages in boats, but they use Indian languages in the shop floors for quality slogans.

[FL] You see Indian languages are meant for the workers. The higher people speak languages which you understand, you know the language which I am speaking better still French, Spanish.

The more incomprehensible it is, the better it is. But Deming hit the other end of the spectrum. He said no slogans, no exhortations. Eliminate work standard quotas and management by objectives. It is a pity that Deming and Peter Drucker never met, I would have loved to listen to that conversation.

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You can always contradict one thought while quoting another scholar; you will never find two scholars agreeing on thing; that is why they are a scholar. Now, who is a scholar? Who takes what is simple and well understood by everyone, to something soaps

abstruse that nobody understands; once we have achieved that, there you have become a scholar. Remove barriers that rob workers, engineers, and managers of their right and pride of workmanship.

In other words, everyone must have pride of workmanship - whether you are a worker, engineer or a manager ; there I think Deming is right. Institute a vigorous program of education and self-improvement. Put everybody in the company to work to accomplish transformation; I do not know how he would do that. According to Deming, everyone should be put to work to accomplish the transformation.

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TOOLS for TQM

- ▣ Check sheet
- ▣ Pareto Chart
- ▣ Matrix Diagram
- ▣ Project Task Map
- ▣ Systems Framework
- ▣ Keep, Start, and Stop

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**Transforming an Indian manufacturing company:
The Rane Brake Linings Case
-Ananth V. Iyer and Sridhar Seshadri**

- Rene Brake Linings (RBL) is an ISO 9001 and ISO 14001 company and is a part of the \$ 261 mil Rene Group(an automotive components company)which has collaborations with global majors like TRW USA & NISSHINBO Japan, a global leader in friction material manufacturing




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- Becoming more profitable (1999) required finding new markets, but that required first managing the company better so that costs decreased as quality improved
- Develop a business model to generate business for long period through Uniqueness in

mil Rene Group(an automotive components company)which has collaborations with global majors like TRW USA & NISSHINBO Japan, a global leader in friction material manufacturing

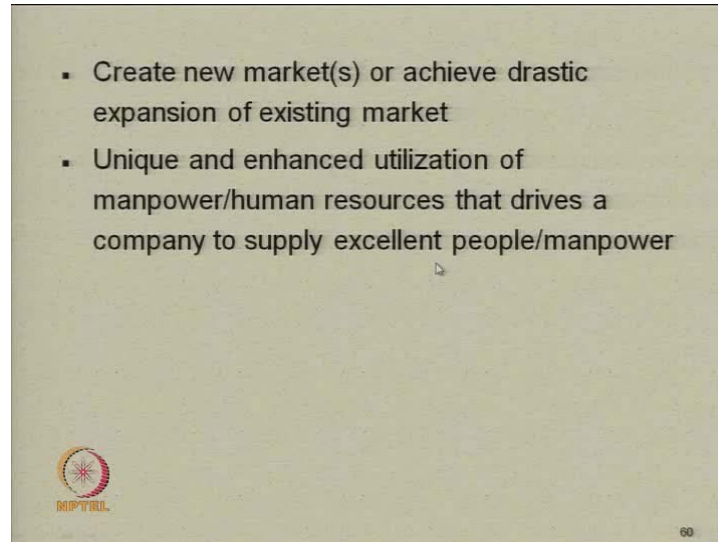


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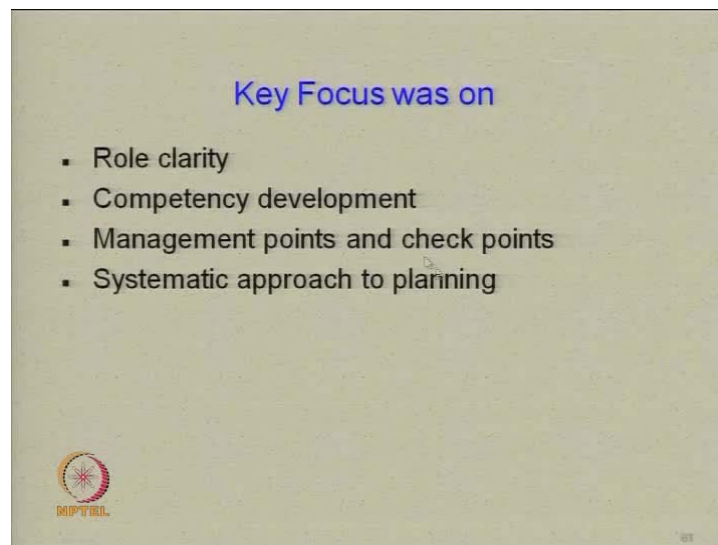
What are the tools of TQM? We have discussed all this; I am not going to spend time on it again; I am going to move on to the case of transforming an Indian manufacturing company - the Rane Brake Lining Case. The Rane Brake Lining - RBL -is an ISO 9001 and ISO 14001 company. It is a part of the 261 dollars million Rane group - an automotive components company, which has collaborations with global majors like TRW USA and Nisshinbo Japan, a global leader in friction and material manufacturing. Becoming more **profitable in 1999, it** required finding new markets, but that required first managing the company better so that costs decreased as quality improved. **Develop**

a business model to generate business for long periods through uniqueness in product and technology, and uniqueness in achieving certain excellence.

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It reduces technological dependence on another company. It created new markets or achieves drastic expansion of existing markets. Unique and enhanced utilization of manpower - human resources - that drive a company to supply excellent manpower.

Their focus was on role clarity. Now, this is very important. This is a design issue; people will not perform unless they have job clarity. Their focus, like every other

management into intervention, was on competency development. They also had effective management points and checkpoints, and a systematic approach to planning.

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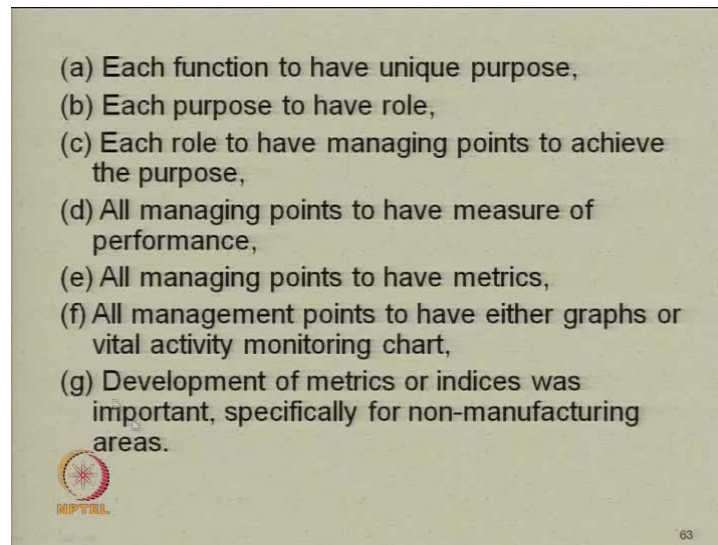
Initiatives Taken

- RBL redefined its management of processes for New Product Development System, Manufacturing Quality, Supplier Quality and Customer Quality.
- Each manager was required to define his role, his metrics, his measurement of performance to date and the steps being taken to improve performance.

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The initiatives taken were on redefining the management processes for new product development systems, manufacturing quality, supplier quality, and customer quality. In other words, whichever is the intervention you are talking of, you will notice that each case study illustrates the choice of some segments for intervention. The first one talked of timing, this one is talking of manufacturing quality and supplier quality. In other words like every individual, every organization, every department, every division will have its unique layout.

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It is an unique characteristic and you have to diagnose it to understand, which one of them needed to be improved, and which one amongst them should be left to continue to perform. Each manager was required to define his role, his metrics, his measurement of performance up to date, then steps being taken to improve performance. What they discovered was that each function must have a unique purpose; otherwise, why do it.

Each purpose to have a role; each role to a have a managing points to achieve purpose, you see the systematic way in which it was done, this is how intervention was carried out. Each function to have a unique purpose; each purpose to have a role; each role to have a managing points to achieve purpose. In other words, it must be carefully monitored, all managing points to have measures of performance. Monitoring cannot be done in isolation, monitoring must always be done with measurements.

Monitoring must always be done for a feedback on whether the goals and the purposes are being achieved or not. Now, creating that kind of an approach to intervention is the heart of the application of intervention strategies, that should be major take away from the session. All managing points must have metrics. All management points to have either graphs or vital activity monitoring charts. Now, whether you use the pie chart or you use a graph or you use whatever, putting it pictorially creates an impact; therefore, people get a feedback on their own performance, both as a group or as a shop floor. So,

remember what we are trying to discuss - the applicational aspects of the intervention strategies and what are the systems you use to create meaningful applicational aspects.

Development of metrics or indices was important specifically for non-manufacturing areas. This is a very important point; in this case, the experience was that you use measurement not only for manufacturing, but use it everywhere - you use it in your management of finance; you use it in your marketing division; you use it in your HR division. This case was very simple; you can develop metrics or indices of assessment anywhere you wish.

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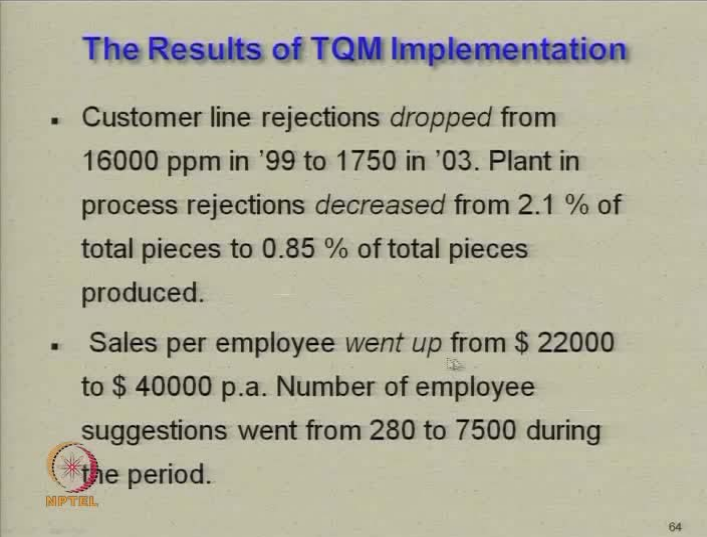
The Results of TQM Implementation

- Customer line rejections *dropped* from 16000 ppm in '99 to 1750 in '03. Plant in process rejections *decreased* from 2.1 % of total pieces to 0.85 % of total pieces produced.
- Sales per employee *went up* from \$ 22000 to \$ 40000 p.a. Number of employee suggestions went from 280 to 7500 during the period.

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So, what was the result of the TQM implementation? The customer line rejections dropped from (Refer Slide Time: 29:00); you can see the measurements. Plant in processes rejections decreased from 2.1 percent of total pieces to 0.85 percent of total pieces. Now, these figures do not have to be comprehended, these figures are being quoted to show to you, that this study that is being reported is a scientific study and there were measurements of the results of the intervention.

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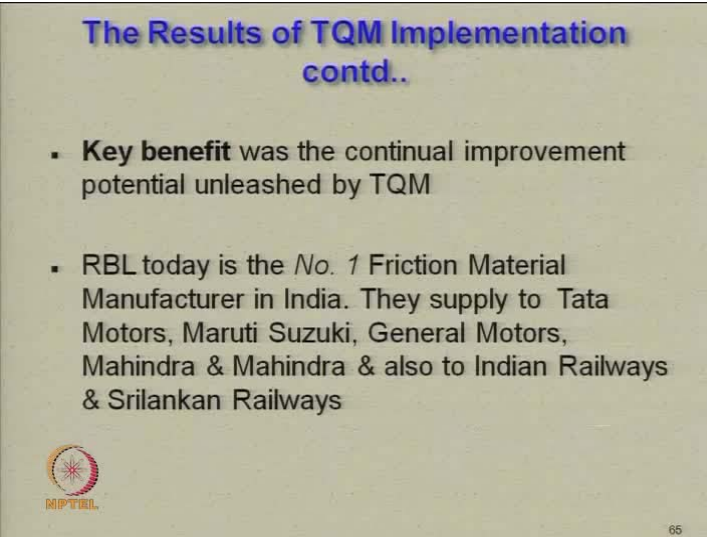


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The Results of TQM Implementation contd..

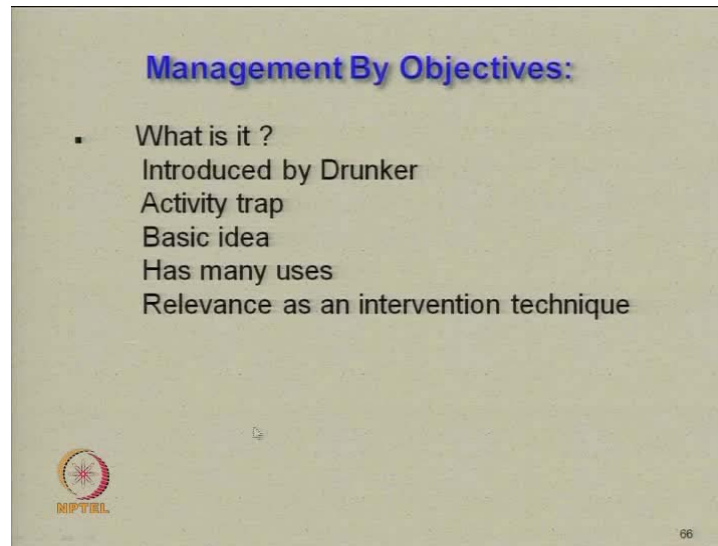
- **Key benefit** was the continual improvement potential unleashed by TQM
- RBL today is the *No. 1* Friction Material Manufacturer in India. They supply to Tata Motors, Maruti Suzuki, General Motors, Mahindra & Mahindra & also to Indian Railways & Srilankan Railways

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So, the message is very simple; if you have a scientific method of intervention then you get your results. Since, per employee went up from and you can see the rise, the number of the employee suggestions went up from 280 to 7500, during this period. Again, a lot of these suggestions are worthless, but **he would** two of the worthwhile suggestions can save all the money which you will invest on it, but it is not the worthlessness that is to be commented upon. It is creating a general climate where people start getting involved with the company, where people start having a sense of belonging; therefore, they start making suggestions and these suggestions are always important, always helpful, because

they help you to measure what? Whether, what you are doing is creating an impact or not? The key benefit was the continual improvement potential unleashed by TQM. RBL - number one frictional material manufacture in India. They supply to Tata motors, Maruti Suzuki, general motors, Mahindra and Mahindra, and also to Indian railways and the Srilankan railways.

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We get in to the study of management by objectives. Management by objectives, therefore, it is the wrap-up for all that we have been doing in terms of interventions, strategies, its applications and how it is put on the ground. The reason why it is important to understand management by objectives says - really speaking, if you give the person the benefit of the doubt, what I think? He wanted to say is that there must be a scientific method in management; you do not manage by random. Now, I know it is possible to poke fun at, it is possible to joke about it and rightly so, but it is easy to joke about something. The professional first tries to understand, what the other person is trying to say; get this principal right and it should be one of your major takeaways from this session also. You must always first understand the person on those person's terms.

Before you sit on judgment, you must be ask yourself - what is he trying to say? And after you have understood what he is trying to say, and then you can only go so far as to say - I agree with this, I do not agree with that. Because, now, what you say they will be

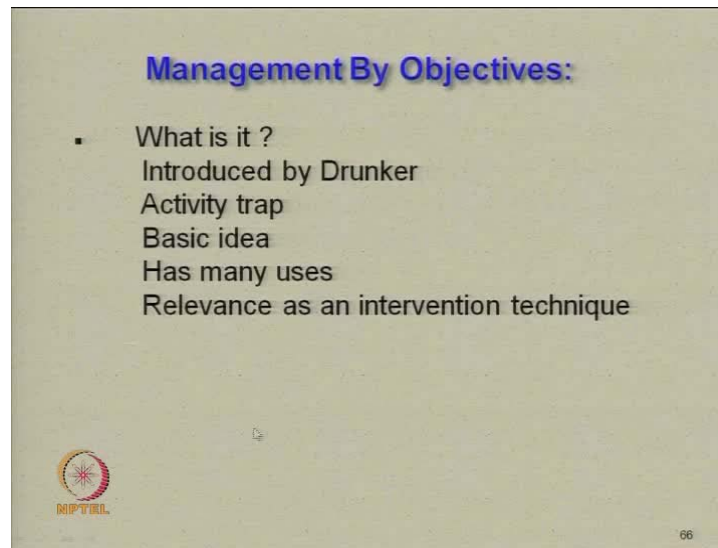
others; two, who will agree with you and two would not agree with you. How can you create a situation where everyone agrees with you? That are impossible to achieve.

So, let us apply the same yardstick to mister Drucker; what was he trying to say, when he was talking of management by objectives? And what he was trying to say is - apply the scientific method to management and even though that may be the practice, that practice had to be converted into an orderly system. So, that it can be implemented.

So, he talked of the activity trap; he talked of the basic idea; he talked of how anything will have many usages; he talked of the relevance as an intervention technique. It was his case that you may keep on doing something, that it becomes so often, that it becomes unthinking. Each day you come, you sweep, you do not apply your mind and you just run the broom, do it, go away. Each day you come, you repeat this activity, you breath, you are thinking of something else, you come out, you do not realize; the significance of breathing, you do not realize; how its suits nerves, you do not realize; what cleaning of the hair has got to do, as distinguished of cleaning of the body, it becomes a routine action. You take up a toothbrush, you clean your teeth; you never pay attention to what is the angle of your brush, because it has become a routine activity. So, that is the activity trap; you do it so often, that you keep on doing it. Somebody asks you - why are doing it is? I do not know, I always done it this way. This is a one of the biggest problems in organization management.

Then he talked of the basic idea - Unless you have a basic idea of why you are there, what is the objective, which is where the world Management by objectives originated. What makes you go where you are? And anything which furthers that objective is welcome, if it does not further the objective, it is not welcome.

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You have universities **Huron**, MBA programs to make you job ready. Now, if that is your objective, then you should be taught how to write a resume, not how to manage organizations, nothing wrong with that. The university says we will give you an MBA degree, which will make you job ready, that for everything that you do in the 2 years, will make you ready for the job.

Therefore, ladies and gentleman, let us first begin by getting you to know how to write a resume, perfectly fine; that is what you are therefore, but that you do not teach strategy because the truth is, whatever you learn as a beginner you will never use till 20 years later, because that is how long it will take to graduate to that level, by which time all that you have learned is totally irrelevant; so, why are you learning it? I am learning, it has to do with the philosophy of education, which underpins any degree.

If you are creating manpower for large scale complex industrial organizations, which is what IIT MBA is about **there you orient courses that way**. If you are giving in MBA in a foreign trade school, there you teach them exports, imports. So, no matter what you do, I am talking of the educational system, because presumably the audience wants to acquire knowledge about management. It does not mean that there will be only one objective and there has to be a hierarchy of objectives. The dominant objective must **subsume** other objectives; just, because you join an educational institution to study, it does not mean

that you will not excel in games, but excelling in games cannot be your primary objective, then go to a sports institution, nothing wrong with it; but you are in the wrong institution.

Become a good sportsman is a perfectly laudable objective, but for that you do not go to a place which is in the knowledge trade. In fact, the truth is, that there is no one to one correlation between formal education in something and clinical extensive in that.

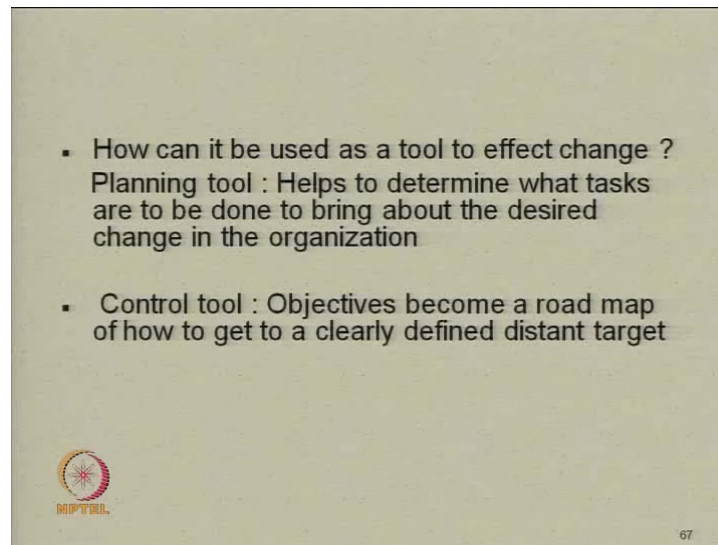
There are any number of practitioners of Indian healthcare systems **which were** very effective and mind you that they are not quack, and who have learned the traditional systems of medicine through observation and family tradition.

Formal education is useful, only because it helps you to create a critical mass of numbers; it is important because it creates predictive validity, but the formal system of education need not necessarily be the only route of education and I do not want to generate a debate on which is the better route for education.

My purpose is something totally different. My purpose is to show to you what is meant by objectives? How objectives can vary? How there is a hierarchy of objectives? How you practice management by focusing on objectives? So, that is the basic idea.

Peter Drucker also talked of everything has been usages. Therefore, you have to understand use of management by objectives as an intervention technique. You abandon every other approach to management and you say I will work only by management objectives. So, the first and the only question you ask - why am I here? If the activity of that institution does not further, **then objective, that objective** you should not be there, it is wrong choice **and** just as there is disaster as I said because of wrong recruitment.

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If you join the wrong educational institution, you may get a fancy degree to take back home because of the brand name of the institution; at the end of it would not serve any purpose, which is what makes management by objectives such an important principle to understand. How can it be used as a tool to effect change? Because, remember we are still on the topic of management interventions; we are **talked** about to wrap up this whole discussion, which has gone on for over 5 hours of interaction by **highlighting - what** it should conclude by management by objectives.

Now, planning tool: helps to determine what tasks are to be done, to bring about the desired change in the organization. I have been talking of individual carriers. Remember what I was talking in the preceding session? Intervention strategies causes personnel change, cause group change, cause change in interpersonal dynamics.

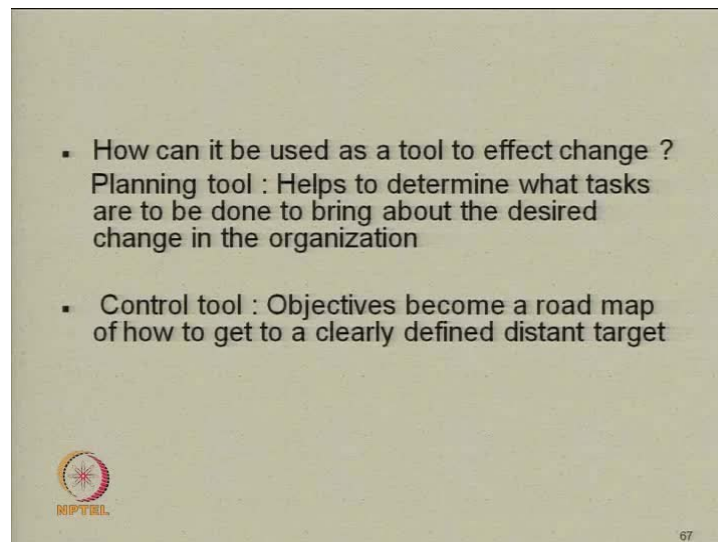
So far, I have talked of personal change, now let us talk of group change, and let us talk of changes in organizations. You can change organizations by pursuing management by objectives by simply asking - why am I here? Or better still why should the organization exist? Or the best of it all, what would happen if this organization did not exist? If you ask that ultimate question, you get an insight on the most important question in life that is - what would happen if this organization, this person, this relationship was not there? Then you get to the core of the worth of that organization.

If you want to change an organization then what are the questions you ask? It is a question of what you want to change. And this has been discussed copiously. So, since I am in the process of wrapping up and it will take a while to wrap up. You ask - why was this organization created? Was it created to be a product oriented organization? For example, Steel Authority of India - why was it created? It was created to manufacture steel.

What happened if Steel Authority of India started manufacturing lollipops? Could probably do it very well, but that is not why it was created. So, you create a change to make a better steel producing organization, management by objectives. On the other hand, a group of people may get together to invest, not because they are interested in that product, but they are in the business of investment and they want returns on the investment.

One of the major financial investors is **Well Brose**; he invested n million dollars in Spice Jet, stayed there for n number of years, sold it off, made good money; you cannot hold it against him; he was never interested in aviation. If he had the opportunity, he would invest just as much in shipping or textiles which he has done, so, does not matter to him.

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You tell him where money is to be made, he will make that money and people create organizations for this. Toyota, started as a textile manufacturing concern; over a period of time Toyota has moved away totally from textiles. In fact, not many Toyota

employees even know that it was a textile manufacturing concern. It is now in the business of cars, because people who created the organization wanted to create an organization, which was not product driven, but was purpose driven. What was the purpose? To make money and is the purpose was to make money, how does it matter? Whether I am manufacturing textiles or **I am** manufacturing cars or **I am** manufacturing lollipops.

Now, I am giving you corporate examples, because that is something which you should get increasingly familiar with especially as the course progresses, but this is what a **Bania** mentality all about and in the best sense of the word. There is a story of this Bania, who went to heaven, and for those of you who are not familiar with the word Bania, it is the Hindi word for business man, but it has a lot of connotations beyond businessman.

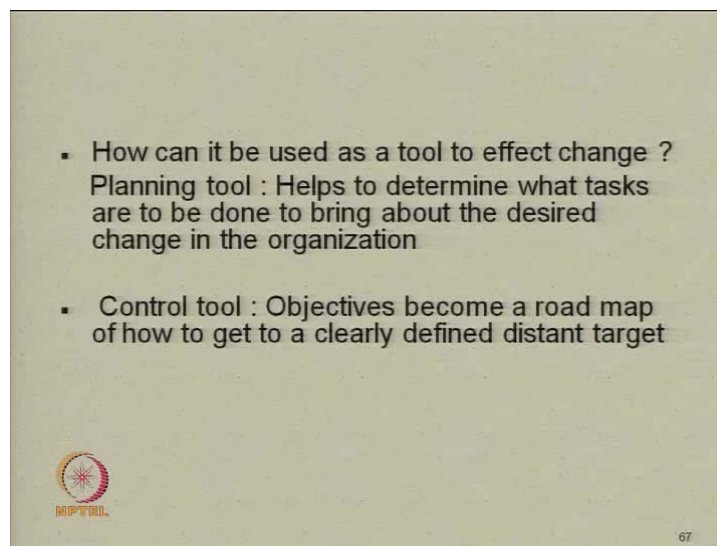
In fact, I do not know how to translate Bania, a Bania is a Bania. In fact, it is used on many people; **you are a very distinguished historian who once, when asked to comment on a very distinguished national figure with great profundity hit and around as and said** he was a Bania, then he was asked to explain and I do not want to waste your time what is ahead. This Bania went to heaven was meant by Saint Peter, but the Bania was the good Bania; he had learned a lot of credits in heaven. So, Saint Peter said - listen you were a **good Bania when you were down there**. For a person like you, I will give you choice, you can go to heaven or hell whichever you want. He said - that is all? He said - yes, there is no third place here.

He said I have heard lot about heaven, let me go and see what heaven is like; so, say **that to** Peter **is that is** get to heaven you go; so, he entered heaven. The moment he entered heaven, what did he see? People meditating, people having food which was very healthy food, health food stuff; they were talking of the almighty and nirvana. He said - what sort of place is this? Nobody is enjoying life; even, the music which you hear what - Hymns and Carrols and Bhajans.

So, within two days he came back and met Saint Peter; then, **he said** - Peter I do not want to stay in heaven; say - what wrong. He said - sir, look at what is happening there, nobody is enjoying life; I am a Bania. So, Saint Peter said - the only other place is hell. He said - hell will be lot better than heaven let me go **to heaven there will go into go to hell so you**. Peter said - that is the door.

So, the Bania went to hell and **what did you find** their pain, herd, people being fried in caldrons, yelling, seeking, fighting, anything. My God, where I have **landed** myself? So, he ran out of this place quicker then he came in; so, he went back to Saint Peter again, he said - I do not want to stay in hell. So, Saint Peter said - look, I told you there are only two places - heaven or hell - because you are such a good Bania, such a good soul, I gave you the choice; now, you have problems in both, what do I do with you? He said - Saint Peter, what do I know what you do with me, I am a Bania; send me where I can make those 2 rupees. **Why do you want to me send to go to heaven might go to hell?**

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Now, that is the objective. I am happy when you can help me make those 2 rupees. Neither heaven **does not** help to make those 2 rupees, nor **does** hell help to make these 2 rupees. That is a purpose driven situation.

So, interventions are driven after the objectives, provided you know what the objectives of the organization are. And believe me, it is one of the most fundamental dilemmas to answer and it is one of the basic questions to answer, whether before you can get on with the act of intervention. I will be back with more of this.