

MANAGEMENT THOUGHTS

Abstract

Management Thought is the theory that guides management of people in the organization. It is based on different assumptions about human beings and the organizations for which they work. Management theories provide recommendations for management strategies, frameworks and tools that organizations can implement to aid their workforce or culture. In this Paper, the Author has made attempts to highlight his personal Management Thoughts in the areas of Sales, Marketing, Human Resource, Strategy, Academics, Research, Industry, Philosophy and Future Trends.

Keywords: Management Thought, Management Strategies, Frameworks and Tools, Human Resource.

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I. INTRODUCTION

I have been very active on LinkedIn and shared my thoughts as Posts from June 2022 till now (July 2023). All these thoughts are in the area of Management and they quite often challenge the conventional thinking. These thoughts are based upon my experience and reflection during the past 25 years since 1998. This paper is a useful read to those who want to develop their career in Management, who want to start their own Enterprise, to Academicians and Researchers and to those who want to make a huge impact in their lives. I welcome you all to read my thoughts.

Management Thought 1: Based on my experience so far, anybody can become a salesperson. Language, gender and age are not barriers. To be successful in sales, one needs to have the mindset of being self-employed. You need to become an entrepreneur. One needs to be passionate about the company and the product or service that the company is marketing and be convinced about it.

Management Thought 2: What makes some persons be successful in sales? The product is the same; the market is the same. But some people are able to see success while others fail. It is quite intriguing. As per my knowledge, there is no literature or research that can predict whether a person will be successful in sales or not. It happens by trial. Companies need to try out persons. But, what I am certain is people who carry their past with them often fail in new situations. One needs to forget the past, forget the history that one might have created and start from ground zero in a new situation.

Management Thought 3: There is an interesting concept called “Non Career Career”. This is for people who tried hard to come up in their career but could not play by the rules of the game. They may end up becoming Virtual CEOs. I am sure, some of us experience this.

Management Thought 4: There is nothing as failure, you have only produced a result. Suppose you want to hit a golf ball 100 metres straight, but instead hit it to the left or right. You have not failed, but you have only produced a result. To achieve the things you aim for, ask yourself the question “Are you willing to do whatever it is necessary to achieve them?” If your answer is no, you will probably not achieve them.

Management Thought 5: We all can learn a lot from dreams. Time does not exist in dreams. There is no beginning and end. You create the characters that you want in the dream. Your whole life which you may live for 80 years is completed within 20 minutes in your dream. Why it is not possible to translate dreams into reality? It is possible, if you believe in them.

Management Thought 6: What differentiates a Leader from a Manager? There are numerous textbooks and material available on leadership. But many of the things that they emphasize, managers can also perform them. Based on my experience, the single most distinguishing attribute that separates a Leader from a Manager is the “ability to take personal risk”. All leaders take personal risk in their lives while managers do not and their focus is always to minimize risk. If you are consistently taking personal risks and reflect upon them, then you can pat yourself on your back because you are a Leader.

Management Thought 7: I have been involved in Academics and Research in the area of Management for more than a decade. The Management Institutions focus on producing stereotypes. The students are encouraged to attend classes, reproduce what the faculty has taught them or is in text books without even questioning them. The focus is on attaining higher grades without the emphasis on learning, reflection and personal transformation. It is an unwelcome trend. Many miss out on important aspects such as experiencing life, understanding life and understanding people. Your observations and comments are welcome.

Management Thought 8: What is the best way to judge a person? Here is a tip. Analyze how a person manages himself or herself when he or she has nothing in hand and analyze how a person behaves when he or she has everything. But do not get too judgmental because you will lose the ability to love people.

Management Thought 9: What defines success? Is it rising to a high position? Not really. Based on my experience, it is measured by how often a person rises after a setback. I have come across a number of recruiters who would like to see gradual and steady progress in the career of a person. This is because, it is a safe bet. It is manager's mindset. I urge recruiters to positively look at people who have risen time and again after setbacks in their career. Your observations and comments are welcome.

Management Thought 10: I made a presentation on "Career Planning and Development" at Coimbatore Management Association on 15th June 2009. Please ask for a video from them. I stressed the need for "Career Resilient" workforce that a Company needs to nurture. Career Resilient workforce take responsibility for their own careers, continuously learn and are committed to the goals of their organization. This is a different type of mindset. The focus of companies should not be to harvest their employees but to nurture and grow them.

Management Thought 11: So far, I have attended more than 200 interviews. I have gained enormous experience. What is the best way to conduct an interview? It is done without seeing the resume. Just 10 minutes of interaction with a person can help one to make the right decision. But one must be vastly experienced and extremely talented to conduct this type of interview.

Yet, I find organizations ask for detailed resume, online forms to be filled, physical forms to be filled, psychological tests to be taken and worse still multiple rounds of interview. It is nonsense and just a waste of time. It is important to keep things simple and create a memorable experience. Simplicity is a great asset to have.

Management Thought 12: I have been interacting with a number of persons as part of recruitment and selection for my company. This made me to reflect upon the skills that will be in demand today and in future. As per my point of view, analytical skills' importance will decline due to Artificial Intelligence takeover. What will be of paramount importance is creativity and the ability to see the bigger picture. Your observations and comments are welcome.

Management Thought 13: Greed and Fear are two major motivations that drive people in the world today. There is nothing wrong in amassing wealth and earning a lot of money. But you need not be greedy as a person. Fear may act as a positive motivator. But you should not fear about anything in life. Not even have fear of death. While this is easy to say, this is quite

difficult to practice. If you are able to remove these two feelings, I am certain that you will lead a happy and satisfying life.

Management Thought 14: What is best way to conduct oneself in an organization? There are many books and material available. But they are only the respective author's opinion. It is true that different individuals follow different strategies that have worked for them. Based on my experience, one of the best ways to conduct yourself in an organization is to "Mind your own Business". This is because there is so much politics in organizations which I deem it unnecessary as it involves a lot of negative energy. These are distractors and it reduces your focus. Your observations and comments are welcome.

Management Thought 15: We have a pathetic state of research in Management in India. I had attended a total of 23 interviews from 2014 to 2020 across different areas in IIMs for admission into PhD/FPM/DPM. Based on my experience and upon reflection, likes and dislikes play an important role in selection. If faculty likes you, you are selected. Your qualifications, experience, research work and research potential become secondary. I wonder when there will be professionalism preceding likes and dislikes. Your observations and comments are welcome.

Management Thought 16: We can learn creative aspects of Management from how ants manage themselves. Ants go about their work quite efficiently without anyone to monitor and guide them. It is all "Self-Regulation". If ants can do this, why not we intellectual humans in organizations. Why there is need for Managers who merely supervise and control Employees? If Employees are self-regulated, there is no need for Managers. Self-Regulation requires a lot of discipline and is influenced by the society and culture that we come from.

Management Thought 17: Do you have the capacity to face "Rejections"? For instance, I consistently send 100 recruitment messages per day to active jobseekers. But I receive no call backs. These are 100 rejections. If I talk to 50 of my contacts, perhaps one will opt for Life Insurance policy. These are 49 rejections. If you cannot understand this reality and face rejections, you should not be in sales. When you approach a stranger to sell your product or service, do your job 100% accurately without anticipating any acceptance. Just, keep moving on. I am certain that you will survive.

Management Thought 18: What is the critical difference between organized sector and unorganized sector? In organized sector, the sales take place primarily because of the brand. It is not because of the sales person's skill. That is why a significant portion of a sales person compensation in organized sector is fixed salary with very little emphasis on commission or incentive. The reverse is true for unorganized sector. For instance, in Real Estate, the sale of a plot of land is not because of the company but primarily because of the sales person's skill and attitude. That is why the commission or incentive is huge. If you are a sales person working in unorganized sector, pat yourself on the back because you are honing your skills.

Management Thought 19: What is the critical difference between Management Research and Engineering Research? In Engineering Research, the results are verifiable. For example, someone in India conducts an Engineering Research and publishes the results, another person in South Korea can conduct the same experiment, under the stated conditions and check whether he or she gets the same results. An Engineering Research should produce the same set of results when conducted in any part of the world.

This is not the case with Management Research. Management Research is context specific. For instance, the reasons for why students come late to College A may differ from that of College B. That is why it may not be possible to generalize the results of Management Research.

Management Thought 20: Inductive and Deductive Reasoning are powerful tools to come to conclusions. Out of this, one is stronger than the other. It is better not to come to false conclusions haphazardly. For instance, Tracy is a sales person and her sales performance is poor. I create a hypothesis that Tracy makes few sales calls per day. But this needs to be tested. There can be other plausible reasons as well such as Tracy's territory has traditionally weak demand or Tracy is lazy. It is better to employ research in most of the situations to get better insights and come to accurate conclusions.

Management Thought 21: How do you assess yourself or gain more insights about yourself? There are myriad of books and material available on the subject of "Personality". However, one useful method is to reflect upon all the decisions you have made in your life, especially when you were under pressure. The decision that you take when you are under pressure is a reflection of your character and tells who you really are. Most of the times, these decisions are in line with your values. However, sometimes the decisions you take may go against your values. In this case, you will have to withstand the added stress.

Management Thought 22: Is it possible to be ethical in Marketing? Based on experience, my answer is "No" in Indian context. Organizations entice prospects with lower advertised price. But the final price that the prospect ends up paying for the product or service is much higher. For instance, you want to purchase a Domain Name. The cost may be INR 299 per year in the morning; but this may change to INR 499 per year in the evening on the same day. This is the price that you see on the first page, but on navigation you will find a number of addons such as extra protection for your website and professional email ids. Ultimately you may end up paying about INR 1500. But remember, what enticed you to purchase is the price of INR 299 at the beginning. Marketers never talk about the ultimate price you may end up paying. Your observations and comments are welcome.

Management Thought 23: What is the greatest motivation available in the world? Is it position, salary or wealth accumulation? It is none of it all. According to me, the greatest motivation occurs when you live for a "Cause". It is so powerful that nobody can challenge it, beat it or overcome it. In other words, nobody can match it. But you need to take the road less travelled. Perhaps you will need to devote 20 years of your career in laying your foundation. You will not make any money during this period. Whatever money you earn, you will have to reinvest. But I am certain you will see the light at the end of the tunnel.

Management Thought 24: It is possible to achieve anything in the world today. But for each thing to be achieved, it takes tremendous amount of hard work, determination, commitment and dedication. You need to believe in yourself.

I was asked in an interview in 2020 between Hard Work and Smart Work, which is more important. I replied that both are important in today's world. The reason being without hard word, it is almost impossible to achieve anything of significance. Also, without smart work, it will be quite difficult to perform Multi-tasking which is a current day requirement. Your observations and comments are welcome.

Management Thought 25: Is there any mantra for success available in world today? There is no one single mantra that is suitable for all. Some strategies work for some while it does not work for others. However, based on my experience, one tool that will be useful is the mantra of “Anticipate, Organize and Adapt”.

Anticipation is very important. In fact, you should develop the ability to predict the future which is possible. I use “Butterfly Effect” in everyday life to predict the likely path of the future. Based on this Mind Map, you need to be able to Organize yourself and Adapt to it. Else, you can choose to be the “Pioneer” and create the future that you desire for yourself. In this way, you will be successful. Your observations and comments are welcome.

Management Thought 26: Perception or Reality, which is more important? We all view the world around us with the aid of a lens which we have developed based on our own experience. This lens has the capability to enlarge or diminish the Reality. So, what most of us view, understand and conclude is the Perception which may not be the Reality.

For instance, it takes time and effort to really understand an individual. Sometimes, we may not understand a person even after several years. This is because only that single individual really knows all the events and all the situations he or she had gone through in life.

Marketers create Perceptions and it works. This is because people have limited time to decipher the Reality. But an experience with Reality teaches you and you will never forget it.

Management Thought 27: I do not believe in God. But I believe in People. They say, God comes in the form of People to help us. At the same time, you need to understand that nobody cares about you, nobody will help you and nobody will lift you. This is the paradox and you have to become comfortable with it.

It all boils down to you. Your Knowledge, your Skills, your Attitude, your Efforts, your Energy, your Determination, your Persistence and so on. You need to be Fearless. I used to sing during 1986 to 1990 songs and I am quoting a line from one of the songs as “Where the mind is without fear and the head is held high, into the heaven of freedom my father, let my country awake”. I hope, it sounds inspirational.

Management Thought 28: An adult’s mind works differently from a child’s mind. We all know it. However, it is quite difficult to understand how an adult’s mind works. One useful tool based on my experience is that an adult’s mind usually threads the middle path which means it neither supports something nor opposes something completely. In other words, there is no absolutely right or absolutely wrong points of view. There is a lot of grey area.

You are evaluated continuously by adults and conclusion is a long way to go. For instance, being a “Great Person” and being “Nothing” are completely two opposite ends. But there is only a thin difference between the two when you undergo the experience of being evaluated. The same is true between being a “Good Guy” and being a “Bad Guy”. The person is the same. But I am sure 50% of the adults will have the notion that he or she is a “Good Person” and the remaining 50% of the adults will have the notion that he or she is a “Bad Person”. In reality, while there is a lot of difference between the above opposite poles, there is only a minor difference when it comes to evaluation.

This leads me to the question “Whether an individual can win against all odds?”. My answer is yes. Because, all the adults are walking along the middle path and it takes a long time for coming to the conclusion. I invite you all to read about “Lee Iacocca” who was a “Great Man” at Ford Motor Company and then one fine day he became “Nothing”. I read about him during 2001 to 2002 and it was really an inspiration.

Management Thought 29: I am a big believer in “Butterfly Effect”. In Chaos Theory, the Butterfly Effect is the sensitive dependence on initial conditions in which a small change in one state of a deterministic nonlinear system can result in large differences in a later state.

From marketing point of view, it appears that insignificant actions taken by a company could over time effect or evolve into great extraordinary results that were not conceived in the original action. Keeping target customers as the central focus point, small actions carried out by companies could build up into large profitable returns. Your observations and comments are welcome.

Management Thought 30: Research is the creation of new knowledge or the extension of boundary of existing knowledge. We all know it. Based on experience and upon reflection, I divide Management Research into two broad categories namely “Pioneering Research” and “Non-Pioneering Research”.

Pioneering Research is one, where the Author or the Researcher conducts research in an area which has not been explored previously. Non-Pioneering Research is one where the Author conducts research in an area where research has already been done and hence there is sufficient Literature available.

Research Journals need to understand that there will be difference in the research paper format of a Pioneering Research when compared to a Non-Pioneering Research. For instance, there is no scope for Review of Literature in a Pioneering Research, whereas in a Non-Pioneering Research, Review of Literature will be an integral part of the research paper. I urge Research Journals to understand this fundamental difference and not pre-decide how the format of a research paper should be.

Management Thought 31: Leadership is an amazing and painful journey. I say it is “Amazing” because it provides you an unique experience which most of us will not have. At the same time, I say it is “Painful” because most of the times you will have to do it alone in this journey.

Many people do not take this Leadership Journey because they fear the unknown, they are hesitant to travel “the road less travelled” and they want to belong to a large group of stereotypes. Leadership is a choice you make in your life and it has nothing to do with your position, designation or title.

To be successful leaders must understand two things. 1.People are complex and 2.People are different. That is why, it is important to understand life and people and build your experience based on these two pillars. If you do this, I am certain that one day you will become successful.

Management Thought 32: Which is the most important factor that allows you to continue working in an Organization? According to my experience and upon reflection, it is “Respect”. This is because, when you loose Respect in an Organization, there is no point of continuing to work in the same Organization. It is better to leave that Organization and work in a different place where you get respect.

Any Human Being deserves Respect. I have seen a number of people who “Over Respect” their Superiors, “Respect” their Colleagues and “Under Respect” their Subordinates. In Academics, if you do not have a PhD or Equivalent Degree, you will not be respected and considered seriously.

This should not be the case and the situation should drastically change. Every individual deserves Respect just because of the fact that he or she is a human. An individual should respect his or her Superiors, Colleagues and Subordinates equally. I consider this as a Leadership Trait.

Management Thought 33: How do you invest your time in building Relationships at workplace? This is an intriguing question. There are no straight forward answers. You will have to find your solution.

Because of advancements in Technology, the gap between Extroverts and Introverts has narrowed down. Today, an Introvert can effectively build relationships through Email, Mobile, Social Media Platforms etc.

The other question is, you may wonder whether it is prudent to invest more time in building relationship with your Superior, or your Colleagues, or your Subordinates. There are no straight forward answers.

My suggestion is keep things simple. Always focus on tasks related relationships. There should be a purpose in every conversation you have with people around you. An unnecessary conversation with no real purpose results in a negative impact. Both your time and the listeners’ time are wasted.

Never loose sight of your core tasks at work. This is because, that is the Fundamental Relationship between You and Your Employer. This should take precedence over all other things at work.

Management Thought 34: With advancements in Digital Technology, the distinction between Sales and Marketing Functions is narrowing down. An individual working in Sales Function has to be well versed with Digital Marketing going forward. This is because Generation Z has more or less completely gone online. The older Generation have to adjust to this trend or live a life of their own.

For instance, how do you do Prospecting in today’s world. The traditional methods of Field Work and Cold Calls will yield very little results. Networking may work, but it is quite hard to find individuals who can encash his or her contacts. The best option available is to go digital. Individuals in Sales Function should be capable of doing this.

There will be convergence of Sales Skills, Marketing Skills and HR Skills going forward. You need to excel in all the above three areas to become an Expert and build a Niche for yourself.

Management Thought 35: In today's world, MBA Course in India is losing its relevance. It is so Generic in nature and is Knowledge based, that an individual does not develop the required competencies to work successfully in Industry.

There is a fundamental shift taking place from Knowledge based Courses to Skill based Courses. All Universities in India are centres of Knowledge based Courses. They provide you a Degree but do not guarantee you with a Job. Skill based Courses can guarantee you a Job or assist you in getting a suitable Job.

Couple of Skill based Courses in Management that are of extreme value in today's scenario are Digital Marketing, Market Research, Business Analytics and HR Analytics. Companies would clearly prefer Individuals who have completed any one of the above-mentioned Skill based Courses rather than Individuals who have completed Generic MBA Course.

Management Thought 36: Real engagement with employees, complete understanding of their motivation and nurturing them probably does not take place in Indian organizations. According to my point of view, Human Resource (HR) function is actively involved as far as recruitment and selection of employees are concerned. But they do not show the same level of participation in the case of career development of employees.

If I ask a question, "Who is responsible for career development of an employee?" and provide three options 1. Company 2. Company + You 3. You, the answer will be the third option which is "You".

I urge HR Professionals to actively participate in the career development of employees. This is how real engagement with employees can take place.

Management Thought 37: In any relationship building, two elements are important which are "Respect" and "Trust". If either of these two elements are missing, the relationship between any two entities is not sustainable. Remember, no one can or will help you to gain the Respect and Trust of your superiors, colleagues and subordinates. It all depends upon how do you perform and conduct yourself in the organization.

If you loose Respect and Trust, it is very difficult to build it again and you may have little choice but to leave the organization. When I am talking about Respect and Trust, I am not referring to absolute or 100 per cent Respect and Trust. That is fairly theoretical and does not occur in real world. But what I am referring to is a critical level of Respect and Trust which results in working relationship and leads to productivity in organizations.

Management Thought 38: We need to welcome Industry 5.0 and adapt it to our current and future Business Strategy. Industry 5.0 has three main pillars namely Sustainability, Human Centricity and Resilience.

Industry 5.0 reflects a shift from focus on economic value to a focus on societal value, and a shift in focus from welfare to wellbeing. Putting people and planet rather than profits and growth at the center stage in the very definition of industry is new. Never before have we seen such radical emphasis on repositioning the core objectives of industry. So, let us gear ourselves to Industry 5.0.

Management Thought 39: I know how difficult it is to become successful in life in India. I have tried it in three areas namely Industry, Academics and Research. As far as I know, there are very few individuals who have achieved success in all the three areas. As time goes on, the standards of excellence will only increase.

This takes me to the intriguing question: What is really required to become successful? Is it Knowledge? Is it Skill? Is it Attitude? Is it Luck? Is it Capital for Investment? Is it Experience? Is it Communication? Is it Personal Branding? Is it Interpersonal Effectiveness? Is it Self-Control? Is it Self-Discipline? Is it Perseverance? Or is it combination of all the above factors?

Based on my experience so far, even though you may have all the required qualities, you need someone to lift you up, someone to give you a growth opportunity, someone to really care about you, someone to truly like you and someone to trust in you. This is the most difficult thing in life which is to get that “someone”.

I have been patient for the past 25 years and I have started from Ground Zero Level a number of times. It has been an extremely hard and difficult journey. I strive each day with the hope that I will become truly successful in life someday.

Management Thought 40: In today’s world, everyone wants to gain control of the other person. In Organizations in India, Hierarchy and Chain of Command is so sacrosanct and it is probably the only tool available for Managers to control their subordinates.

True Leadership is lacking. Even the Heads of Organizations do not come across as a Leader. They are only Managers. Let me highlight this with an example. If an Employee working deep down in the Organization is facing persistent problems in his or her work, would the Head of the Organization be accessible to him or her and listen with empathy to all his or her problems. This will not happen in 99.7% of situations (I have considered +/- 3 Standard Deviations) or it may not happen at all in 100% of situations.

The way that I judge a person to be a true Leader is radically different. He or she must have risen without any Power or Authority. He or she must have faced numerous failures in life. He or she must have taken a number of personal risks. Academicians and Researchers would think that these are my own words and it needs to be researched upon.

Entrepreneurs and Heads of Organizations should each day spend some time listening with empathy to some of their employees who are in need of them rather than just focusing on Business and Profit. By doing this, you would have made a profound impact on the lives of those individuals and they will remember you forever.

Management Thought 41: It is important that what you really are and think about yourself and what others think about you align. Based on my experience, it has seldom happened in

my case. It can be really frustrating. People have taken numerous wrong decisions in my life because they did not have the correct understanding of reality.

There are many individuals whose career gets into a vicious cycle and they experience the vortex of not being able to come out of it. It takes true Leaders to understand such individuals and lend out a helping hand.

You have to become a great communicator to ensure that what you really are and think about yourself and what others think about you truly match. Yet you must be careful that you are unpredictable. You must keep the others guessing at all times about the actions and strategies that you will take in future. It is a dichotomous double-edged sword. You should learn to walk on it and balance yourself at all times.

Management Thought 42: Human Mind oscillates a lot. For example, a person may tell you something in the morning. But in the evening on the same day, he or she will tell you something else. So, when you consider an Organization, which is a fairly large collection of individuals, you will experience oscillations in almost everything. A decision taken in the morning may change in the evening on the same day.

There is so much human dynamics at work. The key is to decipher and understand everything that is happening around you, then anticipate and adapt accordingly. Anticipation and Adaptability are such valuable assets. It makes you agile and flexible.

You are as strong as your weakest link. People around you, once they get a sense of your weakest link, they will more probably attack you on that aspect. Never give people any idea of your weakness. It is important that you realise your weakest link and continuously work on it to make it stronger. This is real transformation.

Management Thought 43: The reality is that you cannot lead a life without getting angry at someone for some reason. At the same time, you cannot lead a life without raising your voice if required while communicating with others. These are natural occurrences. As far as I know, every individual in this world will exhibit such behavior, unless you are a monk or a sage.

I interact with a number of individuals everyday from diverse backgrounds. What I have realized is that I am actually interacting with the Ego of the individual. This Ego becomes more pronounced when the individual has accomplished a number of things in his or her life and carries the past with him or her.

If there is a clash of Egos, each individual wants to defeat the other no matter what the cost may be. As a Ground Rule, never allow this to happen. If you do not like a person, avoid the person. If you do not like a conversation or communication, leave that conversation. If you do not like a meeting that is taking place, leave that meeting.

I have realized that it is always better to avoid and leave from a situation rather than to get angry and raise your voice in disagreement with someone. Avoiding and leaving from a situation will clearly indicate to others that you are unhappy about something or someone and you are probably in disagreement. It will stop at that. But getting angry and raising your voice in disagreement with someone will really hurt the Ego of that person.

I pledge that I will not get angry or raise my voice in disagreement against anyone anymore in my life. I want to truly master the skill of channeling my anger and conveying my disagreement politely and leave the situation immediately.

When I was doing my PGDM at IIM Lucknow, I read textbooks that emphasize you to confront Conflicts. But I realize that it is better to avoid Conflicts rather than to confront Conflicts. Just keep quiet and do nothing. Time is a big Healer. The reason that I say this is that if you confront Conflicts, it does not result in a Win-Win situation.

Management Thought 44: Imagine a world where Organizations are run by Artificial Intelligence (AI) and not by Humans. Possibility exists and is not probably far away. I wonder what benefits does it accrue to Organizations.

When you remove the Human element, you remove subjectivity, egoism, personal likes and dislikes, conflicts, power struggles etc. What you will probably get is a Human Error Free Performance Centric Organizations that are run objectively. I want this to happen and I am certainly sure that everybody will welcome this.

For a start just remove all Managers in an Organization and you will probably see that the Productivity of the Organization increases. I am sure that Research has been done in this area. I am a futuristic person, and today for an individual to rise up in an Organization, he or she must be better than AI. He or she must do tasks that AI cannot perform. It is here that Creativity and Ability to see the Overall Picture becomes truly important.

Management Thought 45: Your experience in life shapes you as a person. You will follow the strategies that has given you success while you will drop the methods that resulted in failures. You will learn more about your failures than from your successes.

Individuals are different and this is because they have had different experiences in their lives. It is a normal tendency for a Manager to expect his or her subordinates to be like him or her. Again, it is a normal tendency for a Father to expect his Son to be like him. This cannot happen in reality because individual experiences differ from one another.

Organizations should spend a lot of time to decide which group of individuals should report to which Manager, which individual should work in which location, whether an individual should work in Branch Office or in Corporate Office etc. It is the same Organization, but a mistake made in this decision making can ruin the career of an individual.

Management Thought 46: You rarely get what you truly want in life. I have personally experienced many Organizations which did not give me exactly what I wanted. I am sure this is the case with many individuals. About 16 years before, I went to an Institution for an Interview. I informed to the Interviewer my Expected Salary. He said I will give you the salary you want but you should produce work equivalent to that salary. This had a profound impact on me and I gave my life for that Institution. I always ensured that my work output was equivalent more than my salary. I still maintain my personal contact and relationship with that Interviewer even today.

There are very few individuals who can make a profound impact on a candidate in an interview. I find a number of Organizations negotiating on Salary and Designation. This is

meaningless and just a waste of time. It truly demotivates the candidate who has come for the interview. It is important to understand what a candidate truly wants and give that to him or her without making any compromise. I am sure the individual will give his or her life to the Organization.

Management Thought 47: What is an Ideal Organization? According to me, an Ideal Organization is one where no employee leaves the Company for any internal reason. If you analyze the turnover in companies in India, the starting point is an internal trouble or discomfort. Individuals then think of the idea of leaving the organization and look for opportunities outside. Personally, I have faced enormous torture and troubles in the organizations that I have worked. There was not a single organization which had a torture free and trouble-free atmosphere to work in my case.

I wonder why organizations torture their employees. It is so simple logic to recruit and select the best talent available, provide him or her the right job profile and give a conducive and encouraging work environment. But this simple logic just does not happen at all. Organizations spend a lot of money running their operations but they do not always get their desired results.

II. CONCLUSION

I truly hope the above collection of 47 Management Thoughts were thought provoking, insightful, useful and made yourself to introspect and understand your life and the people around you better. I have learnt more from my experience, from observation and reflection, and I urge you all to reflect upon the life that you have lived so far and draw the key learnings. My best wishes to you all.