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**VEPACHEDU EDUCATIONAL FOUNDATION**

మన సంస్కృతి

Mana Sanskriti (Our Culture)

Chief Editor: Dr. Sreenivasarao Vepachedu, Esq.

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Issue: 225

Dr. Sreenivasarao Vepachedu<sup>1</sup>

## **MANAGING THE NEW GENERATION**

*We've got 25,000 people at Apple.... And my job is to work with sort of the top 100 people, that's what I do. . . . My #1 job here at Apple is to make sure that the top 100 people are A+ players. And everything else will take care of itself.... Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma—which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. —Steve Jobs<sup>2</sup>*

*Don't make the same decision twice. Spend time and thought to make a solid decision the first time so that you don't revisit the issue unnecessarily. If you're too willing to reopen issues, it interferes not only with your execution but also with your motivation to make a decision in the first place. After all, why bother deciding an issue if it isn't really decided?—Bill Gates<sup>3</sup>*

The principles of modern management can be traced back to ancient civilizations such as the ancient Indian, Chinese, Sumerian, Babylonian, Egyptian, Roman and Greek civilizations<sup>4</sup>. Therefore, it is pertinent to consider the teachings of ancient Indian scriptures like *Vedas*, *Upanishads*, *Bhagavad Gita*, *Manu-Smriti*, *Arthashastra*<sup>5</sup>, etc., in the practice of modern management<sup>6</sup>.

Management is the process and the skill of dealing with things and people. Management consists of the interlocking functions of creating a plan with clear objectives and organizing, planning, controlling, and directing resources in order to achieve those objectives<sup>7</sup>; it requires innovation and includes developing an enduring and efficient team of workers to facilitate the efficient performance of high-quality work.

The Vedic philosophy from approximately 5,000 to 10,000 years ago expected humans to abide by the rules of nature (the *Dharma*) and live in harmony with nature, as recorded in the books of knowledge (the *Vedas*), with an understanding that humanity was a tiny part of the world in a cosmic continuous cyclical timeline<sup>8</sup>. In *Ardhasastra* (~4<sup>th</sup> century BC), Kautilya advises that the essence of leadership is in its acceptance by the subjects, which depends on *Nyaya* (justice) and *Dharma* (ethics), or law and order-- the two pillars of the art of governance. He advises leaders to identify their personal deficiencies (*atma doshas*) and improve themselves and to study the shortcomings of their subordinates and take steps to improve upon them<sup>9</sup>. This 4<sup>th</sup> century BC advice includes trust between the management and employees, but does not include layoffs and bankruptcies by which employers improve their profit margins.

Issue 225	<p><a href="#">Swasti</a> Sri DURMUKHI (దుర్ముఖి) Year, ASVAYUJA Month 5118 Kali Era, 2074 Vikramarka Era, 1938 Salivahana Era, 2016 AD (Published online OCTOBER 1, 2016)</p>
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<a href="#">Vegetarian Links</a>	<a href="#">Disclaimer</a>	<a href="#">Solicitation</a>	<a href="#">Contact</a>	<a href="#">VPC</a>	<a href="#">Vedah-Net</a>

According to Gallup, the current generation of new recruits (age group 18-35, the so-called Millennials) has less loyalty compared to previous generations<sup>10</sup>, because of their false hope that their leaders will be human, empathetic and trustworthy. They expect their personal lives to have weight and significance to the people they work for. They expect to be treated like human beings at work<sup>11</sup>.

However, loyalty goes both ways and is the lowest of all times nowadays due to multinational companies' prowling for cheap labor across the globe and beyond in this global economy. There was a time when employees who worked hard at their jobs and stayed loyal to a company were rewarded with job security, health benefits, and other perks. This bargain is an example of what was known as the norm of reciprocity. Such implicit contracts are violated in the corporate world on a daily basis. Workplaces not only fail to acknowledge past employee loyalty and contributions, but they also renege on what has been implicitly or explicitly promised, such as pensions and retiree health care<sup>12</sup>.

A company is loyal to no one but itself, especially when it is public and there are investors and a board of directors holding the reins. It is part of why companies have no loyalty to their employees. They have to answer to investors and place their interests above all else, e.g., once a company declares bankruptcy, even the court's job is to ensure that investors get every last possible dollar to offset their losses, ignoring the wellbeing of their employees in the process. To investors, layoffs make CEOs look like heroes<sup>13</sup>. In addition, contrary to commonsense, companies make room for more up-and-comers eager for their chance, hasten the flow of more top talent into the company by letting a stream of top performers go by establishing a strong talent flow, removing any impediments to that flow<sup>14</sup>.

Although the idea of millennials living at home has gone from social stigma to social trend, even approaching social expectation<sup>15</sup>, about 53.5 million Millennials in 2015, a 3<sup>rd</sup> of American labor force<sup>16</sup>, are savvy with the new technologies such as smartphones<sup>17</sup> and expect Utopia<sup>18</sup>. This age group of Millennials is the largest generation ever -- of 3.5 billion -- in the world<sup>19</sup>. Therefore, success of a manager in this global economy<sup>20</sup> depends on their ability<sup>21</sup> to embrace change (including new tech), be inclusive, market new ideas, inspire younger teams, seek and take feedback, and use the techniques of sandbagging<sup>22</sup>, stretching<sup>23</sup>, or a combination thereof, appropriately.

Successful managers cope with this predicament by creating plans with clear goals and setting achievable performance expectations from individuals and teams allowing ample leeway and autonomy to achieve those goals. Good managers help their employees identify their greatest

Issue 225	<p style="text-align: right;"><a href="#">Swasti</a> Sri DURMUKHI (దుర్ముఖి) Year, ASVAYUJA Month 5118 Kali Era, 2074 Vikramarka Era, 1938 Salivahana Era, 2016 AD (Published online OCTOBER 1, 2016)</p>
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Home	The Foundation	Management	The Andhra Journal of Industrial News	The Telangana Science Journal	Mana Sanskriti (Our Culture)
Vegetarian Links	Disclaimer	Solicitation	Contact	VPC	Vedah-Net

strengths to use on the job, in addition to identifying and working on areas where they are deficient to improve their performance. There was about 22% to 40% chance of the workers *actively disengaging*<sup>24</sup> from the job in workplaces where managers either focused on their deficiencies or ignored them. However, when a manager focused on an employee's strengths, the chance of that employee actively disengaging from the job declined to less than 1%<sup>25</sup>. Clarity of expectations is the most basic of employee needs and is vital to good performance<sup>26</sup>. Goals must be specific with clearly described expected outcomes, within a reasonable time-frame.

Lofty unachievable (stretch) or trivial (sandbag) goals may demoralize workers<sup>27</sup>. Achieving goals and objectives makes everyone winners, including the shareholders who are looking for profit all the time. Therefore, setting proper goals and managing expectations are essential for good management. A successful manager consistently chooses achievable good plans that stay above the performance levels of the competition, and motivates<sup>28</sup> employees while meeting the expectations of shareholders, and avoids bad plans that are unachievably lofty or that fall below the competition.

Unless there is a proper evaluation process, setting up goals<sup>29</sup> is not going to result in the intended results or required course corrections to achieve the goals. Even the seating arrangement in a review session can be important. A manager's job<sup>30</sup> is not to make friends, but to be specific, clear, consistent and fair without being judgmental to facilitate the progress and development of each member of the team.

## NOTES AND REFERENCES<sup>31</sup>

<sup>1</sup>Dr. Rao Vepachedu is the founder and president of Vepachedu Educational Foundation Inc., a 501(c) (3) educational foundation, and the Law Offices of Dr. Vepachedu and co-founder of Exciva. For more information visit: [www.linkedin.com/in/vepachedu](http://www.linkedin.com/in/vepachedu); <http://www.avvo.com/attorneys/60201-il-sreenivasarao-vepachedu-764535.html>, and <http://www.crm-ip.com/vepachedu.html>. Contact: [svepachedu@yahoo.com](mailto:svepachedu@yahoo.com).



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<sup>25</sup> Steve Jobs Quotes That Will Change the Way You Work—in the Best Way Possible: <https://www.themuse.com/advice/25-steve-jobs-quotes-that-will-change-the-way-you-work-in-the-best-way-possible>; *Management* <http://stevejobsdailyquote.com/steve-jobs-quotes-about-management/>

Issue 225	Swasti Sri DURMUKHI (దుర్ముఖి) Year, ASVAYUJA Month 5118 Kali Era, 2074 Vikramarka Era, 1938 Salivahana Era, 2016 AD (Published online OCTOBER 1, 2016)
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Home	The Foundation	Management	The Andhra Journal of Industrial News	The Telangana Science Journal	Mana Sanskriti (Our Culture)
Vegetarian Links	Disclaimer	Solicitation	Contact	VPC	Vedah-Net

<sup>3</sup>25 Quotes From Bill Gates on How to Succeed: <http://www.inc.com/john-brandon/25-of-the-best-bill-gates-quotes-on-success.html>; Bill Gates Speaks: Insight from the World's Greatest Entrepreneur, John Wiley and Sons, 1998

<sup>4</sup>Nanda, Management Thought, Ivy Publishing House (July 14, 2008)  
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<sup>5</sup>Arthashastra, the treatise on Economic Administration was written by Kautilya in the 4th century before Christ. It consists of 15 chapter, 380 Shlokas and 4968 Sutras. In all probability, this treatise is the first ever book written on Practice of Management. It is essentially on the art of governance and has an instructional tone.

<sup>6</sup>Modern Management Through Ancient Indian Wisdom: Towards a More Sustainable Paradigm  
<http://www.inflibnet.ac.in/ojs/index.php/PS/article/viewFile/1053/911>

<sup>7</sup>Why Law Firms Need "Great Managers": <http://legalexecutiveinstitute.com/law-firms-need-great-managers/>  
What Great Managers Do: <https://hbr.org/2005/03/what-great-managers-do>  
Why it is difficult to find good managers: <https://www.linkedin.com/pulse/why-difficult-find-good-managers-carsten-lexa-ll-m->

<sup>8</sup> The universe is cyclically created and destroyed, with a beginning (the Big Bang) and an end. Each cycle comprising *Satya/Krita Yuga*/era (1,728,000 Human years), *Treta Yuga* (1,296,000 Human years), *Dwapara Yuga* (864,000 Human years), *Kali Yuga* (432,000 Human years). COSMOLOGY: <http://www.vepachedu.org/manasanskriti/Cosmology.html>  
Happy *Ugadi!*: <http://www.vepachedu.org/ugadi99.htm>

<sup>9</sup>Naik, Arthashastra Lessons For Management Theory, The Bombay Chartered Accountant Journal (September 2002):  
<http://www.esamskriti.com/essay-chapters/Arthashastra-Lessons-for-Management-Theory-1.aspx>

<sup>10</sup>*Id*

<sup>11</sup>What Happened to Employee Loyalty? <https://www.linkedin.com/pulse/20130918061815-52594-what-happened-to-employee-loyalty>

<sup>12</sup>Pfeffer: Why Companies No Longer Reward Loyal Employees Repaying favors is the norm in our personal lives, but not in the workplace. February 20, 2015: <https://www.gsb.stanford.edu/insights/jeffrey-pfeffer-why-companies-no-longer-reward-loyal-employees>

<sup>13</sup>Layoffs make CEOs look like heroes – that's why corporate America is sick: <https://www.theguardian.com/money/us-money-blog/2014/jul/24/corporate-america-sick-layoffs-ceos>

On July 17, 2014, Microsoft Corporation announced a restructuring plan to simplify its organization and align the recently acquired Nokia Devices and Services business with the company's overall strategy with the elimination of up to 18,000 positions, more than 10% of Microsoft's 130,000-strong workforce, and Unemployment or underemployment of a lots of external contractors working on projects for Microsoft. The move will cost the company \$1.6 bn in severance and other expenses, chump change to a company that had \$77 bn 2013 revenues. Allergan, the maker of Botox, laid off 1,500 (13%) employees as part of attempt to streamline the company. <http://news.microsoft.com/2014/07/17/microsoft-announces-steps-to-simplify-organization-and-align-devices-strategy/#SA8GUs3akTuSTSKL99>;

<sup>14</sup> Why the Best Leaders Want Their Superstar Employees to Leave: [http://www.wsj.com/articles/why-the-best-leaders-want-their-superstar-employees-to-leave-1475460841?cx\\_navSource=cx\\_picks&cx\\_tag=poptarget&cx\\_artPos=6#cxrecs\\_s](http://www.wsj.com/articles/why-the-best-leaders-want-their-superstar-employees-to-leave-1475460841?cx_navSource=cx_picks&cx_tag=poptarget&cx_artPos=6#cxrecs_s)

<sup>15</sup> The Real Reasons Many Millennials Are Still Living at Home: <http://blogs.wsj.com/experts/2016/09/18/the-real-reasons-many-millennials-are-still-living-at-home/>

<sup>16</sup>Millennials surpass Gen Xers as the largest generation in US labor force: <http://www.pewresearch.org/fact-tank/2015/05/11/millennials-surpass-gen-xers-as-the-largest-generation-in-u-s-labor-force/>; Millennials will represent 75% of the American workforce by 2025: <http://www.forbes.com/sites/wesgay/2016/09/30/how-this-millennial-became-a-credit-union-president-at-27/#3b6abc07220c>

Issue 225	Swasti Sri DURMUKHI (దుర్ముఖి) Year, ASVAYUJA Month 5118 Kali Era, 2074 Vikramarka Era, 1938 Salivahana Era, 2016 AD (Published online OCTOBER 1, 2016)
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Home	The Foundation	Management	The Andhra Journal of Industrial News	The Telangana Science Journal	Mana Sanskriti (Our Culture)
Vegetarian Links	Disclaimer	Solicitation	Contact	VPC	Vedah-Net

<sup>17</sup> Most people agree that texting not only has its drawbacks, but also is dangerous to businesses. Context can rarely be determined from a short text message and often can be misunderstood. Want To Lead Millennials Well? Learn From These Millennial Executives: <http://www.forbes.com/sites/wesgay/2016/09/29/how-these-millennial-executives-say-to-effectively-lead-their-generation/#400aac6c74a6>

<sup>18</sup> In Utopia, published in 1516, Thomas More compared social and economic conditions in Europe with those of an ideal society on an imaginary island located off the coast of the Americas. The perfect conditions on his fictional island could never really exist, so More called it *Utopia*, by combining the Greek words *ou* (meaning "no, not") and *topos* (meaning "place," a root used in our word topography). The earliest generic use of utopia was for an imaginary and indefinitely remote place. The current use of Utopia, referring to an ideal place or society, was inspired by More's description of Utopia's perfection.

Baker-Smith, Dominic, "Thomas More", The Stanford Encyclopedia of Philosophy (Spring 2014 Edition), Edward N. Zalta (ed.), <http://plato.stanford.edu/archives/spr2014/entries/thomas-more/>

<sup>19</sup> Operation Millennial: A Conversation With The UN's 'Voice' For 3.5 Billion Young People Around The World: <http://www.forbes.com/sites/under30network/2016/07/15/operation-millennial-a-conversation-with-the-uns-voice-for-3-5-million-young-people-around-the-world/#a2e4d1260c46>

<sup>20</sup> GIANT SUCKING SOUND OF INVERSION: <https://www.linkedin.com/pulse/giant-sucking-sound-inversion-rao-vepachedu?articleId=6133400767651987456>  
Globalization: <http://www.vepachedu.org/manasanskriti/GLOBALIZATION.pdf>  
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<sup>21</sup> 6 Surprising Reasons Younger Managers Perform Best: <http://www.forbes.com/sites/joefolkman/2015/10/01/6-surprising-reasons-younger-managers-perform-best/#6df208337054>

<sup>22</sup> Sandbagging is giving workers trivial goals or tasks to perform so that they are successful.

<sup>23</sup> Stretch goals are lofty, unachievable goals given to workers in the hope of increasing productivity.

<sup>24</sup> *Actively disengaged* resent their work in some way, may sabotage the work, may arrive late and leave early, may bad-mouth the organization to others, may feel unfairly treated, and can be a liability for the organization. Engaged look forward to coming to work, give more than is expected of them, take the initiative instead of waiting for orders, good-mouth the organization to others, and are generally good corporate citizens. Not engaged do the minimum expected of them, generally dutiful, obedient, hard workers, and are working for a paycheck as opposed to seeing their work as a calling. Why Law Firms Need "Great Managers": <http://legalexecutiveinstitute.com/law-firms-need-great-managers/>

<sup>25</sup> *Id*

<sup>26</sup> Half Of Us Have Quit Our Job Because Of A Bad Boss: <http://fortune.com/2015/04/02/quit-reasons/>

<sup>27</sup> Setting The Bar - To Stretch or to Sandbag -- That is The Question: <http://www.forbes.com/sites/bryanstolle/2016/09/30/setting-the-bar-to-stretch-or-to-sandbag-that-is-the-question/2/#5988eb58179b>

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<sup>28</sup> A company with a significant employee ownership could expect to be 4% more profitable than others. O'Boyle et al., Employee ownership and firm performance: a meta-analysis: <http://onlinelibrary.wiley.com/doi/10.1111/1748-8583.12115/abstract>; Major Study Points Way To Higher Profits, Engaged Workers, Company Differentiation: <http://www.forbes.com/sites/maryjosephs/2016/09/29/major-study-points-way-to-higher-profits-engaged-workers-company-differentiation/#628263f675e5>

It can also be helpful to think about how you can improve upon others' examples. <http://www.forbes.com/sites/chuckcohn/2016/09/28/how-to-identify-best-practices-from-other-organizations-that-will-work-for-your-company/#4ca7e5cc134e>

Issue 225	Swasti Sri DURMUKHI (దుర్ముఖి) Year, ASVAYUJA Month 5118 Kali Era, 2074 Vikramarka Era, 1938 Salivahana Era, 2016 AD (Published online OCTOBER 1, 2016)
-----------	---



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Vegetarian Links	Disclaimer	Solicitation	Contact	VPC	Vedah-Net

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<sup>31</sup> In addition to the primary sources cited above, additional references include:

New York Times, Washington Post, Mercury News, Bayarea.com, Deccan Chronicle, the Hindu, Hindustan Times, Times of India, AP, Reuters, AFP, The Guardian, Pravda, Spiegel, Connexion, etc.

Disclaimer: All information is intended for your general knowledge only and is not a substitute for medical advice or treatment for special medical conditions or any specific health issues or starting a new fitness regimen, political or economic policy.

*"Where the mind is without fear and the head is held high, Where knowledge is free, Where the world has not been broken up into fragments, By narrow domestic walls."* -- Rabindranath Tagore (1861-1941), *Gitanjali*, 1912.

One World One Family

AUM! SWASTI!

Om! Asatoma Sadgamaya, Tamasoma Jyotirgamaya, Mritvorma Amritgamaya, Om Shantih, Shantih, Shantih! (Aum! Lead the world from wrong path to the right path, from ignorance to knowledge, from mortality to immortality, and peace!)

SWASTI! AUM!

Issue 225	Swasti Sri DURMUKHI (దుర్ముఖి) Year, ASVAYUJA Month 5118 Kali Era, 2074 Vikramarka Era, 1938 Salivahana Era, 2016 AD (Published online OCTOBER 1, 2016)
-----------	---