

2. The Hanumans of India

Indians mesmerize me by their capacity to deliver. First surprise came when we introduced computer in our office on experimental basis. An assistant finished typing 25 pages in one day when assistants were typing up to 5-6 pages a day on typewriter. I thought it was an exception and individual excellence. But when I increased PGP intake from 35 to 105, the non-teaching staff strength remained same, while the work load in every department from duplicating room, to students' affairs office placement office, PGP office, library and even accounts office had increased 3 fold. Even among teaching staff the number of faculty members increased marginally from 22 to 24 (it had indeed reduced from 22 to 20 in the first year.)

As if that was not enough to convince, when I reached IIM Kozhikode, I found that there were 30 non-teaching staff when the PGP intake was 60 and it remained same when the intake went to 120, 180 and even 260. Thus I found non-teaching staff strength of 30 could take care of 30-60-120-180-260 intake in PGP. Same was the case of faculty. The number of faculty member was 20 when we had an intake of 60, it increased to 24 when the intake was 120, was same when the intake went to 180 (indeed reduced to 17 in the first year) and was only 28 when the intake went up to 260. This faculty strength also had taken load of 240 participants of online programmes, close to 10 weeklong faculty development programmes (making institute leaders in both) besides conducting usual MDPS and Conferences. At which stage they were fully utilised? I don't know.

But what I conclude is that Indians are great deliverers. We don't, at times, set challenge to meet. Are they HANUMANS. Can we ever utilise them fully? To me it remains a leadership and HRD challenge.