



London 28.7.84

EXTENDED MANAGEMENT MEETING

During these few minutes I tried to determine how should I begin this meeting.

I should express how I feel sitting with you.

My feeling is that I am sitting amongst a gathering of about 100 colleagues who are extremely and exceedingly able and who are contributing to a purpose which is equally meaningful for us and for many outside the BCC family.

Many of us would, however, perhaps need to move into the peace and equilibrium of a higher being in order to be able to achieve the purpose of which we all are by now fully familiar.

My second feeling is that in this meeting we all would try our best to contribute to the purpose for which we have gathered.

~~BCC is our home~~ and our profession is our life. We have gathered to discuss about our home and our life.

We have been discussing about this ever since we came into existence and I believe that these are the subjects we shall discuss so long as we live.

The truth of the matter is that we have been discussing these subjects in as many ways as possible to have a clear and better insight and understanding of those subjects as they relate to us and are vital for us.

There is nothing new perhaps in the subjects that we are going to discuss today. We would just try to comprehend and feel them in different perspective.

This time we have likened BCC and its management to what we call a process.

I have said that existence is a process and process is interaction and interfusion of elements and what becomes of that continuing forever.

Before we start discussing this - it relates to us, our own life, our own home - may I ask you that do you know enough about the home in which you live and the life you live?

We have to know about these; there is a **great need to have a clear perception and comprehension of what BCC as an organisation is and what its management is.**

We have encapsulated our entire life's experience about our understanding and perception of what management is in two words:

REAL MANAGEMENT

In spite of that I would ask you whether we have a need from time to time to have a clear perception and comprehension of what the organisation is and what its management is.

Do you feel the need to have a clear perception, and vision of this?

The other issue is that do we translate that perception in the process of managing? Do we practice it or not.

If we have not only had the clear perception of what management should be, but have gone one step further - that perception became ourselves, our chemistry, our psyche, in that case we should not put this question.

The perception may not be in our mind readily available to us, but it would be very much within us.

What an organisation is?

What the management of that organisation is or should be?

Is there a need to know this?

Are we managing consciously and knowingly as to how we should manage?

What is your answer - an honest answer?

In this gathering, we have on purpose arranged the participation of the members of the family who are at different levels of age, experience, seniority and functions to make a point. In whatever position they may be, they are involved in the process of management. And reality of management is the same at all levels.

Hence the questions addressed to all of you has equal and same implications and significance to everyone of you.

I had said in my opening remarks that I am extremely happy sitting among **able executives, managers, knowledgeable and competent professionals.**

Now I ask a question which would make a little difference in assessing their competence, ability and professionalism.

The question is: whether, when they operate competently and ably, do they do so knowingly what that competence, that ability is or without knowing it.

If they know what that competence and ability is, then there is a chance that they improve that competence and ability.

If we feel the need for this knowledge, then obviously we need to have these meetings - because in these meetings we evolve and acquire a clear understanding and perception of what real competence and ability is.

(Mr Zafar Iqbal: There is a form of our concept of management and it has a spirit also. We may have understood the form. We may even be trying to follow this form in our day to day management. Whether we have also acquired the spirit of our concept of management - the Real Management - is a question to be investigated. May be it has become a part of our chemistry, and may not always be available at the surface of our consciousness so that we can expressly describe and explain it).

Whether or not we need to have a perception of management - need to grasp the one truth, the reality of management within our system - perceive this truth and make it a part of our psyche.

We must know how we are managing.

Today we want to see it as a process.

What is a process?

Dictionary meanings are:

A state of being in progress or being carried out.

Series of actions and events.

A sequence of operation and changes undergone.

Our definition of process is:

"My own perception, which comes from psyche, of process is: relationships, interaction, interfusion, not static, but in a dynamic state, always in change".

Interfusion can only exist in change.

Interfusion itself means change - change in its continuity.

Change in itself means that it cannot stop.

It goes on, though the speed, velocity and patterns of change may be different.

Interaction and interfusion, when it takes place in two elements, it is a fusion of a number of elements which are within the interacting elements.

Evolution is another name of change - the words are different to enable us to capture the truth of what is happening.

Change does not stop. Interfusion never stops. Interaction never stops.

There is no element which is not participating in this process.

There are streams of changes - micro-streams, micro-processes.

This interfusion and interaction is a continuing process.

Process means interaction, interfusion, evolution, all taking place in the unstoppable medium of change.

There is a medium in which interaction and interfusion takes place. The name this medium has been given is "a process".

Whatever is happening is happening in this process. We cannot isolate from it - we are inescapably and inevitably part of that.

When we are a part of the process, are we going to give a direction to the process?

We, as human beings, are also an element, which is a composite of a number of elements, and are a part of the process to become what we are.

The difference in this "human being" element, this part of the process which is "human being" and other elements is that it is a micro-part as well as a macro-part.

It is in this duality of "human process" that difficulty arises when human beings interact and interfuse.

But this part of the process has one more characteristic: it can provide a direction, a purpose to the process, because it has consciousness, discretion and judgement.

We are talking of process - the whole process - that is: interaction, interfusion and evolution. The difference in the meaning of interaction, interfusion and evolution is that evolution also connotes what becomes of interaction and interfusion.

Evolution is becoming and again becoming.

You interact, you interfuse, you evolve, you become in that medium of unstoppable substance of change. This is what the process is.

Process is happening through interaction, interfusion and evolution of elements.

The important point, however, is this:

What brings about, what perpetuates the process?

What is that power?

What is the soul of process?

After all, how has the process come about?

If there were elements, and if there was interaction and interfusion of these elements - how and why did the interfusion occur?

In order to comprehend and realise it, you have to feel God in you!

The answer is - feeling of God in you.

God is the totality of the process - which does not have any beginning, does not have any end.

If you want to ~~have real feeling of what process is~~, then you have to feel ~~God's presence~~.

God

Who is the dynamic totality.

Who is all the parts in their dynamic state, resulting in totality.

A totality which in infinity.

Now it is for each one of you to have a perception of what process is.

You may call it (the process) spirit -

Spirit which causes everything -

Totality's Spirit

Your Spirit

And just Spirit.

What causes interaction, interfusion and process?

(The process integrates working values and moral values. For us both are inseparable).

In the process of evolution, there has to be a flow of value system. We want that first there is an establishment of values and then there should be a continuous flow of values in the process of evolution.

There are macro-processes and micro-processes.

Process is all that existence is.

Each micro-process becomes, in relation to itself, a macro process - within itself, as itself is, it is a macro process.

BCC is a macro process, ~~which~~ becomes micro process when it relates to the outside world.

BCC, as a whole, is a macro process. Branches, Regional Offices, Central Support Organisation, all are micro processes within the macro process of BCC. The individual members of BCC are also a micro process.

But by itself, a human being is also a macro process.

When you are sitting in a branch or any other unit as a manager, you provide a direction in the process of ~~activity~~.

For example, in a branch, is it not a process - the interaction, interfusion and evolution within the branch - a micro-process in relation to the macro-process of BCC? This micro-process has also to relate to another micro-process of BCC macro-process - the Regional Office. Again, within the branch there are so many elements and components (other micro-processes) which make the branch a process.

Are you conscious of this process?

Management is providing a direction to this process.

Direction comes from a purpose.

When we make our purpose God, we relate ourselves to totality - the ultimate macro-process.

We provide (in BCC) the opportunity to relate ourselves (the processes we are) to totality.

It is in the process that we want the value system to flow.

The question which the Branch Managers (or managers of any unit) must ask is: Sitting in a branch or unit, do you consider yourself as a participant in the process?

Here comes an important point:

Management and marketing are two main subjects which are inseparable.

That process which comprises of the interaction and interfusion within the organisation, is part of its management.

When you are relating this process to the outside world, then it is marketing.

Then that marketing becomes a part of your management.

If you have a clearer and good perception of what part of the total process is marketing and what part of it is only management, then you would be able to determine what part or percentage of your participation in the total process should be devoted to relationships within the organisation and relationships outside the organisation. How much you want to interact and interfuse within and how much you want to interact and interfuse outside.

It also depends on your desire as to how much you want to grow? If you become introvert, if you have no desire to relate, then you are negating the law of nature, the law of inter-dependence, inter-relationship, inter-action, interfusion. Relate you must. When you relate, you grow (which again is a process).

That is why we are trying to determine:

What part of your time should go to marketing and what part should go to management?

How much do we want interfusion with the MACRO COSM?

You want to go out of your micro-process and grow or you want to keep coming back to your own micro-process.

Why have we formed management committees?

Because they are a vehicle of interaction and interfusion.

We have now established a form of vehicle, but is there any interaction and interfusion among the members of these committees?

It is here that the question of the quality, vitality and velocity of the process arises.

What is the state of the process in ~~Branches, Regional Offices, OSB Divisions~~?

Velocity relates to interaction and interfusion. Quality and vitality relate to the elements of the process. Velocity of interaction and interfusion occurs within the quality and vitality of the elements of the process.

Whereas, purpose in providing the direction.

One other point to remember is that there is only one value system. It cannot be segregated between working values and any other kind of values. And this value system has to be flowing in the process of organisation all the time.

What is the state of the quality, vitality and velocity and the direction provided by the purpose in our respective processes?

Purpose is nothing but accumulation of values.

You now owe to yourself first to feel that your unit is a process and then to answer the above question.

Would you now be satisfied only with your producing results through your individual efforts. Would you now not want to become a participant in the process, involving others in it, through which the results should be achieved?

Once you are able to assess the quality, vitality and velocity of the process in your unit, you should go further and ask another question:

What has to be done to improve the vitality, quality and velocity of the process in your unit?

The immediate tangible results, though important and make valuable contribution, are not the best indicators of the quality of your management. They are only indicators that you alone, or maybe with a selected few, are a high producer.

We should also judge ourselves from the aspect of management capability - ~~knowing how we are managing and then seeing we are~~ practicing Real Management in our Branch, Region, Subsidiary, Affiliate,

Answers to this would also clarify how we are producing results.

One cannot ignore the reality that a management capability with higher quality, vitality and velocity would always produce more, in the short term but more particularly in the long term.

What is the quality, vitality and velocity of interaction, interfusion and evolution in CSO?

What is the quality of its elements

What is the vitality of its elements

What is the velocity of the interaction and interfusion of these elements

Is there any need to answer these questions?

Why do we need these answers?

These answers are required because each one of us wants to know:

"Whether I am living fully, whether I am doing justice to myself"

These are important questions because we believe that life is a purpose, life is a process and if it is a process what is its vitality, quality and velocity.

And if life is a purpose, then each individual must know that interaction and interfusion with others is being directed by that purpose and the quality, vitality and velocity of the process of interaction and interfusion is such that it is taking the individual towards the purpose.

Simply stated, the questions are:

~~Are we living or not?~~

~~How well are we living?~~

In this organisation, every member has the right to improve his quality.

At the same time every member has the obligation to improve the quality.

We are lucky to be involved in a process like BCC, of which we are a part.

The state of the individual member (micro-process) of the BCC organisation should be:

"The energy in me, of whatever quality it is, bursts with vitality to relate to the macro-process"

(Conceptually, this is a reflection of the urge of every micro-process in relation to its macro-process - until infinity)

We have also to answer the question:

How we should improve the quality, strengthen ~~the~~ vitality and increase the velocity of the process.

We can do it if we know the process, not in its form but in reality. Without knowing we cannot answer.

We can improve the quality, strengthen the vitality and increase the velocity of the process if we understand that the process lives and exists in the container of HUMILITY.

Process exists in no-existence.

Process is continuance.

Continuance is within infinity.

Humility is infinity.

Humility is a container of process

Inter-relationship and interfusion makes the process possible.

Love is the power which brings about positive interaction, positive interfusion.

Loyalty is a sustainer of love and humility, and ~~consequently the process.~~

These are our values.

Our values are not limited to only working life values - such as serving the customer - segregated from the value of real life.

The real life values are also applicable to working life. For example, in developing our relationship with China, we have been guided by the values of

Love

Harmony and

Service

Similarly, in serving the customer we serve with a moral value.

We want these values to flow through the process which an organisation is.

How would they flow through the process?

All organisational structures and systems have to reside finally in the human beings.

Value system, whatever it is, must therefore, become a part of the members of the organisation - in our case, members of BCC family. In other words, value system should become a belief system. Otherwise, the values are forgotten, never practiced and never translated into action, into moral and material results readily.

Our effort, therefore, is directed towards human beings and all system, structure and knowledge that sit in the human beings.

Not only it is your responsibility to become part of the process, but it is also your function to make others a part of the process.

The management committees which have been formed are the vehicles of positive inter-action, interfusion and evolution and not negative

inter-action and interfusion, through which our values should flow into the process of organisation and management.

Do you believe and agree that in the last analysis, in establishing priorities we might do better by giving enough time to this aspect, instead of just working in a haphazard manner.

Operational matters and achievements like obtaining branch licences, acquiring and decorating premises are only a small part of management although we develop an incorrect perception that we are working, achieving and managing and derive some satisfaction from it.

This is only creating an intra-structure. Then comes the question of creating and producing a management, with a clear perception of what management is and a clear understanding of how it should be created.

That is why we have created Management Committees, to develop overall ~~management of management~~ together with the assumption of its overall responsibility. ~~one~~ one of us has to assist each other in this process.

Of course a balance has to be maintained in determining priorities and division of time and effort. Ultimate objective is to show results and achieve the purpose.

The requirement is that with a clear perception of what is to be done and achieved, you determine priorities and allocate adequate quantum of time and energy to the management process in relation to what other things you do.

You have to take time out to feel that you have to inter-act and interfuse within the organisation and outside the organisation.

Many of us do not yet have a macro-view or a macro-perception of the process the organisation is and what micro as well as other macro

processes are operating within the organisation, how they are related to each other and how they are related to the world outside the organisation.

Matters on which each one of us has to assess his position and relate to what we have talked:

1. Understand the process of organisation and process of management.
Once it is comprehended, then to practice and translate it.
2. Keep a balance in the micro-processes and macro-processes (realising each process is related on the one hand, to a macro-process outside it and to a micro-process within it - thus in turn it is both a macro-process and a micro-process, except the MACRO-COSM which is totality in infinity and infinity is micro to none).
3. What time and energy should be devoted for bringing the business and what time and energy should go in servicing it.

No manager is a good manager unless he is also an entrepreneur.

Two perceptions which we should have:

1. Humility is the container of process
Love is the maker of the process
Loyalty is the sustainer of the process
2. Organisations are a process; and management is providing and ensuring the quality, vitality and velocity to the elements of the process and their interaction, interfusion and evolution, directing and taking the process towards the purpose.

(Evolution is the movement of each micro-process into the macro-process

To evolve and grow one has to be in the process consciously, or has to be conscious of the process.)

Process goes on and on, ever moving.

Whenever we want to see what it has become, we pause and see it at a particular point of time.

The Balance Sheet of BCC as on the ~~31st December~~ 1984 would be such point of time in the BCC process.

It is easy to see the process at any point in time in tangible terms. It becomes a problem, however, if you want to see the process in terms of its quality, vitality and velocity.

Do we agree or not that organisation is a process?

What is the quality of interaction and interfusion of the elements of BCC process - quality of the interaction and interfusion of its people, its vitality, its velocity ?

In real management, it is important to know this.

It is blind management where managers work individually and not as a part of the process, making others work without interfusing with them.

Are we still managing blindly?

(Question: Is it not true that every element, every human being, whether knowingly or unknowingly, is going through a process?

Answer: Yes, all elements, including the human beings are going through a process. In case of human beings who are going through the process unknowingly, however it is like all other elements in the creation, which

are a part of the process not through their own will, but by the direction of the ultimate macro-process of the creation, which directs their interaction and interfusion)

(In the context of interaction and interfusion, many people make it a condition for interfusion, that "you become like me, then I would interfuse. I would not interfuse with you as you are, who you are". They do not realise that the first step in the direction of interfusion is that they themselves have to change.)

Whether it is spirit or feeling or psyche, when it is related to environment or subjected to a relationship with the environment (environment being a process comprising of so many elements and components) then that feeling or psyche or spirit does not remain pure, because it adds to itself so many elements and qualities of such elements.

Can you come to a state when you have your feelings or psyche or spirit in its purity? If you are able to achieve this, then there would be no conflict, no confusion, no vagueness.

We should try to be able to live at times in pure feelings. That is the base. It is this base to which colours of elements (in the environment) are added. Then the feelings become coloured and complex.

The question then is: with such many sided, multi-coloured, many textured feelings and psyche, how to bring about interaction and interfusion.

The answer is to always start from the base, because it is everywhere, common in all colours and textures.

Many organisations are not a process. They get involved in micro-situations and deal with them as fixed situations.

Change and movement is necessary for evolution from micro-cosm to macro-cosm.

Such is the living process.

(Process has a wisdom of its own - that wisdom is related to both, the known and the unknown. By aligning with such process we move into the unknown)

(Mr Yousufi: Incidents and events are in themselves isolated situation. Uninterrupted change is a process.

Process is continuous manifestation of the series of changes.

And change alone is the measure of time.

We should relate this perception and realisation of process to the models of management which we are creating.

We should take time-off to devote to management, health of the process, ratio of time devoted to the two parts of the process - management and marketing.

We should assess whether interfusion has started to take place in the process of management committees.

Another point:

People should have a sense of belonging to the organisation.

What is it to which a person belongs to in the organisation?

How can he have the feeling of belonging?

He can develop this feeling of belonging when he relates to the organisation. This relationship is real when he relates to the process the organisation is. When he becomes a part of the process, interaction and interfusion becomes natural.

Our effort should be to make the individual members a part of the process.

Their involvement in marketing also makes them part of the process. Marketing will also give everybody a sense of belonging.

(Concept of "supportive marketing" should not be restrictive. Those who are assigned to supportive marketing should also be allowed to do direct marketing).

BCC organisation follows the concept of living rather than merely existing.

Discussion on:

1. Health of the process
2. Proportion of time devoted to management (micro-process) and marketing (macro-process).
3. Activation of management committees.
4. How many of the branch managers and managers in other units have a perception of management of the level of what has been heard from the young participating managers in this meeting?

If they do not have this perception, then they are not managing knowingly and they do not know that their branches or units are a process.

It is our responsibility to bring them up to this level of perception.

5. BCC's inherent desire to reach the macro-process - TWF and other outside banking activities are the result of this desire.
6. BCC believes in conscious change, purpose directed change, to protect itself from the changes which otherwise may result in wear, tear and decay.
7. What brings vitality and quality in this process is love, humility and loyalty. Velocity is the speed and quality of interaction and interfusion, and thus a quality of the process.
8. It is in human nature to react. To contain reactions does not mean absence of reaction. It only means supremacy of positive feelings (feelings of love, humility and loyalty).
9. Management is nothing but giving direction to the process - preserving its health, quality, vitality and velocity.
10. Management Committees are models. We should explain these models as a process. We should assess in this respect:

What has been done?

What is possible?

What has not been done?

(Pain and agony of what is possible but is not being done)

11. Two important aspects which should be given priority:

- a) The virtue, value and the merit of the health of the process - it is related to aspiration. What is the dimension and force of our aspiration?
- b) We must gradually shift from our position where we are today in the distribution of time and energy devoted to the process - the two parts of the process being:

Micro process which BCC is

Macro process when BCC is relating to the outside world

This will result into proper division of priorities between marketing and servicing.

12. Elements which are the components of the process -

What are these elements?

What are the most important and vital of these elements?

We as an individual are also an element in this process. What kind of element we are? What is our quality, vitality and velocity?

Does this element feel that it is involved in the process? Or does this element feel that it is remote from the process? Will it make a difference if the element feels that it is involved in the process and has to play a role?

12. The process is living. It has senses.

29.7.84

CONTINUATION OF ~~THE MANAGEMENT~~ MEETING OF 28TH JULY 1984

May we ask ourselves a very pertinent question which relates to yesterday's very intensive discussions?

Usually when we go back from such meetings we get involved in our day to day work.

Nevertheless, somewhere in our chemistry and system, things we discuss remain - may be on the surface of our consciousness they seem to have been forgotten. Because they do not remain on the surface of our consciousness, we usually do not apply them to our life situation.

But anything we see or we go through leaves an impression - like a movie you have seen, and when occasion arises you are able to recall a few things about it.

Let us now try to find out whether we have retained anything of all that we discussed yesterday?

It is important to know this, so that when we go back home we make the best use of it.

Do we remember about management responsibility? Whether it would make any difference in our priorities?

Was it a philosophical discussion or a theoretical discussion in management science?

Or was it something which stares deeply at our minds and hearts everyday when we go to work?

Whether we find this thought and idea about management perception and responsibility as our most important function and prime responsibility - the perception that we are managing people, be they our colleagues or our clients.

We are managing them all just for a certain purpose - the main reason of dealing with them and managing them is that we would achieve that purpose.

We would want to answer these questions.

We discussed yesterday:

What an organisation is?

An organisation is a process.

What is a process?

What are the elements of the process?

We are a part of the process.

Everybody else is also a part of the process.

We have to make others feel that they are a part of the process.

Management is providing a direction to the process to reach the purpose.

We want to have a clear perception about the management and face it. If management is a process, what we have to do while managing - promoting interaction and interfusion, involvement and participation, activation of management committees etc.

How do we feel about this all, about the elements of the process, individuals and their involvement, depending on others, feeling and trying to manage the process in the best possible manner - to bring everyone into the process, make them a part of the process (motivate and stimulate them).

Can we relate all this to our life situation?

(Discussion with individual Regional Heads)

- What is the quality, vitality and velocity of the process of organisation and management in your area?
- What is the quality and speed of the flow of energy?

(Quality of energy is equal to ability)

- Whether it is a question of management or marketing it relates to dealing with people, with human beings.
- Whether it is management or marketing, do we do these as a duty as a compulsive desire, as a feeling of joy.

(We want to reach a common understanding of these aspects)

- How many people are working as a duty because they are required to work and earn a livelihood?
- Are we managing as a duty, or as we have been taught and educated to manage, or are we managing comprehensively, knowingly?
- Do we do marketing because there is a joy and pleasure in it which compels us to do it?
- As a part of compulsive urge and joy of managing and marketing do you feel it necessary to involve others in it, not as a duty, but for the joy of it, as a passion to work?
- Where the joy comes from?

Success, goodness, service, purpose?

(In our case it should be the Major Purpose)

Whether Major Purpose gives you a joy?

- When you are working for joy, pleasure, happiness (whether the source of it is Major Purpose or Success) two important aspects emerge:

- a) When you are working for joy, pleasure and happiness then you would not slide back or slip in your efforts, in your work.

When it is a question of duty and not the purpose then your interest in your efforts and work could be temporary, short lived.

- b) When you are working for joy in your life situations, then from within that joy, in the flow of that joy (the substance the joy is) you discover the unknown.

Joy exudes, spreads in volume like light, extends its reach like the reach of light. In that light, you start seeing things which otherwise you cannot see. (Joy is like fragrance or light)

This cannot be explained. It can only be experienced.

When a man works as a duty, he is like a blind man.

When you go in the light of joy, then you see new people, many opportunities.

That light, once it reaches people, they would be attracted, like a magnet attracts metal.

("Organisation is a process - this has come out of the light of joy which I have for managing")

What is the live situation in each area?

How many people are working as a duty, as a function?

How many are working indifferently?

How many are working with mixed feelings?

How many are working for joy and pleasure and happiness?

What are they producing?

How can we increase the number of those who are working for joy and pleasure and happiness?

Whether we can achieve this?

The light of joy relates to your feelings.

Combination of

Aspiration

Courage and

Hope

creates such feelings

(Lack of hope and Courage is the result of lack of desire)

If the quantity and quality of your joy - your feeling of it - is high and intense, then you would be able to find everything. The love and joy of what you are doing will throw so much light on the horizon that you can see so many things, so many opportunities.

~~The psychic blindness~~ would be cured.

This is the central point of marketing.

If joy is to achieve the purpose, and if success is built in the purpose, then use success for something worthwhile.

Relate success to marketing.

Marketing originates from success and proper use of that success.

Make marketing a joy of everybody

(Psychic blindness

Restoration of psychic sight

When our psyche cannot reach beyond the walls it is confined in, we cannot have vision.)

- Marketing will determine the new culture in the bank

It will create a new tempo and velocity of interfusion

It will be a new spirit

It will be a means for giving 10000 people a sense of belonging and participation in the process.

("What is belonging?

Nothing can belong to me unless it is in me and I can use it.")

To what are we going to belong in BCC organisation?

Buildings? Capital? etc

The real bank is the process, the effort and energy which flows into the process.

One has to relate himself to this energy. This he can do only when he is doing something exciting and interesting.

Marketing should, therefore, be seen in a much broader perspective.

It should involve a large number of people

- When we go back from this meeting, to our Branches, Regional Offices, Head Offices, CSO Divisions, would we remember to treat our units as a process and be able to assess and feel this process?

Are we going to see what the quality and vitality of that process is and what is the velocity of positive interaction and interfusion in the elements of the process?

Shall we determine our priority in respect of the time we give to management function and the time we give to solve day to day problems?

We shall also have to determine our priority and strike a balance in the use of energy in marketing and servicing or managing the business and managing the affairs.

And lastly, we should determine what is the maximum which we are going to contribute to 1984 Balance Sheet (in the next four months).

(Discussion on Dollar Deposits:

Dollar - for us a home currency hence much greater emphasis given by us than any other bank.

Dollar Deposits are our lifeline.

Importance of Dollar)

LATIN AMERICAN REGION MEETING

1ST AUGUST 1984

We should always be conscious of one important requirement: that the spirit of management is to be imbibed in ourselves and is reflected in all our management actions.

There is a need to have a clear perception of what management is.

The perceptions of two persons on any particular object would be different.

Presumptions are also a factor in perception.

A good manager would check his presumptions whether they are based on reality or on imagination.

The perception of the U.S. work philosophy is that competition produces

Our perception is that harmony would produce more

Competition negates harmony and many a time results into conflict.

In interaction, both can happen - harmony as well as conflict.

Harmony is constructive. Conflict is destructive.

In our perception: Are we a "marketing" culture or a "desk" culture?

Points to be remembered by Mr. Feroze Deane

1. Attracting respect, love and loyalty from Dr. Zarate. At the same time, giving him respect, love and loyalty.

One of the tests of Mr. Feroze Deane's new assignment is how he becomes one with Dr. Zarate.

2. The other test would be how Mr. Feroze Deane jointly with Dr. Zarate invites and attracts the love and respect of the staff in BCC Colombia.

It is imperative that there is no division in the staff. They should have one sense of belonging only. A sense of belonging to BCC.

Mr. Feroze Deane should show respect not only to Dr. Zarate personally but his point of view also so that all the other staff see Mr. Feroze Deane and Dr. Zarate as one and without any difference with each other.

3. The utilisation of the energy of the staff in BCC Colombia - how many of them are involved in marketing.

4. Dr. Zarate, Mr. Shafi and Mr. Feroze Deane should formulate a joint plan and a joint strategy for BCC Colombia:

New joint vision, new strategy, new planning, and a clear perception of the future of BCC Colombia.

The technique for developing a vision

One way would be that Mr. Feroze Deane goes to BCC Colombia, gets involved in its current affairs and starts looking at things and situations as they are, most of the time dealing with parts and himself becoming a part like any other member of the staff in the present situation. In such an approach, he will not be looking fully at the totality of the situation, having no clear view of what that bank could become. He will be doing things and dealing with situations as are being dealt with now by other members of the staff.

The other way is just not to relate to the parts of the present situation by getting involved in the current problems and issues. Instead he should have a view of totality and assess the situation of BCC Colombia as a whole in the context of total possibilities and opportunities available.

The most important thing in this concept is that one should not relate to the parts or the present situation as it is. He should have his own vision, what he wants, what kind of a bank would he like to build, of what size and character and what can he do to achieve that.

Once Mr. Feroze Deane has that vision of what he wants, then he should start creating the structure - what the present structure is, what more should be brought into it and what changes should be made. Only then, Mr. Feroze Deane would be able to play a significant role in BCC Colombia, which again will depend on the dimensions of his vision, aspiration, courage, hope, desire and intentions.

(Addressing to Mr. Feroze Deane and others):

Are you leaders, entrepreneurs, good managers?

Do you have an aspiration or not?

You have to determine your role. You have to change and turn your direction. A different and new role of an entrepreneur, of a leader, of a good manager, of a man of vision and of a man having aspiration and determination to achieve the vision. That is to say, a man having a vision with vitality, courage and hope.

Start from what your vision is, what your courage is, what your hope is: what you want. Then become completely one with this different situation of BCC Colombia, its market place, its possibilities and its potential.

But also remember that the blueprint of the vision is in the psyche of a person and it lives there continuously.

In tangible terms, will your aim be to increase the liquidity of BCC Colombia to 40%, its deposits at the end of 1984 equivalent to US\$ 150 million and at the end of 1985 equivalent to US\$ 300 million? Will it be possible for you to change the present loss position to a profit position?

