

CONFERENCE ON FUNCTIONS OF REGISTRAR GENERAL



PROGRAMME REPORT – P 964

Submitted by

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Session - 1

Dr. Geeta Oberoi: Very good morning to all of you and happy new year well come in this new year to National Judicial Academy so I think first of all we should all have introduction to each other maybe we will all introduce to each other and then we begin with objective of programme is that all right.

So sir should we begin with you, no please sit down don't get up at all.....so first of all objective there are two programs I know first of all you know I am Geeta Oberoi we all interaction with each other and this is Prasad Singh he is a program coordinator for these 3 days he'll be with you and Michelle has come from Bombay to give you some inputs on leadership skills and styles of leadership and after that will have very interesting line of resource person and I was very keen that all of you attend because there are two conferences for registrar general one this one and one in February and many calls are coming should we attend this one or February and I was very keen that you attend this one rather than February reason being in this we are not discussing your issues, your problems how you're dealing with those problems no we're just going to give you inputs about skills from other disciplines how they use in other disciplines for administration. So the first conference has this agenda as to discuss things from other discipline the second conference is more about your rules and regulations and actual working your actual problems that 24 to 26 February will be dealing with for that we are going to have chief justices and former supreme court judges and that will be more related to your work and it is more related to actually skills that we can borrow from other disciplines and then maybe in February we can discuss whether the skills are actually applicable in our working this is idea

So with this small introduction I would like to ask one question before we just proceed with our conference what are your expectations from the course? if you can give us in two line if you have come here travel from such a long distance taken out.

Participating Judge: to become a better manager

Dr. Geeta Oberoi: ok so sir your expectations maybe we can go one by one what are your expectations from this course.

Participating Judge: To learn something new ok

Participating Judge: Better time management

Dr. Geeta Oberoi: We have a very good session tomorrow on that sir we want to know your expectation also

Participating Judge: To learn something new whatever we are doing from different from that not found so something new for us.

Participating Judge: to know more something about human resource management

Dr. Geeta Oberoi: Human resource management right we have today only one session right Prasadh?

Mr. Prasadh: Yes Mam

Dr. Geeta Oberoi: performance management yes we have in the afternoon late afternoon that session'

Participating Judge: holding some leadership skills and people management

Dr. Geeta Oberoi: People management yes so you want to learn from your colleagues

Participating Judge: better management skills

Participating Judge: To learn what are the new techniques which can we can imbibe at more managerial skills.

Participating Judge: To learn something new

Participating Judge: Skills to handle our day to day situations

Participating Judge: To learn about the leadership and management qualities improving overall personality

Participating Judge: To be a better team leader

Dr. Geeta Oberoi: Team leader ya

Participating Judge: Since we have expert from private Agencies coming we want to learn something to be more articulated to the more smart to deal with government agencies

Dr. Geeta Oberoi: \That's really nice more smart deal with different agencies. So your expectations from the program were very clear to us and in these three days we will try to see that we try to meet all of these expectations that would be our attempt with this I leave it to I ask Ms. Michelle Mendonca that she start and give something new she also knows that registrar wants to know something new and not their problems so you can begin with your

Ms. Michelle Mendonca : Good morning everyone my name is Michelle Mendonca and it is really honored to be here my work was mainly in the field of Anti-trafficking and anti-child sex abuse often ten years i have practiced an advocate and we helped the prosecutor's win 59 convictions in anti-trafficking and POSCO cases. So why leadership skills in 2003 I completed my law degree from government law college and in 2012 I completed my degree in leadership studies from Eastern University in the united States and I found out that when I applied leadership skills to my law practice I became far more effective.

So that's one reason, the second reason is as I was doing is these technical workshop in Delhi judicial Academy in West Bengal judicial Academy in Maharashtra judicial Academy a lot of times I judges told me mam what you are saying is alright it's in the law you are giving us these case laws, but it's out of our control how many of you feel that the Expectations given to you are out of your control even if you want to work 24 hours a day would you be able to meet the expectations of the public, the expectations of the judiciary other resources given to you sufficient to the job at hand.

Is there a lot of ambiguity many of the things that are given to you are out of your control correct? You know you feel this in every career as you go from the lowest level to level

to higher level does a job easier or does it become more difficult it should become easier right?

Because 30 years ago you knew maybe very little now you know much more why does the job become more difficult?

Participating Judge: Growing responsibility

Ms. Michelle Mendonca: what is the other reasons, expectations are much more and things are not within your control would you agree it causes stress when things are not within your control so the whole focus of this session is to help us understand how to bring things within our control and I give you one example from my own practice. So I have seen that the people in the same sorry first let me take you to the session objective so we will try and complete four things in this session.

to learn how to develop more control over circumstances, through systems thinking, through self-awareness understanding what are the leadership style is and through double loop thinking.

So the first thing is control over our circumstances why are some people success in the same circumstances while others fail. So I give you an example from my practice many years ago when I was practicing in Bombay sessions court there was this one Judge if the accused was not present before him and the case was called out he would cancel the bail of the accused.

So then the accused would have to wait all day make an exception application and then bail would be granted and as young lawyers we could see that the accused would be running through the halls of the courtroom to reach court room number 24 because they knew that if they were not there when the judge called out the case bail would be cancelled.

Do you think there was an impact on the judges disposal rate he dint have to wait there was respect he had got control and you could see the same accused trolling through the court hall when it was in another court room where the judge would wait for them same set of circumstances same set of laws but very a different result.

So I will ask you why do you think people are some people are successful in the same circumstances by....they take initiative it could be personality, some are naturally more authoritative and force full what are the other reasons you think.

Any other reason so before we going to the next part of the session I would like you to go through page 25 of this material there is a test on locus of control I will explain to you what that is but first then 10 minutes taking that test you don't have to share your responses with anyone this is only for you to understand how you operate in your work. So there are about few question about 29 question and each question has 2 responses you have to take the response that you agree with the most if you don't agree with either response take the response that you disagree with the least okay so will take 10 minutes and then I will tell you how to score your responses you don't have to share it with anyone so please be honest and candid.

I will come around in case you need any help

Almost done ok so now I will just help you understand how to score it at the very end of the test if you have selected an option mentioned here you can give you self-one point. So if you selected two A give you self-one point but if you selected two B no point because it's not in here so only for the option mentioned here at the very end give yourself one point and then total up your scores.

Are we done?

if you have a low score you have an internal locus of control

If you have a high score you have an external locus of control

What does that mean in very simple terms are you the master of your faith if you have any internal locus of control it mean that you believe that you are the master of your faith. When something good happens do you credit your own actions or your luck people with an internal locus of control will credit their own actions.

People with an external locus of control will credit an external factors like luck. When something bad happens again you take responsibility for it that is an internal locus of control or do you link it to faith I couldn't help it that is an external locus of control.

So that is put very simply but there is a psychological basis to it there is a psychologist call Julian rotter and he developed the concept of locus of control and he said that there are people operate either from an external locus of control on internal locus of control which kind of person do you think will be more effective?

Participating Judge: Internal Locus of Control

Ms. Michelle Mendonca: Internal locus of control why do you think that is yes within our power so they will take whatever action is necessary because they believe they can control your circumstances they will take whatever action is necessary to make the outcome happened I would like to take you to a short exercise to watch two videos this is a group exercise so can I divide into groups later but we will divide into 4 groups groups 1 and 2 will look at video one which is fish farming in the desert and group 3 and 4 will look at video to which is agriculture in the desert can you turn off the lights when I play these videos the accent in these videos is slightly difficult to understand to understand so if you want me to replay them I can do that.

1. Video on fish farming
2. Second Video Agriculture farming in the desert

Would you like to watch this again?

Can I ask you to divide into groups so we will have four groups of four each and I think there is one more person so group will be of five?

So this is the discussion you will have in your groups:

- What are the alternatives the Israelis faced?
- What are the factors that promoted there response?
- What locus of control did they operate from internal or external?

- what the outcome would be different if they had operated from a different locus of control

Ok so if you say that they operated from the internal locus of control then for the fourth question you have to see if they had operated from an external locus of control would it have been different. Before you start this exercise I wanted to share with you some fact about Israel. is the only country in the middle east that does not have oil, it is desert it have very few natural resources ok so we will take ten minutes discuss it in our group and nominate one person in your group who will present to the rest

Who will present from your group of so this group will start

Is everyone done discussing so this group will present their responses?

So it's regarding the farming of agriculture we had discussed:

- The first question is what are the alternatives the Israelis faced?

The alternatives actually Israeli faced they were, most of their country was desert. They have very hostile neighbors and so they didn't have nay alternatives because it was very difficult for them to find agricultural product from elsewhere, so they had to find out an alternative and the only alternative was them which they choose.

- Second question has what are the factors that promoted there response?

The factors were because of the.....neighborhood and that is what promoted them to take the action that they did.

- What locus of control did they operate from internal or external?

The locus which they control them from operating is actually internal because have they been saying that confine to that destiny they would have not made it so it the internal locus of control which made them to what they did.

- What the outcome would be different if they had operated from a different locus of control?

The outcome could not have been different had they operated from different external locus that is what we discussed.

Ms. Michelle Mendonca: Thank You

Does the other group have anything to add which is the other group that discussed fish farming sir if you can give me the mike, sorry agriculture in the desert which is the other group that discussed agriculture in the desert do you have anything to add agriculture in the desert?

So he basically said that they did not have the choice because their land they had no resources they were surrounded by hostile neighbors. So there only option was to innovate and to do what they could with their own resources. They operated from an internal locus of control

Participating Judge: So far as choice is concerned they had the choice of traditional farming likethey could have innovate in that field also, but somehow they went for this that was the response with regard to question number one.

What are the factors that promoted there response?

What the other group said?

Ms. Michelle Mendonca: sir they said that the factors prompted their response was one they had, they looked at the resources that they had correct sir

Participating Judge: spirit of innovation and having a desire for having a better living only.

Question number three the answer is same.

Ms. Michelle Mendonca: now the group doing fish farming in the desert

Ya I am from fish farming like Israelis they faced a problem of food very little of vegetation so it was virtually a question of survival either theythese kind of non-conventional things they used to the best whatever the best available resources they had sea water and heat of the desert.

Saline water and hot weather out there helped grow certain type of fish so they used those resources to the best they could and overcome their food problem.

Rest of the questions they off course they operated from the internal.

Ms. Michelle Mendonca: Thank you sir

Do you have anything to add this group?

Participating judge:

Answer for question number one is same

So far second number in concerned they made a research and they find out that the some fishes areand due to that, that prompted their response

And third and fourth are same

Ms. Michelle Mendonca: So to summarize all of the responses one they didn't have a choice correct they had very very few resources so the choices between starvation and innovation.

Does this sound familiar to your jobs that you have, to your own responsibilities and so will this help you as you looking at your own work to innovate you and I was in Africa 4 years ago there was one lady who told me Indians are very good at innovation and it didn't come as surprise to me. We have that word Jugaad we will do something to make it work but very rarely do we this Jugaad in the court system.

But it is possible one of thing I have learnt from this video is that we should not focus on the things that we do not have right sometime we look at what we don't have we had X

Y and Z everything would be easy but like the Israel look at the things that we do have the small resources that we do have.

Very related to this is the circle of concerned so the first circle is the circle of control everything in your life that you can control will be in this circle. It is a very small Circle right compared to the other two. The second circle lightly bigger is the circle that you can influence so you cannot directly control it but you can influence it.

So let's say that this gentleman want to sit at this table can you control that he can see that is table or not there are already four people sitting, but if you really want to sit at this table he can go and try and influence one of these gentlemen to exchange seats with him and the last thing is the circle of concern things that we cannot control we cannot influence, but they do bother us, they do affect us correct so let me give you a practical examples can you control what I am going to say can you control the curriculum in the National Judicial Academy.

Participating Judge: No, not at all

Ms. Michelle Mendonca: I am sure you are all concerned you are spending two three days out of your bust schedule and you are very concerned about whether this would be relevant or not would it add value to what you're doing you concerned about it you could not control can you influenced it?

Participating Judge: Yes

Ms. Michelle Mendonca: How can you influence it giving feedback all of you are very candid with your expectation so we understood what exactly you want to know. Now generally when I do this exercise with other levels of judges I ask them to choose one challenge and then to break up the challenge into smaller parts

So let's say the challenge is infrastructure and manpower what I asked them to do look at the root causes of these challenges and then plot these into the circles of control, concern and influence because though that big problem is out of your control the smaller root causes may not be out of your control there are certain things that you can control,

certain things that you can influence and certain thing that you can absolutely not do now what happens to us as is very often we underestimate our own capacity.

What happens to us very often we underestimate our own capacities so when I was a junior lawyer I used to take victims of trafficking and sex abuse to court and they use say didi ajj gawahi hoga kya I would say mujhai pata nahi judge ke hath mai hai ok but as I started doing research I realizedput this problem I had put it in the circle on concern but soon are realized that there are many case laws and if I give the prosecutor a written application to oppose the adjournment that the defense was seeking I could put it into influence I could not put it under under control it was still in the judges hand but from concern it came into influence so very often we underestimate our power to influence outcome.

Control many of the causes that we put in concern may actually be within influence but the other aspect is also true sometime you may try to control everything or try to influence everything where actually it belong with concern what is that lead to. If something is not within my control, if something is not within my influence but I am still trying to control your influence it stress, anxiety, frustration you may irritate your colleaguecontrol on influence it is very important as you are tackling big issues and big challenges to understand what about this issue with in my control, what is within my influence and what is within my concern.

So I don't have any exercise for this but this brings us to the end of our first module on locus of control do you have any questions.

Session-2

Can we begin so our next topic is system thinking I would like to have a look at this diagram does it look complicated, easy, simple what are you thought when you see this diagram that represents system thinking.

So we are all part of system and I would like to do a short exercise for which I need three volunteers who are willing to be active. Three volunteers it's not embarrassing I promise you it's not embarrassing.

Three volunteers ok shall I take so sir can I pick two of you and you the first three, so volunteer one I am going to give each of these volunteers separate instruction. Sir can I give you your instruction.

Sir we are going to do three rounds.....(sound not audible) after this you cannot communicate

So you have to give feedback this is the first round sir I am moving this chair you have to all within ten steps (sound of moving chair) ok now there is a second round two volunteers please come here so you stand here. You have to be ten steps away from that plant (giving instructions to the participants)

Ok yes second round hold hands sir remember your instructions come. ok come (sound of moving chair) that's all sir continue I am pulling the chair this is round two. Sir stand here two volunteers sir you also come (giving instruction to the volunteer participants)

Round three (sound of moving chair).....all right this is the end of the exercise thank you very much let's give our volunteers a big applause. the rest of the group give feedback so the instruction of this gentleman were very clear at all points of the exercise he had to be within ten steps of that chair that i was moving around. What feedback would you give this gentleman why couldn't he do it the second two rounds?

Participating judge: because other two volunteers in a different direction

Yes so for the first round the other two volunteers were willing to do what he was saying. Second round only one volunteer was willing to do what he was saying. Third round none of the volunteers are willing to do what he was saying. Any other feedback you gave or you can give him would it help if he had communicated with the other two volunteers, would it have helped. it could have helped but my instruction to him were you cannot communicate with these two volunteers.

So this brings us to system thinking are we all part of system so we, you are all part of the judicial system what is the overall goal of the judicial system in our country.

Administration of justice to all is it with in your hands ok the goal of administration of justice is it with in your hands

Participating Judge: Not solely in our hands

Ms. Michelle Mendonca: so you are part of a larger system right the judicial system is connected to other systems so this is what system thinking is all about that all of us part of a system, whether it is our family, can I do what I want in my family something I may have a goal, but somebody may do something that completely prevents me from achieving my goal I am a part of a neighborhood, I am part of a building my goals can only be meet if I influence other members of my building, other member of my family it's not with in my control I am part of an inter connected system ok so good system must have elements interconnection and a state functions or purpose.

So you can look at the judicial system as one system break it up in the smaller parts so for instance in the registrar general office you have registrar legal, registrar admin, registrar judicial all of these are part of a system or can even broaden this and say that judiciary is part of a system our stated goal is to deliver justice and we have to work with other parts of the system.

So attention to feedback is an important component of systems thinking so this gentleman have been able to communicate with his colleagues would he have been able to achieve his goal? probably we don't know because I have given the colleague different goals so I had told him you have to be ten steps from this chair but I told this gentleman you have to be two steps from here and I had told gentleman you have to be two steps from here. So I am not sure if it would have make the difference to the overall goal but definitely there would have been some kind of adjustment right so if these two gentlemen had the same goal they would have pull this gentleman towards the chair so each part.....)

Goal is administration of justice it is not within your control it mean there are other system that impact the administration of justice what are those other systems.

Participating Judge: Advocates, litigants, different stakeholders, executive, states, government

Ms. Michelle Mendonca: Because you are you are at a very higher position one of your important stakeholders is the government, the legislature, society so you are all part of the system so system thinking is a tool which help you to co-ordinate goal because sometime you this gentleman had a goal, this gentleman had a goal they did not communicate with each other what their goal was. So the result was mess right you are all laughing it didn't look like a co-ordinate system, so system thinking helps us to see the impact that my actions will have on the other parts of the system that I am part of so for instant whenever I do this workshop for judges, the judges will always tell me you have to do this workshop for police and you have to do this workshop for prosecutors right because they are part of the system.

So how can it so system thinking help us to do our own work in a way that does not adversely impact another part of the system not to look at problem very narrowly what are my goals, what will I achieved, but to look at it in a broader perspective.

Attention to feedback is important how can you do this free to get feedback from other part of the system, sit together , talk together so on Sunday when I was doing the session we were looking at how is it that we can secure the presence of witnesses in court and in one state they said that police witnesses they don't show up for many many months together so what is district district started doing is periodic they would have a report which they would send to the DGP these police officer have not come on this date. They were communicating with the other part of the system what is what is it that you can do to help whatever you are doing to your goal to helps the goal of other parts of the system.

So you have micro and macro goals correct the macro goal is administration of Justice. what are the micro goal the other part of the system so every day when you are sitting at your desk you are not thinking only of administration of justice you are looking at your smaller task, yours smaller goal, what are the goals that the other part of the system have? that you can help achieve through operation and guidance but for that you have to initiate contact with other parts of the system you have to co-ordinate you have to speak about your goals understand what their goals are

If there was any understanding among these 3 gentlemen would that have been the result but they were working at cross purposes. So systems thinking vs. traditional analysis, system thinking helps us to see the whole picture rather than only my part of the picture it insured our solution helps the system as a whole right now we are not going to the practical aspect, but I am sure you can think problems and challenges that you face because there is no system thinking correct?

When the police does not show up to court they don't show up because they are not concerned about your goals they are concern about their own goals. When the bar council create issues it because you're not concerned about administration of justice they are concerned about their own goals

What is the characteristics what are the characteristics of a system approach a deep and persistent commitment to learning so we can only improve solution if you said like you said this lets sit with other part of the system if we sit the other part of the system and give them the solution will it work? ok it might work

So let's say you call the DGP and the director of prosecution you tell them this is the solution that I see for this system will it work why not? so its dialogue so it's a deep and persistent commitment to learning and I'm willing to learn from someone else understand what they are problems and come up with the win win solution or willingness, because there may be some problem that I am causing I want to administer justice I want to do my work well but there are some problems that I am creating in the system am I willing to admit that I am wrong a willingness to listen to other stakeholder and value for collective intelligence over individual Intelligence.

Am I willing to listen to learn and to admit that I am wrong ohhh I am so sorry I switch this off ok now based on what we heard the voluntary will conduct the same exercise again but this time let there be communication ok no no no so your goal is to be within two steps of this, your goal is to be with in two steps of this and your goal is to be within ten steps of the chair, but this time you can communicate you can have dialogue, you can do whatever it is you want to achieve your goal and why I am moving the chair would it be very easy if the chair was fixed but is your job that easy things keep changing every single day right there is constant ambiguity that why I am moving the chair ok.

So have whatever dialogue it is you want ohhh I am so sorry I will bring the chair there better?

We start from here? Right

Sir you can tell each other, you can discuss your goal and decide how best all three of you will achieve your goal.

Think out of the box ok so one thing is this is movable and that is movable ok

Now I want you to identify the system that you are part of? So not look judiciary as a system whole but identify the larger system that the judiciary has part of and may be ask yourself how this entire system is functioning? Is it functioning first time we did this exercise with no communication or is it functioning may be like the second time with some kind of innovation and dialogue?

Yes who are those stake holder?

Advocates. Litigants, including the government and other stake holder so let's be very comprehensive shall I take it down on the flip chart so Advocates, litigants, sir you said police, prosecution, witnesses, your own staffs, other judges,

ok who are the other part of the system, public, others governments, sir can you elaborate that we may have several treaties yes yes foreign governments, Judicial academy very important including NJA see how complicate this is now if I ask to do root cause analysis so you all the challenges and problems each of the stake holders cause.

If I were ask you to do the root cause analysis and then to plot it into the circle of control, influence, and concerned would it help you to innovate? so right now we are seeing these as a problems so the problems caused by advocates for instances, prosecution if you were to do the root cause analysis that leads to that challenge plotted with in control influence and concerned and then innovate whatever is within your control and influence would that help will it take you a bit further?

It might help you to understand and if i were to ask you to even look at the problems may be that the judiciary may be causing to these other stake holders because I can be very

honest here when I do police and prosecutor workshop they tell me go and do these workshop for the judges so every stake holder tells me to do the workshop for a different kind of stake holder

So sir I am not saying that these grievances are justified yes so I have worked with police for about 10 years and from my own knowledge I would say it is the police that has to make the most adjustment to the way at they work. We all know the admissibility and weight given to evidence very often they bring in evidence that the judge cannot accept and so the judge has to acquit the case. But they see themselves as ""Humnai to itna kaam kiya""we did all of this work and then the judge has acquittal which is why I am not saying that it is justified but if there were dialogue it would help them to understand exactly what your needs ours.

that the judge is not acquitting just because he wants to acquit or he sees doubt in every aspect of the case there are some rules like we all know police are not trained they are not trained in procedure so for instance in sex trafficking if there is no special police officer on a case the case has to be acquitted of ITPA charges no matter how strong it is that something is the police will not understand so even if there is no special police officer on the case they would hold a judge responsible definitely there sometimes told that they have to wait for a long time with the prosecutor it is concerned about adjournment.

But what might help because each state is very different is for you to initiate this dialogue with other parts of your system and understand where exactly the changes needs to happen you may realize you know it is the police that need to be trained. So one example of systems thinking to give feedback there is this judgment call State vs kishanbhai and it is implemented in Maharashtra with the home department has needs to review each and every acquittal and if the responsibility lies on the police officer or the prosecutor for wrong doing that person has to be held accountable.

How can you give feedback to the home department if you are part of the system yes so that feedback is flowing through the system> I have just one examples that you may come up with many more innovative solutions of how you can send feedback because I know sometime for judges it's not possible right to give feedback on the orders on their judgments it's very difficult but you will have to come up with innovative solutions of

how to implement system thinking because other part of the system are impacting your goal.

Can you have your disposal ratio whatever you goals are can you do it without other part of the system changing and they also cannot reach their own goals the entire criminal justice system need an overhaul would you agree so system thinking is just the tool to help you understand that you are of a wider system you can also use it internally within the judiciary.

How many of you have said that you know in your own work people are working at cross purposes in your on High Court people are working at cross purposes is it doesn't happen. So if you plot this and control, concern and influence you will find that you have a lot of influence over these cases so one example that was given in this academy is in you Uttar Pradesh I think the lawyers were behaving very violently with the judges so UP High Court has started this practice of having a 7 bench a seven judge High Court bench if there is any grievance against a lawyer it goes before that bench and lawyer can even be suspended.

So solutions coming from the Judiciary for this issue and that impact the entire system and I will give you some more example when we do our next session but is it clear this is just an introduction to systems thinking it is a very simple introduction just to help us understand the we are all part of this system.

Participating Judge: all the stakeholders will come together and sit together and had a talk and then only we think on.

Ms. Michelle Mendonca: Justice Bimla share this on Sunday she said she was posted both stayed in Dharma puri in Tamilnadu which is where the lawyers a very violent so you know there were several incident and obviously she took strong action against those incident but there was one instance when she was invited for some celebration you know some 50 years celebration of the bar council and when she went there she told something very simple she told them for all your litigants who are extremely poor because dharmapuri is very backward area she told them for all your litigants the sessions court is like the Supreme Court of India because they don't have the means of the

resources to go beyond the sessions court the sessions court whatever happens here and she told me that after she share this with those lawyers with those advocates there was not a single boy caught in Dharmapuri district.

What she did is trying to influence other parts of the system seeing these issues as well what problem they are facing but also trying to influence other part of the system so when you look at locus of control not to say that other parts of the system are beyond our control it's a two way think right we have to see what is it that we are doing that is causing problems and what is this that others are doing that is causing us problems like you said coordination among parts of the system will help I know it's not always easy because judiciary is supposed to be independent so you may have to figure out how this works best for the judiciary any more questions before we go on. Has it been useful let me know if you feel this is not very useful to you about.

Shall we go on to the next one it's about leadership styles so effectiveness by self-awareness again I would like you to take a test do you believe that there is a distinguish between managers and leaders? What is it yes?

Leader can change the rule that's what leadership is this is a little bit of difference between manager and leaders are you expected to be manager or leaders of both in your roles?

So a good leader has to be a good manager, and a good manager is some aspect has to be a good leader because you are influencing other people so I want go through this in detail you can have a look at this it's in your reference material.

No actually Prasad this is not in the reference material so can you give this later

Prasad: Sure mam

So we have another self-awareness test that will help now there are lot of leadership theory and lots of leadership styles but this is something that I felt was most relevant for the Judiciary.

so each statement has five options you may either strongly disagree, you may disagree, you may be neutral, you neither agree nor disagree, you may agree, or may strongly agree so whatever your option is circle that option when the test are given to you.

So these leadership style are based on the authority that the leader retains with himself or herself so if the leader retains a lot of authority we have an authoritarian style so I will tell my subordinates what is to be done the right thing that needs to be done.

If the leader share authority with the subordinates it can be a democratic styles. Democratic style of two type consultative where I consult with my subordinate and we jointly reach a decision it can also be an persuasive style ok I am Consulting with the subordinate but very often I know that especially in the judiciary we don't have you don't have the latitude to do what your subordinates tell you correct? Do you have the latitude because directions may be coming from people who are much more senior to you?

So the authoritarian leader would say do it because these are my direction consultation would not work what you could do is consult and then pursue it then why is it you think is right so you are not just telling them do it because I tell you but you are giving them good convincing reasons and they may finally what it is you are asking them to do but they will be convinced, which is why it falls in the democratic style.

And lastly at laissez-faire style free..... do whatever it is that you want to do leader has given away all authority which of the styles is the best style.

Participants: Democratic style

Ms. Michelle Mendonca: is the democratic style the best style in all situations no no the some situation you may not have time to consult and to persuade is it democratic style the right style in all context no no so what I would now request to divide yourself in tow three groups look at the advantages and disadvantages of each style the first group will look at the advantages and disadvantages of the authoratian style. Second group of the democratic style , and third group of the laissez faie style look at it in your context shall we do that we will take fifteen minutes

Authoritarian Style:

Advantages:

- Quick decision
- Quick effective and timely implementations
- No hurdles in the implementation
- Avoids wastage of time
- Quick result
- No dissent

Disadvantages:

- Short term solution
- Confrontation
- Kills initiative
- No innovations
- No co operation

Laissez faire Style:

Advantages

- Innovations
- Inculcates decisions making ability
- Increases trust
- Develop sense of responsibility
- Team spirit

Disadvantages:

- Insubordination
- Delay in decision making
- Lack on interest of ability

Democratic Style:

Advantages:

- Inclusive
- Participatory
- Freedom to subordinates
- No stress and pressure
- Fearless environment
- Supportive
- Cooperation
- Responsibility
- Speedy
- Decentralised decision making
- Liberty to follow their passion
- Equal opportunity

Disadvantages:

- Delayed decision making
- Indecisiveness
- May not achieve the goal
- May lead to indiscipline
- Direction less
- Impede the execution of mandatory rules.

we use authoritarian all the time will it develop our subordinates no it should use only in exceptional circumstances so if I use in exception circumstances like emergency I use this, I use this where ever necessary then subordinate will understand that these are exceptional emergencies circumstances it's not that my leader is always telling me what to do and to develop now these leadership styles are based on your emphasis on task and your emphasis on people so if you want to develop people you will use the supportive style, the participate style, the free style if you want to develop task you will use different type of styles so if your high emphasis is on task this job has to be done you will use more of the autocratic style if you don't have any concern about task that much you want to develop your people then it will be free....style, if you have a high emphasis on people no emphasis on task you will have a supportive style, but then task may be or may not be done on time but the participative style is this

So this bring us to the end of our session I hope you found it useful, if you have any questions I am here during lunch my numbers are on the reference material if you didn't find anything useful I would really appreciate candid feedback because we do these sessions in many academies and we always want to improve on these session so if anything was not relevant was not helpful please come and tell me you will be doing other judges are big favour thank you

Session-3&4

Mr. Sampath Iyengere

Next two session we try and understand leadership there is a good old saying captain is as good as his team you might be an extraordinary player as an individual but if you don't have the team, your ability to succeed gets limited so we will try and understand different facets of building teams what are the advantages and disadvantages

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

Whole lot of eco system is there different kinds of animals one eat the other, other eat the others finally comes back to the ground as a.....so this cycle continuous run as a

beautiful eco system. So compare to that what we do in controlled environments whether it's in our home controlled environment a workplace is a more controlled environment where everybody has a purpose everybody focus is required but still we struggle control system right everybody where everybody has a purpose so number of focus is required but still we struggle. In a forest there is no control system right everybody is self-controlled but it controls regulates so well so that is the essence of their picture and this is the tallest and the oldest tree in the world is called Redwood in the US California which grow up to about 355 feet plus and there are trees which are 2000 years old can we have a better example than this or something which is sustainable and thriving anywhere in the world. As you can see this picture this is how the root system is actually the roots typically the understanding of the plants is that not the root is the length of the root is equalant the height of the tree. But in this particular case the roots are not very deep sorry about 18 so how do they manage to stay such high when there is so much of external forces. They do it with an extra ordinary team work wherein they all puts the roots inside each other so in the ground on the ground inside the ground the roots are viewed in such a way that whenever there is a wind, whenever there is extreme pressure all of the balance together and that's the reason why they are able to sustained and live for thousands of years. So if this is possible in nature whatever we can do is much much smaller expectation out of us and if you are able to live up those expectation I am sure we can do lot better.

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

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

We need to keep what we do in our life do we start anywhere without knowing where we are going so the destination is known before we start. None of us have landed in NJA by accident right we all thought through we plan and we were planning when we started coming here went to lunch knowing that we are going for lunch with no what is the end before we start so for this season I want to know what is that you want to know from me that so I know where we should end the session.

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

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

Participants: how to become good leader

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

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

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

Second one

Participating Judge: Mix of both

Sampath Iyenger: How can I give you the both?

Participating Judge: you can take a little from both

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

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

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

Be flexible with timing the only thing which I said I am trying to compress a whole lot of things you know if it would be my last session today accident after 7 o'clock 8 o'clock whatever it is which I have somebody else following up the session so I can't do this and you might take 10, 20, 30 tips please make a commitment to yourself one learning that you going to adopt and implement it if you are just not going to do that

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

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

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

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

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

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

One other thing which is probably not returned there probably more important fascinating to you where I consider myself as a world class is my health and fitness this is my 30th year of working I have taken 1 sick leave on 5th June 2014 I felt sick and I had loose

motion on the day so which I could not control so I surrender. I did not take any medicine for that matters so last time I took an injection for sickness was 24th April 83 that is that I have consider the biggest achievement.

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

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

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

Do you agree?

Participating Judge: yes

Sampath Iyenger: Can I have AC please

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

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

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

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

Can you give one example of a great team? Anywhere

Participating Judge: New Zealand Cricket team

Mr Sampath Iyenger: Ok

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

Participating Judge: Prime Minister and its cabinet

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

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

Participating Judge: togetherness

Participating Judge: role of individual

Participating Judge: coordination

Participating Judge: believing in the leader

Participating Judge: complementing each other

Participating Judge: common goal

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

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

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

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

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

The team which produces less than what is capable of collectively is less than individual any examples government, collective you may have fantastic individual but there is lack of coordination, lack of synchronization which produces, many of our houses if you look back what you say and what your wife say, what your kid say, what your parent say there is so much of challenge in getting that one thing going.

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

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

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

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

You know ones you start building you know it will go up and there is no end to it. So now you know the differences between so I don't need to actually go to the details we know what makes he great team, we know what makes the bad team. We know the answers the requirement is to reflect what we are doing knowing is nothing doing is everything.

We may know many things, but how many of what we know we actually follow all of us know jumping signal is bad not right, but most of the accident do happen only for that

reason. How many of you know that wearing seat belt is mandatory, legal and helpful to our life but how many people do it?

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

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

Now tell me what is one plus one?

Two

How many think may be eleven?

Any other possible answers

Zero how do you get zero?

Ok

Any other possible answers

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

Happens this way (draw in the board)

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

Because he is good at goal keeping

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

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

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

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

Everyone is a leader everything we do is a team work can you give me one instance where is no need for team work, sonia gandhi also needs a system right sonia gandhi can be become sonia gandhi when there are lots of people who listen to her I can you the remote control only if there is the TV right?

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

Participating Judge: Temple Pujari

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

So whether we like it or not, whether we accept it or not we are a part of a system we are part of a team how well we play in a team is a criteria sometimes we take the leadership

sometime somebody else will take the leadership. If a chai wala can become prime minister we cannot underestimate anybody's availability, am I right? So I show you a very beautiful video.

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

Play video

OK, that was only an audition round, so she went to the final. Actually, the story starts from this end: she went up to the final and in the final she lost. The beauty is that the prime minister of Britain called her and said, "I watched your show, in my opinion you are the truly deserving winner. You did not win the competition, but you won my heart and probably millions of other hearts."

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

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

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

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

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

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

Everybody is important in a team to the best that they can and they should only then you get may you are in five star hospital but your patient dies nobody will come after that you may be the best surgeon in the world but nobody will come to you, nobody is going to ask what your patient dies and patient died is the end result so when you understand what is your role and you understand what is the role of different team member in the team then you build the team.

Some of your skill may be useless at certain situations it can be limitation at times so that is what critical for us so, you must have heard you might also rate the rabbit and turtle story to your kids yes what is the story? Slow and steady win the race right? Ok some of you might have seen all these are very popular videos right, but the context is important under what context we are using this is something which I want to because end of the day if you don't get the context then everything is wrong.

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

So it is contextual so that's what is important.

Play video (turtle - rabbit story)

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

So that's why people say friends are the one who are always there with us and relative are there for us to pull us down but we forget that we are also relative to somebody else and our relative are also saying the same statements so what we give is what we come back you know what we get end of the day. So this is what happens understanding the core competence of each of your team member and using them appropriately.

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

Now the ubuntu story: This is what you all use computer to, as your operating system do you know how computer got's its name. This is the story computer means this there is a very educated guy, tropical country it is a tribe and he arrange a small competition he kept a bunch of chocolates a basket full of chocolate under a tree and called all the kids said all of you when I say get set go all of you run and whoever reaches the basket first will get all the chocolates and the response was so socking for him what they did they all held there hand each to the ground and all of them reach the basket at the same time so we think we are all very intelligent and these people are trebles they live in cottage they don't have any knowledge this is what they did in reality he was shocked and he ask how you didn't run all of you are capable of running and you could have got it why you

didn't do it they said all of us are capable of running we knew it but if we all run unfortunately there could be only one winner and the other people will be losers and what joy in life have you have when make 99 of my friends unhappy and I am happy about it. This is true all of true either at home or at our work place I I I I..... we kill that we in the process but for that we to be grate I should be equally grate good I good I good I a grate I can become a fantastic we, So I+I+I+I is always a we provided you have a collaborative style if you get into a competing style you become your enemy. so Based on this principal there is worldwide computer doesn't have any ownership right so it is free it is a free web so you don't pay anything to install your computer but if you buy a Microsoft windows or apple operating system you have to pay for it. This way principal of sharing and caring what is what computer in there languages mean.

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

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

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

So listen to my story very carefully

It's a family of 3 father, mother and a son, from a small village very poor family, they had a small piece of land, and a bullock and a cart, that's all with asset, son was doing his final year in B.A. he has already got a campus recruitment so 3 months later he will finish his final exam and then he will move to the city and the parents will also go and join him and settle there in the city for rest of their life, that was the plan. 3 months into this plan one fine day the wife develops a little ill health, son well and husband takes her to the village hospital, say we are not able to asses this, take this tablets but quickly take her to the taluk hospital and they have better diagnosing equipment's there they will be able to do it, so after 2 days husband takes wife to the hospital and they Diogenes and say there is a small problem we need to do a small surgery and the surgery will cost you 5000

rupees, 5000 is a big money for this couple, they come back the wife says no, all these doctors are like this only and I have had this problem so many times nothing will happen, which you have heard among you family member so many times and many a times we also have said the same things, but husband is husband so he has to take care of his wife he says nothing doing you have to do it but where will you get the money they have this and that, the husband loses his sleep and he thinks and thinks, finally he comes up with a strategy he says anyway we once down the lane we are going to leave the village and go to the city, anyway this is the summer seasons so there is no use of this bullock and cart rather than sell it 3 months later we will sell it now only, and with that money we will get it done, wife also found this quite logical so husband went to the nearby market and sell it up as quickly as he can and buyers will see that in body language the urgency and bargained hard and said we can give you 6000 rupees that's all best we can do and his requirement was 5000 rupees so he said ok, somehow he will manage he sold the bullock and cart for 6000 rupees, got it, 5000 rupees he gave to the doctor, 500 rupees medicines and you know fruit and going and coming in that respect, so after two days she was discharged so they came back, after a week one of her the sons class mate came to a village and he visited you know his friends parents in villages people visit, then he realizes that you know his friends mother underwent a surgery, this is what happened so he came back to, next day he went back to the hostel and then he ask you know that your mother went under a surgery and no I don't know what happened, son being son he got angry, they didn't tell the son because what is their son will do after all he is getting prepared for his final and why should we disturb him, there is nothing that he can do about it, it's a small surgery so let him you know concentrate on his study and there was no reasons for them to hide for the sake of hiding, but son being son he said no he runs back to village and said why did you not tell me, they console him you know we didn't want you to come here and miss your exams and tests and then you lose your job which you already have, so it's not a good idea and then if there was something really serious we would have told you there is nothing serious, after some time he asked how did you manage to get this money, you know we sold this, then he got very upset how can you sell the bullock and cart it was so dear to mom, she was you know taking care of this bullocks as if her own kids for so many years so much of emotional attachment, you could not, you should not have sold, if you have told me I would have arrange the 5000 rupees it is not a big money for me, among my friends they would have raised it,

argument goes back and forth and finally there is ok you now also get the money we will go and get it back, so he raises some money and father goes to the person who had brought this so they say no see this is what happened and all that he was a good guy, if you have so much of emotional attachment you take it back, I have no problem because for last 15 days I have taken care of this you know in the summer we cannot use any of this you know i have invested so much so give me 7000 thousand rupees I will return it to you, and son also felt that it's fair what he is asking is a fair deal and he gave him 7000 rupees and got it back, he went back wrote his final exam did well he also get a cabin and went to city so he went and joined and next weekend he came and there was agreement between parent and son they were supposed to go and join him, so he had told I am coming and they want to go the question now that what do we do with this bullock and cart, lets sell it out, you have no intention to come back lets dispose this now son was also there the father was also there both of them went to the market and now they were more confident they were not in a such a great hurry to sell it off, there was no tension on the face because of that they were able to sell this at 8000 rupees. son said see dad you always use to say my MBA what will happen, I was able to do much better than you, ya that's why I never went to the school I sent you with all my savings and I am happy that you are able to use it so they went to the city first one week was all ga ga son had lot time he use to come early go late weekends go take to temple one day to the park and all this happens one months' time went, then a project started so he started coming late, he started going early then no weekends were taken out then he use to carry work home after 3 months he had reached such a stage they don't know whether son is coming or going and his manner see you all young people you know it is work hard you come up which you realize everybody is working 14 hours 16 hours and if I don't go then he will send me home and what will I do so he wanted to work but the problem is this village couple had come to the big city and son had put very clear directions that you cannot step out of the house because to many people who can cheat you, you know you cannot cross the road it's very dangerous with all great intentions and don't open the door lot then all people will come you know we are sales people this people that people they can do anything to enter the house don't open the door and you don't go out of the door, after some time they started to say that have we come to the jail or are we living in our own homes in our village we were all bindas we do whatever we want we went out whenever we want, we had less money we had less food but we had freedom here we have all this

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

What is your answer is the question.

Participating Judge: 2000 rupees loss

Sampath Iyengar: 2000 rupees loss ok.

Participating Judge: No loss

Participating Judge: No loss no gain

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

Sampath Iyengar: Whatever you want it.

Participating Judge: there is no loss no gain.

Sampath Iyengar: no loss no gain 1 more person.

Participating Judge: Rather the game is of satisfaction.

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

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

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

You want to change your group ya do it

If in a group that individually as one team then only thing will happen so the people who are saying 3 is the answer you know this is 3 only no you are the person saying no all you will say -2 is right, others are wrong, these people will be saying exactly the same and finally someone will say I will venture out and go and talk to the judge. this is what it is that's how I get to know 0, what will happen to you now if he comes and tells -2 nahi you such a fool man this is a 0 cannot you see this what will you do. it is the ideal situation but here practically if doesn't happen that way I don't because you are not even listening to her, you know very well that you are right, so you are put a blockage there itself, you are interrupting her you say no this is how, see this is how right it is, she says how, I give 1 hour 2 hour 3 hour time there are 100 sessions are done only one team solved after about 1 1/2 hour. it is not some body suddenly realize they said let us actually transact this and see what happens so they took 9000 rupees and they traded ok this is the bullock and cart let us do the exchange and see what happens, and they got the right answer, but ideal way even if you real life situation you may not be able to actually do it and see for you self the requirement is when you walk when she walks up to you what she

should ideally do is to ask, my dear friend seems that you have a different answer than mine can you explain me how did you get this answer, you will be all best of your communication you will communicate to all how did you get it, who is smart now she knows how she got her answer she also knows how you got your answer she is in better position to decide who is likely to be, and possibility all of a sudden something else will strike no you are also wrong I am also wrong probably there is something else there are possibilities you are right I am right both of us are right because we are viewing from a different perspective and then you will ask her if I have got the right answer how did you get your answer then now you will listen to her because she has listen to you earlier you pay respect to her so she paid respect to you, so life is what we give what we get. 0 some gain at the end of the day this is not what I get I will give it is always what I give is what I get. so you show respect to your team members they respect you shout at them they may not be able to shout at you in front but they will do it behind you cooperate with them they will cooperate with you you pat them on their good work they will say sir what you did is fantastic. simple it is very simple but unfortunately we walk up two set of rules, one set of rules for me and one set of rules for everybody else unfortunately the nature doesn't work that way and we are part of the nature so yet I am not going to give the answer you can figure out the answer is a very simple one but the process is important one the answer is not but why not discuss as a team and I will give you my contact no. free to call whenever you get the answer you call me or message me or what's app me I will give you the answer discuss it with your family members it will increase you communication it will increase your understanding. So next point is any questions on this because i just want to go on from this, all of you have understood, asking inquiring showing respect to others opinion to others views this is the best way to

Answer is not important but, learning is important

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

any situation you tell me I will show you a video do you know that new born babies can swim, but new born babies can swim you cannot swim why?

Once we finish the regular session, I am available whole day you can sit and continue this mathematical problem we will solve it 8:20 working hour, till such time let it be lingering in your mind ok, so the reason many of us don't swim because our parents no, don't get in to the water this will happen that will happen, it's all filled in our head and we see those pictures and that's the reason why we don't get in, otherwise when you see somebody swimming, I can swim what's your problem, you think an ant can swim can you believe an ant can cross an amazon it is the largest river in the world, possible, let's see, if it is possible or not lets figure out (plays a video).

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

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

Practice practice, why we show this is not a movie there you can edit it, do this and do that, every day they need to showcase live one small mistake by anybody will spoil the show, how much of practice they would be doing behind the scene to do this and end up this grate, how many times they have broken there bones how many have all there hard, yes you are not going to get it right just like that, what is it hard to believe in yourself and you have to believe in your team what is there to make corrections, improvement is a journey and never a destination there is scope of improvement all the time and everybody is better than everyone else in some thing or the other when we have the respect for each other when we have the desire to love what we are not good to learn from someone else how is better than us, we all get better, together everyone achieves

more team that is what the funda so be very clear I have taken another 5 minutes more than what she allotted to me but when we come back we have another beautiful game, ok, thank you. All of you have a document with you of one page document this one, ya so please leave that.

Ok so quickly read the instruction

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

Situation:

It is approximately 10:00 am in mid-July and you have just crash landed in the Atacama Desert in South America. Your light twin-engine plane containing the bodies of the pilot and co-pilot has completely burned out with only the frame remaining. None of you have been injured. The pilot was unable to notify anyone of your position before the crash. However, he had indicated before impact that you were 50 miles from a mining camp, which is the nearest known settlement, and approximately 65 miles off the course that was filed in your Flight Plan. The immediate area is quite flat, except for occasional cacti, and appears to be rather barren. The last weather report indicated that the temperature would reach 110 F today, which means that the temperature at ground level will be 130 F. You are dressed in lightweight clothing-short-sleeved shirts, pants, socks, and street shoes. Everyone has a handkerchief and collectively, you have 3 packs of cigarettes and a ballpoint pen. Before your plane caught fire, your group was able to salvage the 15 items listed on the "Salvaged Items" page. Your task is to rank these items according to

their importance to your survival, starting with a “1” for the most important, to a “15” for the least important

Done everybody?

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

Desert Survival – Score Sheet Item

- Torch with 4 battery-cells
- Folding knife
- Air map of the area
- Plastic raincoat (large size)
- Magnetic compass
- First-aid kit
- 45 calibre pistol (loaded)
- Parachute (red & white)
- Bottle of 1000
- Salt tablets
- 2 litres of water per person
- A book entitled ‘Desert Animals That Can Be Eaten’
- Sunglasses (for everyone)
- 2 litres of 180 proof liquor
- Overcoat (for everyone)
- A cosmetic mirror Score

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

Now let me tell you what expert says:

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

Please write down the expert ranking:

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

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

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

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

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

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

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

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

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

Water 3: Will keep you "comfortable" for a while.

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

Sunglasses 9

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

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

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

So what are difference between expert and an individual?

Sir what are the difference

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

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

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

Thank you

Mr. Shubhas Bhatnagar: The tea break never confined to the time that you announce its never 10 minutes and I understand the reason this is the last session and you don't want to...there is a session on time management tomorrow perhaps it should have been the first session.

Participant Judge: This is not the last session this is second last session.

Mr. Subhash Bhatnagar: ok ok ok ok let me make a few confessions actually this is very broad area I really can't claim any expertise in it. I have been a teacher of Information Systems, basically how to deploy IT in government and courts and all of that only thing I am associated with IIM Ahmadabad in various capacities since 1968.

So I was dean at one point of time, board member, chair professor so may be a little bit association with performance management of an educational institution. I have very relatively very little understanding of courts in 1994 when Justice Venketachili was Chief Justice a colleague and I had done a study of Supreme Court registry. I was looking up that report now but its more than 20 years old.

That is the problem with the record keeping things are not traceable so one aspect of performances that everything should be traceable perhaps so but you know that study was 20 years back I've actually change my field so I work for e governance for the past several years fifteen to twenty years. So I have no specific agenda that I want to push across I would wish that we have some sharing of thought maybe you can pick up a few ideas for what I mention and ok, so since I have no agenda it's easier to complete in time because I don't have to say that I have not done this or not done that.

So tell me a performance management what do we mean by performance management? I have actually grappled over three four days when I started paying attention to this then what is performance management. First of management look like you manage media you manage brand, you manage this so we can manage performance. What is your understanding and what is that you expect from this session that is performance management?

because what you think is optimum performance somebody else may not think that that is optimum performance Optimum itself is a very loaded word so what do we for Hike

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

Participating Judge: we have the supervisory Jurisdiction

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

Participating Judge: Proper management of people and time

Mr. Shubhas Bhatnagar: roper management of people and time ok

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

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

So first when we talk about goals it is not simply that the clarity should be in the head of the leaders or a few leaders unless organization Wide that clarity exist an organization cannot achieve its goals can 2, 3 registrar general can they actually a improve

performance significantly unless your thousand or fifteen hundred staff whatever your subordinates that everybody is that everybody understand that that is the that is where we want to go that is what you want to do and I would say with my very limited experience working with organization that aspect is very weak sometimes leader don't have the clarity at other time they have clarity but they don't communicate with clarity with their subordinates so everybody in the organization is not on what we call the same page.

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

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

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

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

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

task but also how the lawyer perform what they do may be it is more significantly by lawyers do the number of adjournment and number of faulty cases submission

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

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

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

how do we define our performance so in the IIMs there was saying these days there are lot of ranking you know multiple institution are rank so get rank by this agency rank by that agency until this ranking existed our life was quite easy we in a sense control our own reach where do we want to go. So no people are not trying to improve performance

they are trying to improve their ranks and but it's important so U can tell you that in the institute today the highest focus is on producing research because in global ranks that's seems to be a very important factor now in the long run teaching will suffer because as I say you can only improve a few things you can't improve everything you can't say I will improve my consulting I will improve my research and I will improve my teaching and I will improve my so if you focus on research other things will affect so any way this is the business of the board and top management or Chief Justice people like you to do that.

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

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

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

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

But what will contribute to that could be very very different so next stages then to begin to link and understand that whatever we do in the court and whatever is our responsibility of those hundreds of activities that are subordinate do what we do what influences this common, agreed upon goal that's the thing that we were trying to analyses in our supreme court study long time back ok so we were coming up with the things like you know

adjournment is one issue, defective case is another issue we were coming up with these areas which need improvement.

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

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

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

The performance need to be measure on critical task now critical is what we are saying which influences our goal in more significant ways then another that's what we are trying to say adjournments are critical if we can reduce the adjournment somehow then maybe we can dispose of cases easier the feeling there being that all adjournments may not be necessary for fair dispensation of justice perhaps some adjournment are detrimental to that or if we can get first time submission case files without defects then we don't discover at later stages that this is defective and you know every, recycling or correction is delay means sometime loss so we need to define what

We took two months we took that many cases that were done and we looked how many adjournment and we have some data that is now 20 years old and that is something that would need to be done in courts. Now one thing I would like to mention that if we are discussing performance measurement and management today I am not a computer science person I am a management person my degree is in management, but I believe that use of technology is absolutely essential if we want to begin to think about

measurement. For example and Record Keeping file management and all that if you did not have technology you will not even know how you are performing so that's why e court projects.

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

If there were a technology which could actually track every file provide an identity to every file that perhaps will help us to monitor what is happening to file. There are other kind of technology that you can use it might introduce delay just this morning I forget from Kerala we were discussing and you know how the evidence are recorded now maybe they can be a great use of technology there in Gujarat or in some other places I don't know I read the newspaper that they have now instead of you know litigant and you evidences being produce in the court you can use video conferencing somewhere.

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

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

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

Participating Judge: we already finished the phase one now the e courts are in the phase two ok so anyway well-defined indicator what do you mean by well define indicators measure so indicators would be that on an average how adjournment do we have per case

and if you have adjournment today or seventeen is it possible to reduce seventeen then we will go what causes adjournments you know what are the reason for adjournment take place which would bring us the fact that can we capture those reasons then we record that there is an adjournment because if we did not capture the reason for adjournment then of course you cannot measure later on and say out of the nine average adjournments in cases five were contributed by this and two were contributed by this and one was contributed by that.

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

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

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

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

Now you can argue one is better second is better whatever it is, so reporting means there is public sharing and there is a private reporting and these are two systems of feedback for some task and some class may be private is much better, but for some other things may be public report is much better we have tried this out long time back we were working with the health and family planning programme in India and there was a great deal of concern that primary health center which is supposed to provide you know public health to rural areas that they were not performing well so first task that we did was to define indicators ok when we say health it means important is medical care

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

what we begin to do was to share this Primary Health Centre performance across Uttar Pradesh was divided in four region.....so all the 15 PSC and over 2 years we noticed that it had a dramatic impact.

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

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

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

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

Participating Judge: Yes

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

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

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

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

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

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

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

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

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

Mr. Shubhas Bhatnagar: I just saying can we just say 6 question a thousand citizen rate your High court on those six question the target group may be litigant I have done just studying I said I work on e governance I hope I could we just done the study of what is the impact of e-governance in this country and it could very well be that if court

have computerized significantly we would have included the sub registrar office and registrar office, registration of property, the drivers license, the land record system across ten states with 80000 uses of the systems for every state and every department 800 users involving 10 of the market research agency IIM Ahmadabad designing the questionnaire designing the questionnaire and we asked it on did you pay the bribe directly to the functionary indirectly to the agent were you treated fairly when you went there.

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

Session-6

Dr. Geeta Oberoi: Good morning I think its time to begin so I hoped yesterday sessions was useful we have stood up to your expectations it will be great if you all put keep your mobile on silence and now instead of being just physically present otherwise also be present in the conference hall. So today also we have a again as I said that like yesterday I told that we are not going to deal with what rules and regulations are there under which you functions whom you report, what work you do, what you don't do or how you should do, but we are going to give you some skills from different disciplines which you can think about how you are going to apply and may be in the next conference we can talk about whether those are actually applicable because you will have one month's duration you may want to return or you may want to not to return and I mean it is up to you I know registrar general are very busy people in the world.

So with this I give first session which is on time management I leave it Dr. Bharti Sharma to do that who those she is a person from management discipline, but she is not someone who does not know what judiciary is all about I mean has been from that background because her husband was a former Supreme Court Judge so she knows everything Dr. Mukhidhan Sharma so she knows like under what context you operate.

So with this I leave it to you mam to introduce more about yourself and take this session

Dr Bharti Sharma: I would like to do doctor Geeta Oberoi and her team for inviting me for this session and I mean to be with you very responsible people I know that registrar general run the High Court I mean run the High Court and of course Supreme Court that way.

About my background so I am a product of Delhi university where I did psychology with industrial psychology background and that how after marriage I joined Guwahati university as a lecture and then become professor and I become professor in head when my husband, because of the transfer policy you know you have to move to first to Patna then to Delhi and he was because of this personal reason I had to move to Delhi again and joined one institute call Lal Bahadur Shastri institute of management where I worked for two years then I moved to NTPC Hyderabad in house training, institute call power management Noida then finally I joined one Institute call Indian Institute of public administration where we train group A officers IS, Police officers, IPS, IRS and all that and plus defense services Army, Navy, Air force.

So I was there for from 1998 just recently I retired and of course I am very happy to be with you and this programme this session is call time management, but I want to know not just restrict to time management only but because you know what I mean why I want to include all those stress here, stress management here and you will know it better which I discuss little later but first of all I would like to when I begin I would like

I have name the Session managing stress and time I will just deal with stress a very little because I have seen that there is a session last session is occupational Stress but occupational stress and other stress like personal stress they will overlaps but what causes stress first of all I want to know what are the things or what are the issues and event that cause stress? From you all I want to know first

Participating Judge: change

Dr Bharati Sharma: yes because you don't know what will be the situation like after change, because it's a fear of unknown we call it fear of the unknown tats very important.

Participating Jude: Unreasonable deadlines

Dr Bharati Sharma: yes

Participating Judge: A fear of lose something

Dr Bharati Sharma: yes, its related to change because whatever position you have change because the very simple thing put today, today your lecture is in this hall tomorrow mam say it will be in a other hall and in, in all why mam why here ??? We are so comfortable here why you want to change

Participating Judge: Compelling circumstances

Dr Bharati Sharma: yes can you please elaborate it

Participating Judge: work is not in our limitation and we are ask to complete this work by force

Dr Bharati Sharma: yes

Participating Judge: work overload

Dr Bharati Sharma: yes yes hmmm

Participating Judge: pressure to excel

Dr Bharati Sharma: to become a perfectionist yes that's very important because you want to I mean we want to do it at the best of our ability but again all these will be related to time, I want to relate some of this with time that why I am just asking you

Participating Judge: get success in work

Dr Bharati Sharma: to become a perfectionist yes that's very important because you want to I mean we want to do it at the best of our ability but again all these will be related to time, I want to relate some of this with time that why I am just asking you

Participating Judge: get success in work

Dr Bharati Sharma: yes success mean get promoted and get recognition right success what look, what is success in your situation?

Participating Judge: get the things done

Dr Bharati Sharma: get the things done ok ya

Participating Judge: thinking about something which is not within your control

Dr Bharati Sharma: right unrealistic expectation, unrealistic ambitions I mean ok

Participating Judge: Insecurity

Dr Bharati Sharma: Insecurity yes

Participating Judge: resource constraint

Dr Bharati Sharma: human resource or other resource?

So in this lecture in this session I want to have all this but I will go through the other things very briefly and only go to the effective time management part. All of you somehow I can relate it to time many of the things which you have said which causes you stress I can relate it to time also how can I? How do I relate ?

how do I relate some of them to time not managing time properly meeting the deadlines that's very very important most important making the deadline and what else you said because you know when you become a or want to become a perfectionist you keep on doing the same thing till it become perfect right that how we waste a lot of time. Because nobody can be perfect however best you try whatever effort you make I mean is good to make one or two mistakes so that you learn from that instead of rather than becoming a perfectionist I may say not very fatal mistake but small mistake which will make you learn for the next time.

My lecture mainly is on effective time management.

Participating Judge: work load

Dr Bharati Sharma: work load because you are so over burden with work that you know you don't know what to do, what to do first and what to do next you know like that and you say resource because then resource constraint may specifically the human resource because you don't have enough manpower to do it, but you have to do it finally you have to, you yourself do a lot of thing finally.

Anything else you want to add related to time

Participating Judge: Setting priority

Dr Bharati Sharma: what to do now and what to do next

Just distribute the questionnaire I think I start with that it's a small questionnaire which I will not it back, I don't know the score but you yourself will know whether you are managing is your time I mean properly you are doing what you do but we will calculate and keep it yourself but be very honest and I will give you ten miniatures.

So I start with the first slide what is stress?

I try to relate it some of them not all of them to time and there are two type of stress one is distress and other is eustress our positive stress which is the challenge that motivates us to reach a goal. Now we learn two things that stress are of two types.

like getting a promotion, becoming a parent, becoming grandmother, grandfather or whatever you get excited that kind of stress but you are very stress what to do and what not to do. I mean how I will handle this of things that is called eustress.

At the time of weeding also fear of the unknown also is there of course then financial loss, problem in job, illness, traffic jam is very very related to stress and time. Here you know you don't have control over so at certain aaaa stress a inducing situation you have still have some control, but there are some when you don't have any control.

This is not important this of course I quickly go through it (showing slides)

Consequences of stress now what happen including time stress causing out of time what happens? one way to get high blood pressure is to go mountain climbing forget about

that but reaction to stress how do we react to stress including time normally, like normally deadline is there and you just normally deal with it and you just keep your cool you say its ok I can handle it.

But if I cannot that what I can do you know that kind of situation deadline is so unrealistic you know un achievable but still you try normally you try, but then what you do ask whoever responsible to give some extension if possible.

Certain event deadlines cannot be extended you all know, but certain things can be extended by one or two days then neurotic people become aaahhhhh people cannot handle that kind of stress and stress means not just time here all kind of stress and become neurotic means you are normal but you show some science on little abnormality like you are very scared of high places when you go up to the terries and you look up and you know you get fear.

That kind of things are normal but still little bit of abnormality is there. Then psychological means you become sometimes stress is so much but again here not in time mainly job related also if you lose your job in your situation you do not lose your job but there are jobs they lose their job now a days it's happening all the time people are committing suicide that is psychological either become psychological case you know you suffer from mental illness or you end your life.

Here let me tell you how you handle stress there are two ways of handling stress one is fight and other is flee you just fight when you are in stressful situation deadlines, resource constrain, still you go ahead and face it then sometimes you flee that means you rum away from say please excuse me I cannot do this within this time you know that way.

Then here it comes from the olden days when people were primitive people use to be in the jungle suppose a man face the tiger what will the man do?

Participating Judge: fight

Dr. Bharati Sharma: if he has some something with him ti hit the tiger a weapon or stone he will hit, but if doesn't have anything he will flee. so there are only two option either face it or flee or you can avoid it.

Last is very very important and we all you know face it the cause is something but it mainfaiste in your body that is psychosomaticand you know aaaaa allergy, cough cold, or just before the exam people have lose motion you know all this the cause is psychological, cause is real something real but that manifest in the body that is psychosomatic.

We all of our suffer for some kind of psychosomatic won't call a disease it psychosomatic, I will tell you my case I was working in that Lal Bahadur Shastri institute of management it's a private institute I am from the....the working in the private is very different you don't know how the private because you are always in the government system and there system is I could not cope with the type of work one has to do even a faculty member and my children were young then plus people will company will come for placement you have to work Saturday, Sunday no off, no holiday you know I mean I developed some.....then finally you know that it was very serious I had vertigo finally doctor because try to find out is there any job stress I can't look after my children neither I can look after my family you know I am in between.

Blood pressure very simple example, blood pressure stress related and there are another thing in which concept you should know that rusting out and burning out. Stress is like you know aaaa if you stretch a rubber band suppose you stretch a rubber band how much can you stretch stress after a particular time it will break, but after beyond some point it will either will not be able to handle it normally either you will become little bit of neurotic, some people behave very little abnormal don't talk to me, I know what I am doing you know I am very busy, please don't say all that nonsense I am very busy you know that is little neurotic.

then what now what are the techniques the most important is the you all know what causes stress no no I was telling you rusting out and burning out like you all always keep on saying we are stress and we have so much work we don't have time for our family, we don't have time for ourselves but think about time all this will easily take away.

Suppose for example we say that you have given a very beautiful room all the aids starting from computer to assistance and all that but you have not given any task any work you don't have any work to do sit in the office and morning you come at 10 o'clock

and then evening at 5 o'clock you go back then how will you feel? Because we keep on saying that stress, overburden or overworked.

Suppose your office people takes away ok you are so stressed you don't have to work from tomorrow it's a hypothetical situation come at 10 and go back at 5 what you feel?

Participating Judge: will be happy

Dr. Bharati Sharma: no you are the most unhappy person now you will think what is this, I mean people think I can't do anything that feeling will come that is called rusting and you will forget all your work gradually if it goes on continuous like that because you are working you are learning every moment you are growing and although it's your sometime you are burnt out but still you know, you are growing, growth is there and that wayyou will rust out and it happens in gov because I am dealing with all these IS officers sometime what happens they get transfers but they are not giving any posting.

Participant Judge: this happens in judiciary also

Dr. Bharati Sharma: ok how come example

Participant Judge: not audible

Dr. Bharati Sharma: so that is rusting out what I am saying ok now the techniques quickly this is not important, but these are you know very positive thinking is of course important but whatever is the work when you are stressed you have to think positive.

If you think that I am so overburden, I have been doing all the work if you keep thinking then you will be demoralized and so much work I have to do and the other person you know I mean that kind of feeling if you have that negative thinking, negative feeling then even otherwise in life my friends those who all are working in your generation which were working in the private sectors earning huge money, they are doing so well you know this type of negative thinking you can think of so many.

There are two terms in management one is entrepreneurship and one isI will tell you private give you lot of money, but all your movement are watched, with whom you are having lunch, who all are your friend all these you know as if you CCTV is there all your

movement are watched and that way also and you are not here you are serving the government, you are serving the nation as a government servant and we are serving the nation but we are not serving any business man.

but you should always think positive you are at the best organization I mean at this age and again coming back to the term.....will think this way that this is the and I should work for my organization that is and whatever best possible within this I should do this.

We are those who are in government in spite of all the constrains because they have that security..... we want security more than money, more than perks but we want security we want the secured life.

Now will come to the part these are the mental techniques there are some mental techniques for combating stress and there are some behavior techniques and what you call that stress causing thought is coming to your mind let it come and then try to stop it. These are techniques things it cannot be done in one hour it require three days programme proper and stress allocation also don't let stress come and engage in something else.

Now this is important for stress management, assertive training is not aggressive, bot offensive but assertive I will give you just one example which is relevant for time management also suppose wherever you are and whichever city you are some friend from some other city comes to your office and he or she is free and wants to talk to you but you are very busy, you have to submit some report or something then what do you do?

How do you handle it now?

Because if you don't meet the deadline next day you will be doomed how will you handle that your friend? Without offending

This is very important time management issue

Participating Judge: We don't have any answer to that

Dr. Bharati Sharma: you have to have an answer you should be able to explain to your friend in so many words that I have a work to do tomorrow can you please come to my

house or we cannot.....that's fine ok then sometime else we can meet later explain it to that person

you should say in such a way that he does not get offended I am sure he is also a matured person will understand if he does not understand then its fine what do you cannot do, but you cannot get you know scolding or your bad ACR and for that how to say NO.

Sometimes lots of stress because somebody ask you a favor, come with some request ok I see because we have the habit of saying we see, sometimes we say we also say that so that we do not offend the person ok ok will do it that also we say many a times, but then you had it all stress I said yes to that person or I should have say no straight there I will try but this this are the constrains and then finally if you can do it fine the you are not stressed this is called assertive training its very very important to avoid stress.

There can be so many things now comes the proper nutrition if you have a healthy body, then health is good you are less stressed and that's why nutrition is very important exercise is important proper sleep is important, time management is important which I discuss little later and be happy whatever you do, be happy and people should be able to laugh at themselves also that's a very great and people let people make fun of you how does it matter I mean you take it sportingly.

Even my servant you know I mean she start laughing if I do some silly things for example I am going to, suppose I want to make a call to somebody I should go to the telephone I go somewhere else and that little girl you know she start giggling madam has you know what she is doing type of I mean you should not take offensive all these things.

These are some example I am sure you know it better I mean so that you know, you laugh at yourself make joke out of yourself that's very important sometimes and of course in stress we can say that I don't know whether you can see it if it is out of control seek help from professional, stress can lead to all kind of mental and psychometric diseases so here in India people if they are stressed they don't go to the doctor.

It is consider taboo in our society, but things are changing now but one should even take medicines ok for example deepika Padukone recently it all in the news that she was under depression and she went to and got over there is no harm because they are saying it

may be its a publicity stunt also but I am saying in real life also one should go to the doctor.

Now comes the proper time management in the questionnaire only you must have seen lot of questions are there which the questionnaire itself tell you how to manage time. Time management we always keep on saying like.

Participating Judge: the answer of all the question should be always

Dr Bharati Sharma: it should be always ideally, but it should not because you don't do always so that you know where you make mistake, that's why I said always certain things you do always, but if you say always then anybody will know that....

But there are something that's why I said it's not impossible suppose you made a plan that on such an such date or Monday or Tuesday I accomplish this you have proper planning that is what I am going to tell you now, if you planned in such a way that on Wednesday or Tuesday you will accomplish this that you have accomplish then it's always.

Participating Judge: we are in the nature of job that we do, we may plan things for a week but 5 pm or 4:30 pm of Friday you will get a work.

Dr Bharati Sharma: but not also link stress to you work, the you can say sometimes it can be never also what you are saying it cannot be always but it can be sometimes don't say that you do not have time you have exactly the same number of hour per day that were giving to all these people ok

Then bad news is the time flies you don't know how many years have gone by, how many days have gone by, week is over my work is not done I have to submit it tomorrow that good news is that you are the pilot the time is flying but you are the one who has control over it.

There are twenty four hour a day that it cannot be extended you have limited time like you have a deadline cannot be extended, the new chief justice swearing in can you extend that. no that is always fixed so that.

What we can do is manage our self what can we do you cannot manage time we keep using the word managing time, managing time we cannot manage time, we can manage our self-right.

Now come the actual part tips for effective management:

Find out where you are wasting time, we spend a lot of time in wasteful activities because you can manage yourself not the time you are the pilot of this flight. Just list down where we are wasting time of course in your office there is very little time to waste only lunch time, lunch time also delayed ok three O clock sometime you have lunch I know that.

This is very very important to handle your time properly, to manage yourself properly spend some time planning and organizing. How you will do it? now of course you can do it in your mobile also, earlier we use to have pocket diary now create time management goals look at behavior that can interfere with successful time management what do you understand by that? Create time management goals look at behavior that can interfere with successful time management.

Implement a time management plan. Not just set goals but track the time to see if they are helping you to increase productivity and decrease your stress.

I want clarification from you whether you being able to kind of related to your work condition implement a time management plan. Not just set goals but track the time to see if they are helping you to increase productivity and decrease your stress. What kind of job it can be?

We don't use computer, mobile right you understand what I mean we have very smart phone and so many facilities are there, use of latest technological development.

Then prioritize ruthlessly start each day prioritizing the task keep a planner learn to differentiate between urgent and important. This is very very important what is to be done today, what is to be done tomorrow and what is to be done day after this will save you a lot of time and lot of stress.

Learn to delegate you need to let other people carry some of the load this is again very important there are some people who want to keep everything to themselves they do not want to delegate.

Establish routines and stick to them as much as possible

Get into the habit of setting time limit for tasks.

Be organized yes this is again very very important even in the computer, you cannot locate things because this is again this is very important for all of you we waste lot of time locating things at home or office.

- Don't waste time waiting do something worthwhile waiting
- Conquer procrastination
- Avoid being perfectionist
- Learn to say NO
- Reward yourself

Now how effective are you at using your time so now how effective are you just to cross check:

- Record and analyze what did you do yesterday
- List your activities
- Activities not helpful in meeting your objectives
- Marginal activities that is travelling, waiting, lunch etc.
- Time spent in planning or thinking
- Activities helpful in meeting your objectives

You can now see at a glance how you use your time from now on record what you do when you plan it or when it occurs. Review weekly how you spend your time.

That's all I have for this class, but I will give you the PPTs

Now I let you the score calculate all always 2, all sometimes 1, and all never 0 I don't want to know you calculate yourself. If it is always against that write 2, wherever you written always write 2

Ok that's all thank you very much.

Session-7

Mr. Vijay Wancheswar: So Good morning to all of you today topic as you know is well my name Vijay Wancheswar I use to work in corporate last company was GMR who did this Delhi Airport now of course I teach Communication and marketing. They were still on the subject you believe to be a do hope that you all believe communication is important and important integral function of your job and What's the most challenging

is a saw in the brief is to meet the expectations isn't it. Of what is expected of you and what we do and it's a great link.

So as you would have seen most successful people are good communicators our prime minister. So our example of how we use his communication effectively. ok now let me just start Of course a lot of people have said about the importance of communication yes it's perhaps the most important quality management but even otherwise.

It's like the glue out of the blood that binds the organization what do you think are the, what do you think is a very important thing that in communication to be effective. The one quality. Better to years but one more thing that we can win thing and the quality of or one would call the zeal and enthusiasm yes of course you should have the content.

But how you demonstrated it in terms of the body language which is demonstrated in. It's a and enthusiasm on it. Yes. So I would have listed down. We would see at the end of it we look at some key takeaway so you will see at the end of any lecture I think we should not be lost some few things that we learned. I will start with A B. C. D.. Let me ask you what would be "A" you all talked about this one thing what is it that we need to be conscious about I would talk about A B. C. D. E.

If you list down A B. C. D. what is A first we have to be, you have to be aware of our conscious of the fact that we need to communicate or what is our plus or minus. Second be belief that yes, because from belief comes action and that action is commitment followed by it's important to work on it does it.

So many times we think that people who communicate well, communicated very naturally it's not like that they work on it. Diligence and the of course the factor which I said earlier which was enthusiasm so remember that A.B.C.D.

Now let's capture it in the form of three things..... and act and what it is ...and act. Act of course awareness that passion want to do It is attitude you know I want to communicate I want to some people are you seen effective communicators show that passion and the choice of course in wanting how to do it or what to do.

And then in the manner of communicating isn't it? You know to be firm but not rude. So act and day so we talked about A.B.C.D right. There's something called mojo. You heard about mojo can you tell me what is mojo, you heard of the word mojo. I think we all should have mojo whatever we do. It's related to passion.

So what is a mojo. There's a beautiful book written by a consultant Marshall Goldsmith He says how to get Mojo how to get it back if you lose it and how retain it. Now mojo is there inner spirit of positive attitude that we bring from insight to the outside.

And Mojo is very important positive spirit towards what we are doing that comes from the inside to the outside and once we have that mojo. We will be able to communicate well. What are some key things of so this is a gentleman who written that book.

Opposite of mojo, no joy. Mojo is basically quickly taking responsibility not playing the victim, wing forward, marching in place not actually running the extra mile etc loving what you do grateful caring etc basically showing that enthusiasm and being positive.

Well we should all have mojo It's not like zombie like, but zest for life as they say. Now he talks about quickly this see we should always look at the fourth quarter most often what we're doing is we're looking at the future in terms of what others think of us. Which is a program identity or we live in the past which is that reflected identity or we remembered identity which we think about ourselves as what we are but what we need to focus on this.

What we want to hold, what we want to communicate, how do I want to be seen as? So the right time coordinate are most important thing for mojo ok. Now public speaking so first we talked about A.B.C. If you can please write down code C O D E. Please remember these keys words of code. The key elements when you speak C O D E So what would C be? Please

Know when I'm talking about you are all registrar you need to talk to executive, legislator, litigating, public not litigating public what is the most important thing you're gather first what to say, content so C for content.

Now what would O be after getting the content you need to organizing.

D for deliver very correct and E enthusiasm or expression. So content what do you want audience to know ya of course he's a classic example of a great speaker do you agree or not amazing. Everybody should watch I mean it is so effective of course he uses a Tele Prompt but he is amazingly seem Interestingly most U.S. presidents have to be even George Bush is a good speaker.

But they have to be good in that he's really you need to learn a lot from that yes so what do you want the audience to know and I will show a small video on this it's interesting. Organization is telling them what they're going to say tell it and this is an ad that important guideline.

You can write it down this is very useful tell the audience what they're going to say tell it, repeat what you said. Can you say it again with me please? Tell the audience what you are going to say today I'm going to talk to you about the effectiveness of communication for public image tell it.

At the end repeat the key points not the whole story. Because people cannot remember the search was we cannot remember many things. If you highlights, so tell you what you are going to say repeat what you said in terms of key highlights and D of course delivery, practice.

How do you improve your public speaking thing one of the important things we can do is if possible ask friends to talk to us and tell us what are the things we can improve on some people have some you know the body language is very very important. are we having some habit which are repeatedly in spasms or there is something called filler words if you heard the word three letter words and we are talking about US Presidency Sare you heard the name. She stood for the vice presidential ship against the current vice president which is McCain John McCain and lost.

Because people found out she uses the word filler which is a filler word? Very common filler words. You know. You know. You know because around twenty five time she said in two minutes. So what So what we need to do is maybe even ask we're going to ask somebody to say how many times you say one, two, three.

So like that many of us have said unconscious habits of repeating certain words. We should avoid we can video tape and get to know. So delivery is important factors and the expression final effect what is the impact, and humor is a great bonding element in this which is used to fuse judiciously or inappropriately.

If used judiciously humor is a great effect and of course research shows that let me ask you if I can or I can ask this that are three things one is body language, second is content, third is delivery. How do you think the wastage is research shows this but it's a debatable thing how much wattage did you would you give to body language fifty any other, seventy five, seventy five, eighty.

So all of you think body language is extremely important and research shows it's about fifty five plus. Yes and next is delivery body language and that's about thirty eight and theninety three and content is only seven. But the video which I'm going to play he doesn't agree with that. But I think it is a prime example Obama, Narendra Modi. Examples of people without being offensive who didn't use it effectively can you think of our earlier Prime Minister.

Who was see you need to express yourself you can't say I am very happy to say that India's and I am very sad to say, so you had to be effect in terms of how you use hand, gesture and eyes and that we have to practice and modi was using it very very smartly of course you have to do what you say that's a second part.

So code, so remember that content, what you want audience to know. So in your case what does the legislative or the executive or the litigating public or the litigating nonpublic because I found that there is a gap? You agree with that in term of what is expected and what is delivered in some cases and there are always scope for improvement.

So frame our though like this it will help us. So can we look at that video it will be interesting and then we can capture some of this just a five minute video and the underlying thing on this is attitude, it's a mojo you can say half cup full or half cup empty how we look at things and how we express it is important and practice is important.

So practicing on a subject that dispassionate if we have time we can have some. Some of you coming here and speaking for two three minutes let's see how it goes. So shall we that video please. I just want you to see this briefly on the subject of code. And then we'll continue.

So we two three things we should remember which we discussed is the one was elephant rule what is elephant rule please? Not drag something goes wrong let us say come for this presentation suddenly coffee has fallen what I can do. So acknowledged it when something goes wrong when you're talking don't shy away from it say that look ok. This is not working because otherwise people will only look at that.

Second is this body language, yes there are rules. But don't forget to be in natural and third interact with your audience and use humor effectively. So these are good tips for code. Now let's look continue with this presentation yes and look beyond the code things there is one more very nice we deal which we will come to later.

So key points is code we talked about this attitude yes now three things are very important and don't forget the importance of listening you agreeing listening is important. Very important God has given us two years and one mouth because fifty person we should ...but many time we do the other way around.

We only have to listen to Times Now to know how it happens and there is one way traffic. So listening is a skill that we have learn. And unfortunately I think in India we are not trained the kids are not trained to. We are not trained even at home. Internationally you find one person speaks at a time you find it TV channels people don't interrupt.

Use the KISS principle when you want people to, what is a KISS? Keep it short and simple. So use the KISS whenever you want to talk about something keep it short and simple and start with some good opening techniques as they say the opening batsman role is important to a similarly in the speech it can be humor.

So there are some techniques like, Comparison or an experience that you can share an event in your life to engage the people, rhetorical question meaning asking an

opinion. What do you think over this how do you think we can improve the judiciary system in the country whatever like that surprise questions use etc OK.

Now this is another thing called the bucket method. Now you all know the role of all of talking to various stakeholders who are executive in your case Legislature, Litigating and even Chief Justice so how do you answer do you answer you see many people get stumped you would have seen politicians getting stumped.

Saying the wrong things we guessing got into trouble saying about this the give a big thing isn't it about theunintentional how do you there is a technique called bucket technique. What is a bucket technique you categorize various questions pertaining to various segments of people whom you have to deal with and put those questions and answers into that bucket?

And then somebody has a question decide which bucket go to the bucket and take the answer out. So you're in control of what of you say. So for example you have stakeholders let's say executive. legislature, litigating public, non-litigating public, chief justices you categorize what are the likely questions or subjects of interest that these people will have and what are the answers categorize it put it in that and.

So that will help us to respond and not react what's the difference please respond and reacting. Reaction is from spontaneous very correct reaction is from the heart emotional. Respond is you're in control when you respond and you're out of control when you react and you react you said I wish I had not said this reaction can negative and you may...it.

Some people have that technique of composure, collecting their thoughts and not just blurting out and not reacting. So response is important so the bucket method helps us to a technique. Think before you say and categories what are the likely questions and answers and respond. Now there's a difference between communication persuasion what a difference primarily I won't go to the details of the slide persuading is most of us are in the job of persuasion isn't it?

How is it different communicating is easier you're telling people about something what is persuasion convincing people to your point of view which is not an easy so

transmission of message versus attempting people to your convert to your point of view or agreed your point of view. So we need to look at persuasion as a technique or audience analysis we talked about what they are interested in what they want or want to know etc. Needs expectations and how will they benefit. Now there is a research done in US which is also true which you think is the top most feared. There was a study done what are the ten things that people are most scared of doing.

What top the list? Public speaking Yes it did. I was surprise but it appears to be followed by heights followed by Insects, Financial trouble, Deep water sickness. This is something which is interesting isn't it. People are scared but when we can overcome it through practice and there's something called of this ...principle eighty twenty rule. I don't fully agree with what the other gentleman said that content to see the same content can be a failure if you don't deliver it well so focus should be on delivery not to say that you can get way stupid things you have to say the right things but tell it in a right way.

Eighty percent on how you communicate and how you deliver in twenty of course on the this comes from Bill he was an economist who that's why it's called the parrot principles eighty percent of our value comes from twenty percent of the items in anything in an organization eighty percent of the work is done by twenty percent of the people in the manufacturing set up the inventory eighty percent value from somebody twenty percent like that in any subject that you.

So that's a parrot principle now let's say Switzerland in the spring Canada in the fall you all agree, that shows the power of the delivery read it properly. Content what it is say Switzerland in the see so that is just to demonstrate how important delivery is.

You can sometimes make a mistake in the content and get away with it if your delivery is good. I didn't deliver what was written. So just shows how important just to reinforce the importance of delivery of course beginning should be interesting, well-rehearsed, Etc. be active, be natural, be direct all these are extremely important.

Don't get confused suppose you are handling questions do you have to handle the press some of you, but it's also not good to avoid Sometimes you need to do it I know, but

that's also an art and has too many times they will misquote yes, but many times you are forced to protest.

But again don't get into the habit of saying no comments. You know there is a joke of no comment. It's better to say that the policy or the rule does not permit the joke goes like this husband is on tour for about fifteen days and the wife called him up after first week and say so what are you doing in the evening and he says no comments. So that is the effect of no comments it seems to convey sometime that you are trying to hide something.

So rather than say no comments one could say that look I would like to tell you but as of now I cannot tell you because a policy does not permit out of the rule does not permit etc. And of course on the self-leadership since I talk you are you there is something about this integrity which is important what does integrity is you will come to that in the last video that you should be able seen as doing what you say and you should be committed to what you say and this does come through in the communication that we do see there are three types of intelligence. One is an IQ for this intelligence questions. Second emotional.....and third spiritual.....

I think we need to graduate towards that in the sense that then we become authentic communicators conscious communicators now what is this it focus more on why we do and what we do rather than how we do it. Why do we do what we do now there is this interesting story of Mahatma Gandhi in South Africa when he was sitting in the first class we all know that he was thrown out of and he could have reacted did he react? But he went through something called the spiritual experience what happened was he was thrown out. He was very very extremely upset with that expedience. But at that moment something happened which turned him into a and before the start of that moment in India against..... and there what happened was from the corner of his eyes he saw a black couple shivering in the cold and immediately he related to a higher cause that my problem is less than their problem. He took off his overcoat give them that coat and spend the whole night in the station of proteria there and their chains this approach to life basically that was a defining moment for him he changed the way he looked at life. So the spiritual aspect is why we do what we do. Many time we need to reflect on what we do to become better communicator's better human being so the spiritual aspect is important. So eye

contact yes important when you talk but again no need to just look. When we need to spread out our vision across the people who body language filler word as I told you avoid be conscious, hmmm, you know, what, why. We tend to sometimes do or somebody language some people have the habit of fighting. So we should be conscious of it and try to avoid it. And then of course the delivery should vary. And this is scatter lean Kennedy. You know she said it about thirty times like this is the thing.

Top three picks for persuasive facts offering solutions, audience involvement we need to involve with the audience of course we have to give the right facts we had offered a solution to the problem. Engage with audience Important. The fourth pillar of communication what is the most important thing trust unless we establish trust with the audience can you be effective?

We need to be able to connect and establish trust. Now this is reflecting listening means beyond listening, observing what that they're saying not interrupting and appreciating a point of view which is different from ours. Verbal non-verbal skills which are important that is body language. And the way we use our body effectively and conflict resolution it helps us to the sort of conflicts all these helps to resolve so these are pillars of communication.

As they said remember this right principle tell what you have to say repeat sorry tell it and repeat what you said. Now just an example of we talked about this was captured I thought it would be of interest Prime Minister Narendra Modi he uses it I think he has been trained also it would be used as a defectively. There are nine factors one is spontaneous he is spontaneous when he speaks, but he works on it. It is not that he gets out of bed and speaks.

But it appears as if he is very natural and very spontaneous. Second connecting with the right moods and words. So when he came into power he did it very effectively talked about two things what were they Governance and Development. Not too many things as they said research shows we can't remember more than three things. And he is used it very effectively in his visit to the US as well as in Nepal.

We just look at it so connecting focus on long term commitments he's talking about visions. Fourth audience action he just said when he came in give me to two terms he is saying that look it takes time and therefore you need to be patient.

But my integrity and my commitment is there audience action, lead the presentation involved a teamchoosing the right time and if you are notice during the election time most of his speeches and most of his Programs which are telecast even from Varanasi nine o'clock and why nine O clock that's the most people watch the news at nine P.M. So prime time choose the right time.

He talked about Hum Sab again using the body language Acche Din with smile ayege , but I think there is there is a factor also there is no alternative. But he's intentions are good. So you use their defectively and there are two more thing power of modulation if you notice his speech doesn't he use it very effectively like of course Obama there's no question about it but even he does it in his language of English really well he's been able to he's able to deliver it with effect and he focuses on three things. Let me ask you when he went to the U.S. he spoke about three things why three things we want forget what are the three things that he spoke about?

Can you recollect and even to the U.S. his speech was well received but he spoke about three D. Democracy demographic dividend, and demand. He says India is a country with a Democratic, Demographic Dividend is that a lot of youngsters and there is a huge demand potential in this country for people to come invest and reap the benefit.

So one two or maximum three. Similarly when he went to Nepal modi is talk about information. Highway we have a plan to information via transmission lines so essentially these are techniques to connect with the audience which he did that ok.

He made it mera bharat and three things in Info way, Highway, Trans way, demographic dividend, democracy and demand.

Agree connecting with an inner self important. Now on this conscious communication there are couple of things this was taken from a speech based on swami Dayan and then and there is no more he says one of the things is love what you do obviously when you love do you communicate well isn't it.

Jiase raja waise praja that is the quote then discover the self-esteem what do you mean by that see as Indians Normally when we have a malady of saying we are inadequate I don't know this I don't but one should not lose a self-esteem or respect for-oneself.

So love what do you do discover the self-esteem care for the people. So people whether they are subordinates or not you should not have authority but you should demand not demand but command. Beauty versus rights I'm sure you all are aware of it what is the duty, what is the right, it is a duty of children to take care of parents.

Unlike the west they don't necessary sometimesthere is difference between obligation and duty. Sanctity of work every work is important. Making people feel they are understood and personal management. Managing your anger and communication. That's why it's important to be firm but not rude important to focus on issues not on personalities.

We can disagree without getting angry without being personally injuring each other's emotions. So the silent player hear is God give me the courage to change what they can the string to bear what they I cannot and the wisdom to know the difference.

Many times we fight with things which we can't change but at least we should change what we can and not fight it what we can't. Now before that last video prepared channelized your fear, interact with your audience there is this beautiful video I would like us to look at that ten more minutes this is by a person called Julian treasure and he talks about some of the things that are very important in communication how to make people listen to us. And I will write the positive thing maybe write down that HAIL write the word HAIL we will see it now.

But they I would like you to writ it as HAIL these are the founder stones for successful communication what would "H" be we talk about a couple of things H is Honesty very correct full marks now A authenticity, so honesty is be clear and be straight, authenticity is be yourself don't try to be somebody else.

I integrity, Integrity doing what you say now that's where I think the present government sometimes seems to be having a question my view is not just enough to say you have to do and last L love Wish everybody well. So let's see this video to very interesting

because it's a lead talk and then we can do a small exercise if we have the time. But let's we'll do that so what I would like you to do after this video is in groups sit in four people together and say what are the issues and how we could do things better as a group you can and using this formula we have discussed this and we want to talk about this and how to do it better then tell it then captured it.

One or two minutes so we have six people talking about it right six into three ok now there's this. Now do we have the time to do some exercise one or two can come and tells us your challenges about the communication if you want to just address. But use the principle off what you going to say it and capture two three points. You want to try that up to you if you want to come and talk about some of the challenges that you faced talking to your stakeholder, some of the challenges and some solution for that.

Participating Judge: Actually judges are trained to listen not to speak, so public speaking is really not our job.

Participating Judge: Not much of public speaking but communicating.

Mr Vijay Wancheswar: ok than thank you very much.

Session-8

Mr. Prasadh Raj Singh: Welcome back everyone now we are moving towards next session that is on occupational stress management and for that we have a Professor Parul Rishi mam, mam over to you.

Ms. Parul Rishi: Good afternoon to all of you, post lunch session that too on stress I hope it's not giving stress to anyone. Ok! This session is basically talking about what we are experiencing in our day to day life and we'll just try to come together and discuss how we can I can't say come out of it how we can manage it is such a way so that it's not affecting our day to day functioning in a negative way, so it's an experiential learning session. I'll be learning about various judicial stressors or stressors relating to judicial administration which you are experiencing and I'll be sharing some of the aspects related to behavioral science which I have been teaching to my trainees in corporate, in banking, in environment and different other sectors and now since last 7 months in judiciary too. Fine? Some questions we will start with:

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

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

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

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

Participant: Headache!

Ms. Parul Rishi:okay fine. Yes!

Participant: lot of negativity.

Ms. Parul Rishi:Good

Participant: Indigestion

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

Participant: exertion, irritation

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

Participant: Some are good actors.

Ms. Parul Rishi: Yes some are good actors oh definitely in the courts and associated business we have to do a lot of acting fine that's good. Okay, so stress is a subject it's proved what you are saying exactly the same thing, stress is a subject which no one is supposed to admit. No one says I am under stress. As judicial officers have been traditionally stress denying profession. There are certain professions which are supposed to be stress denying professions, means culturally socially professionally they are not expected to say that I am suffering from stress, I need some break, I just can't work like that endlessly on the number of cases day After day, I just can't do that. Professionally, personally, socially, culturally Judiciary is not supposed to admit that and that is a major problem. If that admittance is coming up, half of the problem is sorted out, so it is a stress denying profession, you all accept that. We feel that we all have a kind of psyche associated with the ego that I am working fine, I am successful, and I'm doing everything in perfect manner the way it is expected in my profession. So if I'm saying that I am under stress people will consider me weak, people will consider that now this person is liable to take emotionally driven decisions or emotionally driven judgment whatever the case may be so that person is susceptible and we don't want that image to come in front of our profession or in front of people with whom we are dealing with. Perfectly fine, but not always not in all fronts of your life your life is not just associated with the court administration something is there beyond that also. So at least for those scenarios we can just think about conventional disinclination conventional disinclination to recognize and to speak openly about this unmentionable topic, conventionally Judiciary no matter whether its administration or Judge or whatever maybe it is considered to be denying the stress not speaking about the stress. Recent studies have shown if you go to the research literature associated with that they show that lawyers and judges are amongst the traditional professions which are most likely to suffer from alarming level of tension, depression and stress, it's a highly stress prone profession as such whatever whether it's a delivering of judgment or its administrative work associated the judgment whatever the case. So stress should come out of the judicial closet it's very necessary that we should speak about it we should say if we are facing some problem it should come out of the judicial closet bringing stress out into open that will be good for all of us, if we are able to share what is inside us what is creating problem for us not necessary with the people

with whom you are assisting or your subordinates or your colleagues, at least somebody may be your friend other than the whole administrative scenario, your family members your support group, whatever it may be. I just request you to distribute the... so when we talk about stress as you have already talked about too much work and two little time to do when we talk about stress what does it means a lot of work to do very less time to do that, being unable to cope if you are not able to cope with stress, feeling of anxiety, too much pressure on you of work or whatever may be, feeling tired and irritable many of you spoke about it irritability, emotional pressure on you, headache, indigestion. These are all the symptomology associated with, so this is all what the term stress actually mean. A small scale is there in front of you you have to just fill it just first and the last page, please leave the second and third page for the time being because that is in regard to imparting the judgment so it may not apply directly to you but if you feel that it is relevant and you can just contribute into that you can do that, page 1 and page 4 not this one, page one please close the sheet, this is page one, ok behavioral profile it is written, page one and page four for the time being leave page 2 and page three, it's a very small scale which just tries to see the kind of behavior which we do which we practice in our day to day life not necessary in the work life in our day to day life, so there are two extremes like at one side there is that its ok with some delay if you are going to do some particular task its of if there is some delay, you don't mind that number one and you are never late for anything in your life that is number seven so it's a continuum, so you can circle number one , number two, number 3, number 4, number 5, number 6, number 7, any of the number which is reflecting the way you do. If it's always if it's always ok for you with some delay number 1, if it's not that always two or similarly if you're never late in your life seven, a little less than ever maybe 6 maybe five like that yo can continue. Similarly for all the items you take things easy as they come you dont worry too much, one to be circled and if you want everything to be done in a perfect order as you want that will be number 7 in between any of the number between 1 to 7, so like that you have to circle for all the 7 items. If anything is not clear to you you can just call me. Yes! All the time is one ok! Never is 7, five is ok mostly you don't get late, all the time if you want things to be in perfect order 7, not always, little less like that. So you have to just reflect yourself as you do most of the times okay.

Participant: Page four also?

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

120 and above such people they have to re think about changing their lifestyle and changing their thinking so that they can cope up with the stress in a better manner not just for themselves but for the people around them who are reporting to them and men have to just discuss with them. On the other extreme is the type B personality, such people are overly relaxed sometimes they are not able to work as efficiently as they are supposed to do because of their very casual and laid back kind of attitude they ignore the deadlines they are not bothered much about it but a little lower that that also I'm talking about hard core type B personality, as we grow further the scores of 90 and above are reasonably ok for a very good functioning in any organization such people have particularly the A B type of personality, such people have the capacity to push them physically and mentally for doing a particular task when the deadline is approaching or the work is pending and they have to do it, at the same time when they get the free time they also have the capacity to just lay back enjoy the luxury of their free time and buffer whatever stress was accumulated within themselves when they were working under pressure. So that kind of balancing is very good, their work life balance is very good and they are able to manage their life well, so in that way we just we are seen and we know that if our personality is towards the extreme we have to do something in the initial stages of our career with a very high score, in type A personality people are very good absolutely no problems because at that stage the physical and mental capacity is at the highest level, you can push as much as possible, you can work hard you can with the less amount of sleep also you can sustain for a longer periods of time but, with age all these things go down we are not having that much capacity but if there is a mismatch between your losing or deteriorating your physical and mental capacity and your attitude that I will remain like that as I was when I was 25 or 30 that creates a problem, so that realization that understanding is a must with the growing age. So stress is physiological as well as psychological response to situations that threaten or challenges and that require some kind of adjustment. We have to make all kind of adjustment when we are talking about stress physiologically as well as psychology, there is a general adaptation Syndrome GAS it is known as, about stress that means whenever we work under pressure the first sign is there is a alarm there is a alarm means alarm within the body, we get an alarm ohh we are just over-pushing ourselves better be careful that voice comes we generally ignore that, so that alarm basically talks about fight with stress ok I have the capacity to fight with that stress so I'll do that so go on so you fight with that or you feel no today

I'm not that much energetic to fight with the stress flight today I can't handle ok let us postpone it tomorrow doesn't matter as per your physical capacity you will do that. So the first stage is alarm this is fight v. flight, 2nd is Resistance, you resist ok how the stress can take a toll on me I can manage it, so you with the fight you continue further to resist further and keep on fighting fighting fighting and fighting if you are fighting sometime and flying sometime it's okay that balance is done but if all the time you are in the fighting mode your body starts giving resistance, signs of resistance like headache, like digestion problem as you all were saying, so those kinds of signs of resistance they start cropping upon different occasion. Thirdly if you ignore those signs also, no matter I have headache no matter I have digestive problem started cropping in I will still go on I won't stop nobody in the world can stop me, I have such a strong will power, a stage may come exhaustion which is commonly known as burnout, you must have heard the term burn out lots of articles come in the newspaper, that executive a burning out at the age of even late thirties or even late forties that kind of scenario because they are working 12 to 14 hours 16 hours a day and they are drained out and they are just in the late thirties and they are at the stage of exhaustion which is not supposed to happen so this is what exhaustion is all about. if you are not listening to the alarm if you are ignoring all the signs of resistance that your body and mind is giving you through in digestion through headache through palpitation through all this symptomology, you will reach the stage of exertion quite early but it is up to you you can stop at the alarm stage, you can stop at the resistance stage go back to the coping mode and your life will be fine absolutely no problem with that. So option is with you whether you go for healthy adaptation are you go for illness associated with stress that is up to you stress as we were talking in the beginning of the session all the people do not even with the similar work load different people experience stress or react to stress in a different manner as per their personality or as per their stress tolerance limit. Different people vary with their stress tolerance limit, one person may be able to take up stress a lot even at the very advance stage of his life others at the very early stage they are succumbing to stress, must have been knowing the incidents that are coming up in the newspapers these days are then Kota students are committing suicides because they are not selected and they are spending their parents money in coaching and JEE and AIPMT and all these things and they are succumbing to that. So at this age also students youngsters of this country are succumbing to stress, they are not able to take the stress as much as they are supposed to. You can imagine the

amount of pressure which is there on the mind of youngsters these days. We people are very well of comparing with that we have no problem as such, no matter whatever we are doing in our day to day life to earn in whatever prestigious way possible but absolutely nothing in comparison to those youngsters, they are just daily you are finding the cases of suicides, not only of youngsters of every age group. So that shows that every person is not able to take stress in a way the other person is taking. So as the registrar as a senior officials in the judiciary, you all must remember that when we are taking work from our subordinates we always perceive in X is doing why not Y, I want equality, everyone should do work in a similar manner, there should not be any difference but at the same time it is your ethical and moral responsibility to see and have a check on tolerance limit of each person. Who can sustain pressure, who cannot sustain pressure, accordingly it is fine to have equality you cannot just distribute the work in a disproportionate manner but still having a kind of information about if a particular person is suffering from some mental or physical trauma at home or having some problem, or working under too much of stress, not able to take up the stress so his life and his physical and mental state that is also equally important. If we want to have that employee services slows and sustained services for a longer period of time, our objective is not a day's work. Our objective is that person's life and family, that persons slow sustained qualitative work over a longer period of time otherwise what's happening in the corporate world you all are observing because I am into management teaching and I am associated with lots of Corporate organizations so they are only concerned with targets must be met and for meeting of those targets they will push their employees so hard that they are not bothered about what's happening to them. The same company in India taking work 14 hours a day, in US they not able to take even more than 8 hours, we have to pay extra for that they are not bothered because Here they are finding that Indians are able to sustain that stress able to stretch themselves as much as possible according to the company's whims and fancies and they are just continuing like that and the result is the corporate life the aging of the in the corporate it is becoming quite fast. People at the age of 40 will find they are ageing, their concern is my contract up to this period, till that time person should work well after that I am not bothered. So this attitude is not a good attitude as such, intensity of the stress is not just dependent on the intensity of the stressor, stress is dependent on your mental process how you perceive stress the same work if you are perceiving that I can manage it well no problem, that will not give you

dis-stress but, other person who is having a negative attitude towards the same work doesn't like that works feeling monotonous, feeling unhappy about it, having some other family problem associated with it that person is finding the same work as quite stress. So stress depends on appraisal how we appraise the stress that decides. Two types of stresses one is eustress other is distress eustress is a positive stress what is positive stress in your work life, is there any positive stress in your work life?

Participant: get the best out of you.

Ms. Parul Rishi:Okay!

Participant: Getting a recognition.

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

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

Ms. Parul Rishi:Okay! Thats good.

Participant: Meeting Deadlines.

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

Participant: Promotion

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

Participant: You feel Motivated.

Participant: desired posting

Ms. Parul Rishi: Desired posting okay fine.

Participant: Varied nature of work

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

Participant: Reaching deadlines

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

Participant: Pressure of work

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

Participant: stress in the family

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

Participant: This was told in the first session today also

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

Participant: You can burst at some point.

Ms. Parul Rishi: You can burst at some point but if it's like that it's also not beautiful isn't it? this is a life without stress it's like an insult balloon highly unattractive to look at nobody likes to just have a look at it but some air it just takes some shape and it looks a little beautiful and this is a full blown up balloon you can just see that it is looking

beautiful but if we try to push the year of stress in a body much more than its elasticity of the balloon or the carrying capacity of our body stress tolerance limit of body it may break down, there may be permanent distortion or breakage like the burst balloon cannot be just repaired and reformed in a similar manner the same is our life if we are just stretching ourselves to the limit of our body and mind experience such kind of distortion psychosomatic disorders which are commonly known as you know about psychosomatic disorders there are two types of disorders psychosomatic and somatopsychic. How do they differ somatopsychic and psychosomatic, any idea or they are same?

Participant: Physical triggers the psychological

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

Participant: hypertension.

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

Participant: Hormonal Changes

Ms. Parul Rishi: Hormonal Changes particularly the neurotransmitters which are in our body, we'll come to that briefly because the more we know the more we are careful about us that is the objective nothing else so sources of stress start with ourselves. In most of

the cases we say that nobody from outside can give you stress until and unless you are able to take it. Okay? So sources at self, sources at home sources of workplace definitely, there are sources of stress we can't deny that and there are some sources related to work home interface. So Bradley whatever kind of stress we have in our life that can be categorized in these categories, no 5th category I am able to understand maybe if you can suggest something. So self-generated sources of stress, I feel overloaded but I still do extra work, I am a people pleaser, I have trouble saying no and I overcommit my time, these are general statements, may not be specific to the Judiciary profession, there may be certain things in which you are forced to do that you just can't stop it. I am a perfectionist that is of course a self-generated source of stress, you must be knowing certain people who are so perfectionistic that you just can't move a particular thing from their table in a different order they just want things in a very perfect order the way they are expecting. Worrying all the time you can't stop it you have the tendency to worry for one or the other thing, no one can stop it. Workaholics some people have this kind of tendencies even if there is a desirable time which they can spend in some other Activity they prefer to work. So mind and body we were talking about mind body relationship, please stop me at any point of time wherever you want to discuss something or wherever I am repeating something which has already been done ok. so research studies have indicated the Epinephrine which is kind of a hormone released by the adrenal glands in response to stress the creates kind of potentially damaging changes in a blood cells and the more we are under stress the more Epinephrine is released in the blood and the more damaging changes are taking place in a blood cells on a day to day basis, this is what research says, it triggers the blood platelets, this is responsible for repairing the blood vessels, epinephrine is having a function that, it repair the damaged blood vessels and in a normal course blood vessels keep on damaging and rejuvenating themselves but if Epinephrine is released in a greater quantity in your blood on a daily basis then you may have a problem related to repairing of blood vessels to secrete large quantity of substance called ATP adenoid type phosphate, so this ATP is released if ATP is in much more quantity then it is desirable it triggers the heart attack and stroke because blood vessels are gradually getting narrow that is why cardiac disorders are much common in the people under stress they are considered as a stress prone disorder because the blood flow is cut because of the blood vessel disorders. Other substances which are released in stress in response impair the body's ability to fight infection if we are

continuously under stress, a body's ability to fight infection that also goes down because of all these changes released by pituitary gland as a part of stress response there is a NGF it's very new research neuro growth factor which is attracted like a magnet to disease fighting cells and it cannot just counter the instructions body is having the natural capacity to fight infections and that capacity goes down because of this in NGF and immune system also becomes disturbed because of the continuous stress that we experience. at the same time the stress hormones they are also implicated in Rheumatoid arthritis which is considered as a physical disorder but, still it is associated with that. The hormone prolactin which is released by pituitary gland under stress and suffering from rheumatoid arthritis. So these are some of the studies which I just wanted to share with you to give you a clear idea about how the stress we are taking is continuously affecting our bodily system in a negative way and we should have a check on it, so this is all the continuity of that. The presentation will be there on your system you can just take it. So when we talk about Judiciary under stress every come to the specific issues related to Judiciary the pressure of huge number of pending cases the high component of crime, repercussion of different judgments in direct or indirect way social isolation impact of judgment on stakeholders for judges as well as registrar directly or indirectly you all are the part of the same system so these are some of the specific cases which we experience related to stress. Social isolation many times the whole judiciary is directly or indirectly suffers from a kind of social isolation, we are not able to mix up as well in the society as the others are able to, appreciation sometimes we are not getting to appreciation for the work that we are doing, that also becomes a problem. Chief sources of anxiety basically, they are the flood of cases that we have our courts are all courts are flooded with cases and we are not able to everyone is saying that lots of delays in delivery of judgment in administrative processes and we are not having much control over that so that also becomes one of the stressing factor for the judicial administration. Besides there are certain personal factors also which gives stress not just the work that is giving out the stress aaaa personal life of the judicial officers makes them vulnerable to stress particularly, the midlife crisis that is the commonly accepted phenomenon we all must understand that certain changes in a our family and bodily system they take place in the mid-life and at that stage of life there is a greater requirement that we have to keep a check on your mind and body so that we do not succumb to stress. Accountability of judicial officers as well as judges to public that is also increasing to a great extent and

various media pressures are also these days a lot, they are keeping a toll on the stress that judicial officers face. So we'll just skip some of the part and we'll come to three major characteristics of judicial stress: one is the cognitive stress you have to just observe within yourself whether you are now come to experiencing it or not. We'll now come to the 4th page of this questionnaire to fill it further, Cognitive stress where you are finding it difficulty in concentration that you are continuously glancing on the clock sometime that you are so fed up with the monotony of work of the heavily packed day or you have lost interest in the kind of work you are doing it daily day after day after day and you have to believe that every new day is going to be the same, there is not going to be any change in that, if that kind of tendencies are developing within you, that is basically a kind of characteristic known as cognitive stress that stress has started affecting your mind, your decision making capacity to some extent but, you can check it but if you are able to know about it that is a most important thing. Then physical stress where you have the physical symptoms the psychosomatic symptoms you have observed that they have started cropping in you and the relationship stress that is the most crucial one that because of the stress that you have at the workplace your relationships with your spouse, your children, your colleagues, your friends, your neighbors they are getting negatively affected. You are experiencing temper outbursts you are losing your temper most frequently, you are getting irritated, you are developing a kind of pessimism in you that nothing good can happen now I have to just retire like that only till my life working life is there that kind of tendencies. So these are all basically the characteristics which show you that something is going on. Cognitive, physical, relationship stress there are various other types of stress also but we are just limiting it over there. Now come to page 4 of the tool which has been given to you please go to the last page of it and just see this indicates how you are coping with how you are experiencing all these things, you are feeling trouble in remembering things if very frequently you are facing this trouble in remembering things you have to circle 5, if frequently its 4, sometimes 3, rarely 4 and never is 1. Like that you'll find some of the symptoms of stress. Please try to be true to yourself, it's just for self-understanding and it will make you understand, it's not a kind of to be disclosed further. We have just listed 25, if you have something other than that that also you can just note down at the end of it. You can just total the numbers which you have ticked and if your score is coming above 70 then it's a cause of concern that

you are experiencing some symptoms associated with stress and you have to do something about it.

Participant: 58!

Ms. Parul Rishi: It is perfectly fine.

Participant: 70!

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

Participant: Can we get your reading material?

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

Participant: It is not in this?

Ms. Parul Rishi: Its not in this

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

Participant: 62

Ms. Parul Rishi: 62 is fine, scores above 75 there is a cause of concern, less than that it's all manageable no problem but off course we have to keep a check on ourselves. So there are exaggerated consequences of stress also off course, some judicial officers they are able to absorb it, they have no problem directing it to some creative activity, imagination, innovation, they are very polite and they are able to manage everything fine but for others it is taking toll on the behavior. So coping with stress, coping is very very important and how we can do coping that is a question that many times coping is self-directed, many times when stress is too much you require assistance for coping from somebody else. So that all depends on how much stress you are having. So first step to release the stress is to admit.

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

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

Participant: Due to the Hon'ble judges.

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

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

Ms. Parul Rishi: ya thats good.

Participant: We talk about it

Ms. Parul Rishi: Thats also I specifically mentioned talking to colleagues is a

Participant: some stress are very secret nobody can share.

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

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

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

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

Ms. Parul Rishi: Nobody can share that fine!

Ms. Parul Rishi: So I am just taking you to a cartoon show because we are at the joking aspect of it so let's joke out stress observe the difference. I read a book long back that was written by Jagdish Parikh, he was a person who did MBA from Harvard business school and he was a very accomplished industrialist, he was having an industry in Mumbai and he was working very fine over there, so in that book, he wrote a book stress management through self-development, that was the title of the book and he narrates his own story in that book and he says that when he joins Harvard Business school and there was an orientation programme in which dean Harvard business school was going to address the gathering of new students so he says, friends you have come over here, you are the prestigious lot of the world because you are able to join this particular get admission in this world renowned Harvard Business school but here remember always that here you'll find always work that is more than time and energy available to you. You'll find work always more than time and energy that is available to you and that will make you stressed and that stress is required to bring the best out of you. So always consider the stress is beautiful, never say that stress is something associated with negativity, stress is beautiful, he says that, then Jagdish Parikh was shaken, he was coming from the Indian Philosophy where we say *Karmanya wadi karaste, ma faleshu kadachini*, Just keep on doing the work, don't just think about the fruit you are going to get out of it. On the other hand they are told with be happy with what you have, be satisfied contentment, that is the source of all happiness be content with whatever you are able to get and there you are saying if you are able to achieve A and you are satisfied with A you can never reach B. You have to remain dissatisfied at every stage to proceed further, that's what dean Harvard business school told. So he was very shaken, he was shaken what to do in this kind of Just culture shock for him that now how can I live my life over here because here I have to continuously remain under pressure continuously remain dissatisfied, only then I can complete this course otherwise I cant. Then, he further narrates in his book I did like that later on I thought when I got admission I have to work like as the dean is saying and I work like that and I realized in the middle of the course that dean Harvard was absolutely right that you have to remain dissatisfied to push ourselves hard to move further and further and that is the reason Indian are bit pessimistic lot. They are always just talking about contentment and Karma and that and that is the reason they are still the developing country, they couldn't reach and have a race with the developed world and I have done I have chosen a right thing and I am perfectly fine and

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

Participant: It is a flight mode

Ms. Parul Rishi:Its not a flight mode, no no I am not saying that it is available to you, whatever we can whatever learning we can just draw out of it it is in that way. He wanted that his mistake should not be repeated by others that's why he went in the same forum where he was trained. Many times lies directions are changed when we suffer something which is unexpected it happens, so this cartoon series I am just with due credit to Jagdish Parikji's book some stance of his book which he has just shown I am sharing with you, he narrates that a person is ...in his cartoon series is given he is having breakfast with his family in a happy mood and he is going to his office where the birds are chirping, sun is shining there are flowers he is very happy and he has to stand in a que and he says that people you can just title is observe the difference, you have to see the difference in the facial expressions of Mr executive and the others who are standing in the que when they know that they just can't do anything, so he is saying that you just observe that you

can always find quiet moments out of the hustle and bustle of your office, your life whatever you are having and take time to relax. Similarly when a person is going in a flight, in a bus, in a train wherever the person is going we say that we don't have time to relax but these are the moments which we can find out to calm down our mind, shut the doors of our mind to all sides and think about our self and try to meditate, try to think about our self. this is what he is doing while others are totally disturbed similarly the situation like traffic jams which are the daily hassles of life you can't do much so you can see this that you can avoid the disturbance in your mind which is situation if you want it is completely avoidable you can't do much when you're just trapped in a traffic jam so he's telling that time also to relax. When the flights are getting delayed trains are getting delayed and all such kinds of situations also people go in the shouting mode they just showed on the attendant flight attendant whomsoever define available and the person is again having time over here. Similarly when the meetings are there people have the tendency to just speak first my voice should be heard, I should speak in the loudest possible volume so that's my voice is the first voice to be heard but the fact is that in every meeting there are four stage one is forming stage where the meeting is just started, second is a storming stage where everyone just stop the meeting and starts putting forth there Viewpoints, third is a norming stage where storm is just settled and few people are left out who still wants to contribute in a constructive manner and that is a right stage where a sensible person is supposed to speak because there is a greater likelihood that words spoken during that period of time they are taken into consideration and finally the performing stage when the meeting is over performance is done. So in meeting also you will find people just engaged in one to one talk and create disturbance and storm and he is quietly trying to handle the situation. So if you are able to find out in spite of the Hustle and bustle of your office it's a fact no one is denying that you can reduce Rush from your offices and all you just can't do anything but still if you are able to just find out some quiet moments for yourself in your day to day life you will be coming back in the same happy mood in spite of the fact, that birds have gone to the nest and the sun has been replaced by moon and flowers are also withered, or the reverse situation will be like that and we have to see the difference if you want to come back tired and irritable like that or you want to come back in the same way in the happy mood. We have to play different roles in our life of family community sales job, we all have lots of expectations from life that Jagdish Parikh has indicated very nicely through this

cartoon that we want in early stage of life we want to have all these things and many times they are in conflict with at one side we have our values, our attitudes, our disciplines for integrity humility sincerity at another side we have our desires and needs and Expectations for having more and more money more and more power more and more Prestige. So they are just taking you to their sides. But still it's up to you it's up to you, no description from outside, no treatment from outside, no matter how many squads are trying to attack you in the form of different stresses that you experience in day to day life you can still afford to smell the rose that is up to you. Your stress is management of stress just is hidden inside you only know one from outside can do anything. Otherwise people just consider that management of stress is outside they try to fight the stress by taking different kinds of anti-stress drugs which are very common in the market medication, or they may switch off they consider taking alcohol is a very good way of releasing all the stress whatever is coming to us or they may transfer their stress to their subordinate, their spouses whatever the case maybe, giving stress to other person and saving our self. So these are all the dice functional ways of coping with stress, not a healthy way of coping with stress. or some people may take a flight reaction in the form of joining some religious group, some hare rama hare krishna kind of group or some religious group where they are disconnected with the world, the world is too bad for me to live in, i am just happy being with this group where no tension is there I just can't sustain any tension, so it depends from person to person, what kind of strategy they adopt to just resort to stress. In a healthy manner if we want to manage the stress we must keep at least one hobby alive, at least one hobby alive which is we are pursuing not necessarily on a daily basis on a weekly basis on a fortnightly basis, on a monthly basis, whatever the time permits but at least one hobby alive for which no connection with your professional life, don't just play and interact with you professional world all the time because that will directly or indirectly snatch you in the same world of stress. You cannot just go out of it, that is ok during the office time for your relaxation to interact with them but some forum you must have outside the usual forum where you can release your stressors where you can talk out all the things which you say I can't share, those cant share things also there is a forum in which you just can share everything. So having different kinds of hobbies, having social groups, reading, dieting, exercise, meditation, management programmes, sports whatever you like so you can just keep all these things alive and they actually act as a buffer to whatever stress is accumulated in your day to day life so relaxation,

meditation all these are different techniques if we find that we are not individually able to manage our stress in a way we are supposed to so we can just take assistance of all these things, managing your time properly, being assertive to say what you want to say with all these things we are able to manage the life. So this was briefly what I could learn from you and I could just share some of my aspects and I hope you will be able to find at least 5 10 % of it useful for your life. Thank you all.

Session-9

Good afternoon it's my pleasure to be with you I am Yashwant Kumar I belong to India audit and account service 1994 batch I am currently on deputation to government of Madhya Pradesh finance department as economic advisor to the government of Madhya Pradesh.

I have been dealing with the recommendation of finance commissions etc. and the resources of how to... government. Today we will discuss budget and as we know we cannot do anything without money and we have three organ of the state judiciary, legislature and executive and all the three organs have to do their work with help of money whatever they want to do, their objectives have to be implemented through money.

So money is the common factor for all the three organs of the state since this is the common factor there may be situations that conflict of interest may arise. To avoid the conflict regarding the administration of money a very detailed procedure has been incorporated in the constitution of India.

Very briefly we will see the constitution provisions and then we will move on to the details. The Supreme Court budget has been handled in central level, High court budget and district court budget and lower judiciary budget is handled at state level. State legislature make provisions for the high court expenditure and all the lower judicial system.

The article 112, 113,114,115,116 relates to the budget management by the Union level and Article 202, 203,204,205,206 of the constitution relates to budget management at state level.

Article 112 & 202 Annual Financial Statement every financial year (1st April to 31st March) and this is presented in both Houses of Parliament at the recommendation of the president and the governor. It is a Statement of estimated receipts and Expenditure of the coming financial year of the union government and state government.

Now this estimate expenditure divided into -Charged and Voted Expenditure and Revenue and Capital Expenditure.

Now Charged Expenditure

Emoluments and allowances of President and his office

Salaries and allowances of Chairman/Deputy Chairman,

Speaker/Deputy Speaker

Interest payment

Salaries, allowances and pensions of Judges of Supreme Court

Pensions payable to Judges of High Court

Administrative expenses of the office of CAG, including salaries, Allowances and pension payable to CAG

Another classification is revenue expenditure and capital expenditure, capital expenditure are on acquisition of assets like land, buildings, machinery, equipment, investment in shares, Loans and advances granted by Central Government to State and Union Territory, Expenditure on concrete asset of a material and permanent character rest of the expenditure are revenue expenditure like salary, wages etc. of the employees revenue expenditure are

-Expenditure for normal running of Government dept. and various services

-Interest Charges on Debt, Subsidies

-Does not result in creation of asset

-All grants given to State Governments even though some of which may be for asset creation

after budget is presented then appropriate bill was presented in parliament and state legislature and it is the form of demand of grant a consolidated demand for grant for all the expenditure is called appropriation bill and after voting is done on each demand for grant and it is passed by the legislature it becomes appropriation act and it's become binding after passing.

then there are other provision like Supplementary, additional, excess grants if during an year any expenditure is less than the requirement then supplementary and additional grant

is presented to the legislature in supplementary during the currency of the year. Then the legislature can approve the additional grant.

Excess grant is when the financial year is closed and it is found that the amount spend is more than what has been approved by the parliament and state legislature that excess has to be regularized otherwise it is a irregular expenditure. That excess expenditure is presented in the form of excess grant to the legislature for its approval.

The budget passing is a detailed exercise because if demand of the grant is discussed thoroughly by the respective committee of the parliament and state legislature for different department different committees are there

Now this is the budget cycle which has four part:

one is preparation starts in the month of august September every year for next year budget we have to start preparation in the current year itself in the month of august and September and for that circular is issued by the department of finance in state or for central government by the finance ministry and it give the detailed guidelines and formation of the preparation of budget.

We have to follow those guidelines and formats which are very detailed after preparation for judiciary the budget sent to the department of law and legislative affairs and enactment we have already discussed by the legislature under various provision of the constitution.

After budget is passed in the month of say April and May then the approved budget is given to the finance department and finance department and ministry of finance it communicate to the various budget user department and budget controlling officers like you are budget controlling officer of High Court.

the budget which is communicated to the registrar general of the high court it is the responsibility of that office to except that budget according to the provisions which have been approved by the legislature according to the provisions. Then after the financial

year is over the account of that expenditure and receipt for that particular financial year prepared by the office ofCJA.

After preparation of account these are audited so in state it is audited by AG and central it is audited by CAJ of Indian and these offices submit their audit report on the account of the state or the account of the central government these audit report are presented through governor or president to the union parliament.

Now there are public account committee, committee on public undertaking and estimate committees. These committee review the audit report ofand according to they after reviewing the report and accounts compare to the budget passed by the parliament or the state legislature they give their recommendations.

So this is the parliamentary control over the budget.

Preparation we have already discussed it the estimates are prepared by the estimated authority so you are the registrar general of the high court is the estimating authority for entire budget which they are the budget controlling officers.

Participating Judge: what are the sources of the consolidate funds?

Mr. Yashwant Kumar: The item of consolidate funds the all the tax received of the government are the sources in the consolidate fund there are non-tax receipt. The borrowing by the government is also part of the consolidate fund.

Participating Judge: can government say that look we have a problem in consolidated fund we have short of fund in the consolidate fund.

Mr. Yashwant Kumar: Yes if expenditure is more total expenditure is more than the resources in the consolidated fund the next course of action for the government is to make the borrowing, borrowing from the market or borrowing from abroad also and but borrowing has a limit which has been define broadly in article 292 of the constitution. It under that the legislature can make rule and impose a limit on the borrowing on the union government, but until now the parliament has not made any limit on the borrowing on the union government.

For state government there is a limit under article 293 of the constitution this limit on the state borrowing state borrowing is limited that if state has taken any amount of outstanding loan from the central government then for each borrowing by the state the permission has to be taken from the union government. State which is having outstanding loan of the central government has to take permission from the union government to take any borrowing from the market or any other borrowing.

So state is having limit, that limit is imposed by the ministry of finance of the government of India and the finance commission is also gives recommendation on the limit of borrowing for the central government as well as state government.

If at any point of time, if the cash balance of the government is less than the requirement of expenditure than they can over draft borrow from the reserve bank of India. we opened saving bank account or current bank account in commercial bank a company open current account in commercial bank based upon the credit worthiness of the borrow the bank gives overdraft facility.

Similar in the state government and central government having their accounts as per the constitution with reserve bank of India all the amount kept in consolidate fund of India is kept in with the reserve bank of India consolidate fund of India as well as consolidate fund of state.

Participating Judge: So only state and central government can borrow from the reserve bank of India?

Mr. Yashwant Kumar: reserve bank borrowing are of two types one is called overdraft and second is called ways and means advances. So overdraft is a very short term facility that if there is shortage of fund in the bank account of the state government then immediately up to a limit over draft facility may be given immediately.

Limit is fixed according to the agreement between government and reserve bank of India limit is pre-determined beside that there is another arrangement with the RBI of the state government as well as central government of ways and means advances these are like loan short term loan like 15 days or 45 days loans which are called ways and means advances and for ways and means advances the government security is kept with the RBI.

The central government or state government write a bond that I am borrowing this much of money for this period from the RBI so overdraft is a very short term and ways and means is medium term 15 days or thirteen days or forty five days arrangement, for both the borrowing government is paying interest to RBI.

Participating Judge: Suppose government is unable to pay within stipulated time then can the subsequent loan can be given? Can we get another loan?

Mr. Yashwant Kumar: overdraft as well ways and means advance are automatic paid it not intentionally paid but it is because current account of the government is there with the RBI of the central government as well as all the state government all that deposited in that account only. So overdraft is repaid automatically.

But 10 to 15 years back there are instances when many government was unable to repay the overdraft but that situation is not now because of the one step we have taken that is called FRBM Act financial restructuring and budget management Act for central it was passed in the year 2003 and various state government passed afterward like in Madhya Pradesh it was passed in the year 2005.

All states have passed this FRBM Act the problem which you are saying it was there before passing of this act because there at that time government which are not following financial control while borrowing from the market or other sources when the government or anybody who borrow without limit then repayment becomes a problem so this imposes these acts have imposed on the limit of the borrowing of the government and after these after slowly, slowly their financial management of the government both central and state have improved and the problem of nonpayment is not now.

Because of the financial consolidation have been followed by the central and state government the consolidate fund each union government and state government are having three kind of fund

Consolidated Funds of State

Contingency Funds of State

Public Account

All revenues received by the Government by way of taxes like Commercial Tax, State Excise, and other receipts flowing to the Government in connection with the conduct of Government business i.e. Non-Tax Revenues are credited into the Consolidated Fund constituted under Article 266 (1) of the Constitution of India

All loans raised by the Government by issue of Public notifications, treasury bills (internal debt) and loans obtained from central government and other financial institutions (external debt) are credited into this fund.

All expenditure of the government is incurred from this fund and no amount can be withdrawn from the Fund without authorization from the State Assembly.

So budget is related to consolidate fund of India or the consolidate fund of state and in consolidate fund all the revenue receipt and all the capital receipt are deposited in the consolidated fund of India all the recovery of loan also is deposited in the consolidated fund.

The second fund is contingency fund it is for emergency and like a natural calamity etc. comes and for which there is no provision in the budget then this fund is kept at the disposal of the president or governor. The consolidate fund belongs to the state it is like we open a bank account saving account in bank so whatever money is there in our account we can use that.

The Contingency Fund of M.P records the transactions connected with Contingency Fund set by the Government of Madhya Pradesh under Article 267 of the Constitution of India. The corpus of this fund is Rs. 200 crores. Advances from the fund are made for the purposes of meeting unforeseen expenditure. This fund is resumed to the Fund to the full extent as soon as Assembly authorizes additional expenditure. This fund acts more or less like an impress account of Government of Madhya Pradesh and is held on behalf of Governor by the Secretary to the Madhya Pradesh, Finance, and Department.

Similarly consolidated fund is the account of the government with the RBI so there is no need of borrowing from it but they will need the approval of the legislature or parliament to spend

In case of emergency we have seen the contingency fund that can be utilized for contingency fund voting is not necessary. Excess draw from contingency fund which is have discussed, excess demand from grant has to be presented after expenditure has been done which is in access of the approval given by the legislature then under article 115 excess demand for grant is presented to the legislature for post facto approval.

Revised estimate mean the item of expenditure for which provision was already there in the budget but the estimate is less than the requirement than we ask for the supplementary of additional grant under that.

At voted expenditure for which emergency has arisen and approval is not there so the situation may be if it is an item of expenditure which is not there in the budget then first the government will see try to make an expenditure out of the contingency fund with the approval of the governor.

Participating judge: Jharkhand consolidate fund they say they are taking loan from JCF and I don't know how they are doing

Mr. Yashwant Singh: on consolidate fund perhaps some other name might be there

Participating judge: Re appropriation of fund is possible?

Mr. Yashwant Kumar: yes it is possible he is asking some loan from a fund say a specific fund I am sorry I am not aware of that specific, but that is the particular specific fund nit the consolidated fund of the state. The consolidated fund of the state is like current account of the government kept with the RBI and if amount is available the money can be spend by the government as per the voted budget of the state.

Participating Judge: I want to know for this consolidated fund of state is there any minimum amount how is the amount determined?

Mr. Yashwant Kumar: In the budget?

Participating judge: is there any limit or minimum requirement

Mr. Yashwant Kumar: In contingency fund ya ya ya like in union government 500 crore is kept

Participating Judge: who prescribe this limit?

Mr. Yashwant Kumar: legislature, Parliament give approval for the limit of the fund which can be kept from consolidated fund to the contingency fund and for the emergency that can be used.

Participating Judge: for state government how much?

Mr. Yashwant Kumar: it varies from state to state like in M.P now it is 500 crore earlier it was 200 crore

Participating Judge: So this information is available for us

Mr. Yashwant Kumar: Ya off course it is available if you go to the site of finance department so there is budget heading is there and if we open then various head are there of account including budget of law and justice department the budget of High Court is also available there I will show you.

The third fund is also there with the state government which is called public government. In the Public Account constituted under Article 266 (2) of the Constitution, the transactions relate to debt other than those included in the Consolidated Fund of India. The transactions under Debt, Deposits and Advances in this part are those in respect of which Government incurs a liability to repay the money received or has a claim to recover the amounts paid. The transactions relating to 'Remittance' and 'Suspense' shall embrace all adjusting heads. The initial debits or credits to these heads will be cleared eventually by corresponding receipts or payments. The receipts under Public Account do not constitute normal receipts of Government.

So public account money is also kept in the RBI but for this that public account money also be utilized by the government but that utilized is called borrowing from the public account. I think that might be the case what you might be referring borrowing from the

public account of the Jharkhand state for utilization of money from the public account which is our saving the public saving GPF, EPF or small savings etc. all are kept in the public account that cannot be utilized without borrowing from that.

Because public account money cannot belong to the government it belongs to the public who have made contribution it is repaid by the government.

Participating Judge: GPF is going to public account? There is no more GPF deduction that is under NPS

Mr. Yashwant Kumar: That is going to public account

New pension scheme first it is kept in public account and from that it is given to the pension regulatory body which have been authorized by the government who will manage the pension fund. Pension regulatory authority has approved certain banks etc. as pension fund management authority so that money the pension contribution of the employee.

Participating Judge: so what is the procedure when they borrow from the public fund?

Public account the procedure is nothing but the account with the RBI for all these three funds are one and single, but if the consolidated fund account become zero then automatically government may utilize the public account because the account with the RBI is one for all three funds.

Session-10

A very Good morning to all

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

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

Indifference to the job

Poor sense of responsibility

Avoiding issues

Different view point

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

What else???

Participating Judge:

Union activity

- Communication problems
- Loss of motivation:
- Tiredness

- Preoccupation with other work
- Indiscriminate opposition
- Operational problems in teams
- Difficulty in reaching decisions
- Inefficient division of labour

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

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

Now Structural Personality

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

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

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

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

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

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

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

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

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

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

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

And depending on which research you believe in it is a combination of genetic and our early childhood experience that is the matter of fact, but the the large extent whatever it is more of genetics or more of early childhood experience but the time I adult this has become.....the meaning ofThis endures in me and this impact hoe I think and how I behave this impact my attitude.

Attitude is nothing but what happens before I act so the act is attitude so it become hardwired in me so the idea of variety of psychometric test is to understand what are the

various personality traits of a person the reason they use the psychometric test because they presume that the personality traits are hardwired in me number one and number two it presumes that it could be distinguish in small measurable traits.

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

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

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

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

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

How much I want to control others

How much I want others to control me

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

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

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

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

Some of the people let say we in the college and we are staying in the hostel and people use to go together for this lunch and dinner etc. so generally a group of five and six people who generally go together for dinner one day you forgot to call one friend right after that if that fellow keeps on complaining you never call me and you have forgotten me how could you go and have dinner without calling me have you ever met such people???

Participating Judge: Ya

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

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

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

Now all of you I am sure you got into a lot of argumentative situation or some small small things some you have the urge to say the last word in any discussion "App Suno

mai kehta Hu"" this is what happens let me tell you you are not correct this is what happens.

It could also be a play acting right could be right? but you get my point Arnab Goswami made his opinion and everybody even though he is called in a debating situation everybody has to fall in line with his opinion got my point so this is person who always tries to control the proceeding on anything he wants to be on top.

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

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

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

but first and foremost let us try to find out what is your fundamental inter personal orientation and for that this instrument has nine question which are repeated six times so that means there are total 54 question if you are not filled up quickly fill it up, if you are filled up please circle the answer at the back right once you are done we will try of analyze.

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

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

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

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

Then comes the control, control essential means that who directs the flows of interaction if your tend to be expressed very high with essential means that in any given situation it could be at home you want to be in charge of all flow of interaction and information and so on and so forth. Whereas if your express is low you don't really take charge so easily on the other hand if your wanted control is high it essential means that you wants other to try to create certain structure in your life.

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

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

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

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

Try to draw certain conclusion from it I have a young friend who works in a ... and he got married when he was in mid-twenties and it was a arrange marriage he was posted in Bombay and his wife was working in a very well know education institution as a faculty so wife is an another city. So after sometime he started complaining that the wife is not interested in the marriage. He sends so many mails and called so many times he invites her so many often times to come and meet him in Bombay, but the wife always has no time.

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

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

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

So in the 12th month they threw a big party to celebrate their first marriage ceremony I again as a very good friend attended that party with a big present. So this happens after few months my friend again called me look this marriage is not working I said now what

happen he said see I was doing my MBA, my wife was supposed to read a paper in Singapore so I did not write the final examination and went along with my wife to Singapore so that we can see Singapore and there I complain to my wife that suppose your paper reading was toward the first part of the five day trip so if you read your paper then we could have seen Singapore so very well etc. etc.

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

Dimensi on/Need	Inclusion (I)	Control (c)	Affection (A)
Express ed (e)	Inviting others to join in your activities <ul style="list-style-type: none"> • Involving others in projects and meetings • Incorporating everyone's ideas and suggestions • Taking a personal interest in others 	Assuming positions of authority <ul style="list-style-type: none"> • Managing the conversation • Attempting to influence others' opinions • Establishing policies and procedures 	Reassuring and supporting others <ul style="list-style-type: none"> • Showing concern about others' personal lives • Sharing your personal opinions and feelings with others • Being trustworthy and loyal
Wanted (w)	Getting involved in high profile activities and projects <ul style="list-style-type: none"> • Doing things to get noticed • Going along with the majority opinion • Wearing distinctive clothing 	Deferring to the wishes, needs, and requests of others <ul style="list-style-type: none"> • Asking for help on a job • Raising issues for others to consider or decide • Involving others in decisions 	Being flexible and accommodating <ul style="list-style-type: none"> • Listening carefully to others • Trying to please others • Making yourself available to others

So his inclusion is very high can I say so? see my friend he is in Bombay ok the wife comes to Bombay spend some six, seven thousand rupees to decorate his house with

flowers ok land up with the airport with flowers wife takes a lot and picture with flowers and told his husband ke kal bie ayage isko saaf kara dena and my friend feels really ignored.

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

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

The other party the wife in this case unfortunately had very low score in wanted inclusion and wanted affection may be zero. As a result of which what was happening in the marriage huge amount of miscommunication, misunderstanding leading to the stage shall we break up the marriage. Now they had understand that how powerful understanding your inter personal orientation, but more importantly training yourself to observe and understanding his or hers to build up a good relationship does it make sense?

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

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

Participating Judge: Wonderful

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

let's say a young girl and boy fall in love may be the male fellow and his girlfriend was somewhere in Delhi right so it is an essential stage of romance the girl will call up the

five times the boy will also call up the five times and so on and so forth after sometime if the boy score in affection between zero to two or three after sometime his number of call to his girlfriend is bound to come down why?

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

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

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

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

So now we break for tea.

Session-11

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

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

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

Idea is that whether he is naughty or lazy the hostel situation is so strong you have to get up at 6 o'clock, you have to study for three hours, you have to go to school at times, you have to eat whatever hostel people provide and so on and so forth that you are forced to behave in certain manner.

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

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

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

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

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

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

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

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

understanding who you are essentially create a boundary condition around you for example if one is an introvert let say Y is a person who does not like to be included any other activities he can never be the life of the party you appreciate this point so all of this creates a boundary condition around him right you can try to change as per the requirement but you cannot alter it.

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

Point is that the moment you are suffering from high blood pressure your potential of living life cannot diminish you only know that to live long ful life you have to take certain precaution like taking medicine every day and making some small lifestyle changes like having exercise that's the only thing that happen that is the same analogy you should try

to take in your mind that the more I know about me as person the better equipped I am to live a very fruitful life.

Distributing exercise

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

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

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

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

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

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

Distributing exercise

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

Participating Judge: its inclusion

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

Participating Judge: no no

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

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

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

Distributing exercise

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

Last two story quickly read it and tell me.

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

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

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

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

What is conflict?

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

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

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

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

Now please look at this exercise quickly:

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

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

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

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

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

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

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

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

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

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

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

So thanks a lot.