AP Human Resource Development Institute
Bapatla

WELCOME
Creating Organisational Culture Geared to Excellence
• Definition of culture
• Elements of organisational culture
• Features of world-class companies
• Characteristics of people-driven organisations
• Management challenges
• A roadmap for creating organisational culture geared to excellence
“Until I came to IBM, I probably would have told you that culture was just one among several important elements in any organisation's makeup and success - along with vision, strategy, marketing, financials, and the like...”

“I came to see, in my time at IBM, that culture isn't just one aspect of the game, it is the game. In the end, an organisation is nothing more than the collective capacity of its people to create value.”
“Fixing culture is the most critical – and the most difficult – part of a corporate transformation. In the end, management does not change culture. Management invites the workforce itself to change the culture.”

“The rewards system is a powerful driver of behaviour and therefore culture.”
Hello Boss? Sorry, I can't make it into the office today, I'm sick. (Cough!) O.K. But get well soon, things are pretty hectic at the office this week.
TYPES OF ORGANISATIONS

- Poor or under-performing
- Mediocre
- Good
- World-class
ELEMENTS OF ORGANISATIONAL CULTURE

- The way things are done
- The way we treat our staff and customers
- Values of the organisation and its lived traditions
- Stories about the organisation
- Norms and unwritten rules
- Acceptable and unacceptable behaviour
- Leadership style
CHARACTERISTICS OF CULTURE

LOW PERFORMANCE
- Poor leadership
- Demotivated staff
- Invisible values
- Bureaucracy
- No flexibility
- Inefficiency
- Barriers between departments
- Poor service delivery

HIGH PERFORMANCE
- Great leadership
- Motivated staff
- Visible values
- No bureaucracy
- Flexibility
- Efficiency
- No barriers between departments
- Good service delivery
“Culture is not about perks and parties. It is about what you believe and how you behave.”

“A set of shared beliefs, values, and practices”
WHAT IS ORGANISATIONAL CULTURE?

- The values and behaviours that individuals in the organisation exhibit and the meanings that people attach to their actions.
- It includes values, visions, norms, systems, beliefs & habits, attitudes, written and unwritten rules, interactions with outside world, and future expectations.
- It is shown in the way the organisation conducts its business, treats employees, volunteers, clients, and the community.
- It affects productivity, performance, and interactions.
FEATURES OF WORLD-CLASS COMPANIES

- Inspiring leadership
- Innovation
- Employee engagement
- People-driven

CULTURE

- Vibrancy and Dynamism
- Competent management and staff
- Good systems and processes
- Regular measurements
WHY IS CULTURE VITAL?

• Culture is to recruiting as product is to marketing

• Customers are more easily attracted with a great product/service

• But... amazing people are more easily attracted with a GREAT CULTURE
“CULTURE EATS STRATEGY FOR LUNCH EVERYDAY…”

Culture provides resilience in tough times and is more efficient than strategy.
CULTURE CAN SPUR A CONTRARY BUSINESS STRATEGY
A COMPLACENT CULTURE BLINDS YOU TO THE ORGANISATIONAL THREATS
CULTURE PROVIDES A LEVEL OF RISK PREVENTION
Nowadays, people have dramatically changed how they live and work!

<table>
<thead>
<tr>
<th>PRIORITY</th>
<th>THEN</th>
<th>NOW</th>
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<tr>
<td>FOCUS</td>
<td>Pension</td>
<td>Purpose</td>
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<tr>
<td>NEED</td>
<td>Good Boss</td>
<td>Great Colleagues</td>
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<tr>
<td>HOURS</td>
<td>9-5</td>
<td>Whenever</td>
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<tr>
<td>WORKPLACE</td>
<td>Office</td>
<td>Wherever</td>
</tr>
<tr>
<td>TENURE</td>
<td>Whole Career</td>
<td>Whatever</td>
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</table>
Although people have dramatically changed, many organisations operate as if they are frozen in time.
THE OLD PARADIGM

• They operate as if money matters the most
• Employees will always take advantage of the company
• Vacations are the answer to work/life balance
• People need to be controlled with rules, policies, and handbooks
• People should just be happy to have a job
Welcome to Nordstrom

We're glad to have you with our Company. Our number one goal is to provide outstanding customer service. Set both your personal and professional goals high. We have great confidence in your ability to achieve them.

Nordstrom Rules: Rule #1: Use best judgment in all situations. There will be no additional rules.

Please feel free to ask your department manager, store manager, or division general manager any question at any time.
“YOUR COMPANY’S CULTURE AND YOUR COMPANY’S BRAND ARE REALLY JUST TWO SIDES OF THE SAME COIN.”

“YOUR CULTURE IS YOUR BRAND.”

- TONY HSIEH, ZAPPOS
“Let’s make the company we always dreamed of. Let’s create a company that will be a great place to be from.” - Reed Hastings and Patty McCord, Netflix
Describe the current culture within your organisation or department. What goes on in and around the organisation? What types of behaviours (good and bad) do you see? What norms are exhibited?
CULTURE EXERCISE

• What elements of the current culture do you want to KEEP?

• What elements of the current culture would you like to ELIMINATE?

• What elements would you like to ADD?
## CULTURAL VALUES

<table>
<thead>
<tr>
<th>Keep</th>
<th>Eliminate</th>
<th>Add</th>
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<tbody>
<tr>
<td>Team approach – willing to help out even if not my job</td>
<td>Unwillingness to share information</td>
<td>Flexibility/flex time</td>
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<tr>
<td>Safe work ethic</td>
<td>Rumor mill</td>
<td>gym</td>
</tr>
<tr>
<td>Self improvement</td>
<td>Union fear</td>
<td>Option for benefits</td>
</tr>
<tr>
<td>Cross training</td>
<td>Lack of accountability</td>
<td>potlucks</td>
</tr>
<tr>
<td>Focus on customer satisfaction</td>
<td>Excessive HR rules- dress code, mandatory hours,</td>
<td>Cool workspace</td>
</tr>
<tr>
<td>IT – up to date</td>
<td>Old building</td>
<td>Vision and direction</td>
</tr>
<tr>
<td>Quality products</td>
<td>Watching over...big Brother</td>
<td>accountability</td>
</tr>
<tr>
<td>Above and beyond</td>
<td>Complacency</td>
<td>Life long learning</td>
</tr>
<tr>
<td>Forever warranties</td>
<td></td>
<td>Better communication</td>
</tr>
<tr>
<td>Listening to new ideas – open minded to new things</td>
<td></td>
<td>Increased focus on customer satisfaction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rewards for job well done</td>
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</tbody>
</table>
WHAT ARE CORE VALUES?

• The core values of an organisation are those values which people hold, which form the foundation on which they work and conduct themselves.

• In an ever-changing world, core values are constant.

• Core values are not descriptions of the work people do or the strategies they employ to accomplish their mission. The values underlie their work, how they interact with each other, and which strategies they employ to fulfil their mission.

• Core values are the basic elements of how people go about doing their work. They are the practices they use every day in everything they do.
EXAMPLES OF CORE VALUES

- Professionalism
- Creativity/Innovation
- Customer focus
- Team work
- Open-minded
- Integrity
- Strong work ethic
- Enthusiasm
- Dedication
- Creative problem solving

- Flexibility/Adaptability
- Respect
- Honesty
- Courage
- Trust
- Positive attitude
- Passion
- Problem solving
- Respect
- Accountability
CULTURE CONVERTS

- Southwest Airlines
- Netflix
- Zappos
- Hubspot
- Facebook
- Patagonia
- Aileron
- Google
1. **Focus on impact**: “If we want to have the biggest impact, the best way to do this is to make sure we always focus on solving the most important problems.”

2. **Move fast**: “We have a saying: ‘Move fast and break things.’ The idea is that if you never break anything, you’re probably not moving fast enough.”

3. **Be bold**: “We encourage everyone to make bold decisions, even if that means being wrong some of the time.”

4. **Be open**: “We believe that a more open world is a better world because people with more information can make better decisions and have a greater impact.”

5. **Build social value**: “We expect everyone at Facebook to focus every day on how to build real value for the world in everything they do.”
IS IT ENOUGH TO JUST HAVE CORE VALUES?

"Culture provides greater discipline than disciplinary action does."
Our mission and vision is to provide an impeccable quality and transparent policing that meets the aspirations of the people and the society at large in creating and maintaining a State in which there is peace, co-existence, and order so as to provide conducive and safe environs for sustained growth and prosperity.

We, as a team, are constantly working towards building an in-depth sense of trust in the Police Force besides instilling pragmatic perspective of security in the minds of the public.

In our endeavour to continuously enrich public-police relations, we are now systematically adapting to the interactive and technological advancements through the Internet medium.

Thus, a symbiotic and meaningful relationship is envisaged between the public and the police since we intend to show greater effectiveness in the performance as our police motto is – ‘With You, For You, Always’.
• Make a list of core values that are important to the vision for your organisational culture

• Prioritise the top 5 core values
QUESTIONS? COMMENTS?
Some holy cows
CHALLENGE 1:
MANAGEMENT CONTROL

• “I am a manager because I am better than others”.
• “I am more important than my employees, customers & the company”.
• “I am here to control – others must follow me”.
• Micro management - checking
• “I am always right; they are wrong”.

• Micro-management - checking
“When the boss isn’t around to watch us, he loads up this screen saver.”
POOR COMMUNICATION

- Unclear communication
- Vague performance targets
- A lack of listening
- No or limited feedback
"You should check your e-mails more often. I fired you over three weeks ago."
CHALLENGE 3:
NO PERFORMANCE SUPPORT

- Wrong/unilateral decisions
- Limited resources
- Lack of management support
- Continuous restructuring
- Ineffective meetings & committees
TOO MANY MEETINGS!

Are You Lonely??

Don’t like working on your own? Hate making decisions?

Then call A MEETING!!

You can...

- SEE people
- DRAW flowcharts
- FEEL important
- IMPRESS your colleagues

...all on COMPANY TIME!!!

MEETINGS

The practical alternative to work.
CHALLENGE 4:
DISCREPANCY BETWEEN “BELIEFS” AND ACTIONS

Inconsistent behaviour
Not practising what you preach
Not leading by example
CHALLENGE 5: INABILITY TO ALIGN & INTEGRATE STRATEGY AT OPERATIONAL LEVEL

- Not understanding your own organisation and role
- Not knowing what goes on at operational level
- Thinking out strategy that is removed from reality
- Gap between strategy and execution
CHALLENGE 6: POOR PLANNING

- Wrong strategy and plans
- Incorrect execution
- Unclear goals
- Systems not ready for implementation
- Lack of crisis management
CHALLENGE 7: BAD PEOPLE & TALENT MANAGEMENT

- Not using the talents of the people
- Treating people badly – unfair treatment
- Lack of involvement and empowerment
- Poor human relations
- No or limited trust
- No performance support
I CAN'T THINK NOW... I'M WORKING
<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>9.00</td>
<td>STARTING TIME</td>
</tr>
<tr>
<td>9.30</td>
<td>ARRIVE</td>
</tr>
<tr>
<td>9.45</td>
<td>COFFEE BREAK</td>
</tr>
<tr>
<td>11.00</td>
<td>WORK BREAK</td>
</tr>
<tr>
<td>11.15</td>
<td>PREPARE FOR LUNCH</td>
</tr>
<tr>
<td>12.00</td>
<td>LUNCH</td>
</tr>
<tr>
<td>2.45</td>
<td>AFTERNOON WORK BREAK</td>
</tr>
<tr>
<td>3.00</td>
<td>TEA BREAK</td>
</tr>
<tr>
<td>4.00</td>
<td>PREPARE TO GO HOME</td>
</tr>
<tr>
<td>4.30</td>
<td>GO HOME</td>
</tr>
<tr>
<td>5.00</td>
<td>LEAVING TIME</td>
</tr>
</tbody>
</table>
CHALLENGE 8: NO/POOR PERFORMANCE CULTURE

- Inability to adapt to change or lead change
- Not building a high performance culture
- Tolerating a 'sick' culture
- Lack of values, leadership, innovation and vision
- Manipulation, bureaucracy and over-control
CHALLENGE 9: EMPLOYING INCOMPETENT PEOPLE

Employing the wrong people
Not developing staff through mentoring
CHALLENGE 10: PLANNING THE FUTURE USING PAST PERFORMANCE

• Not enough in the present and the future

• “When we did that in the past....”

• “That will never work here”

• Building the future on past success

• A lack of a future performance focus
“I’m disappointed in your job performance. It’s been ages since you’ve brought me an innovative idea to ignore.”
90% of what we call 'management' consists of making it difficult for people to get things done.

“The most important thing in communication is hearing what isn’t said.”

– Dr. Peter F. Drucker
This ground-breaking project has really put SABPP and the HR profession in South Africa on the global map. A first in the world, the National HRM System Model and Standard was launched in August 2013 after an intensive period of collaborative co-creation within the HR profession, led by Marius Meyer, CEO of the SABPP, and supported by Dr Michael Robbins, a leading UK expert in business standards.
SABPP HR MANAGEMENT SYSTEM STANDARDS

BUSINESS STRATEGY – HR BUSINESS ALIGNMENT

- Strategic HRM
- Talent Management
- HR Risk Management

HR ARCHITECTURE

- Workforce Planning
- Learning & Development
- Performance Management
- Reward & Recognition
- Employee Wellness
- Employment Relations
- Organisation Development

HR Service Delivery

HR VALUE & DELIVERY PLATFORM

HR Technology

HR MEASUREMENT

HR Audit: Standards & Metrics

PREPARE

IMPLEMENT

REVIEW

HR COMPETENCIES

IMPROVE
ORGANISATION DIAGNOSIS

Unfreeze  
Mobilise  
Realise  
Reinforce  
Sustain

Set direction for change  
Changes to build confidence  
High levels of performance  
Good systems to support further growth  
World class pushing the limits
WHO ARE THE REAL CHANGE AGENTS?

“In the end, management doesn’t change culture. Management invites the workforce itself to change the culture.”

Computers are magnificent tools for the realisation of our dreams but no machine can replace the human spark of spirit, compassion, love, and understanding.

- Lou Gerstner
PUTTING PEOPLE FIRST

I DON'T GET IT... AFTER ALL THE BUDGET CUTS TO STREAMLINE THE WORK FORCE, WHY AREN'T WE MOVING FASTER?
A ROADMAP FOR CREATING ORGANISATIONAL CULTURE GEARED TO EXCELLENCE
Implement interventions to create HP culture

The Roadmap For Excellence

Analyse status quo

Plan & communicate strategy

Involve people to plan a new culture

Communicate need for change

Identify the need for culture change

Get managers to walk the talk

Evaluate impact of culture change

Re-alignment and improvement of change interventions

Communicate need for change

High performance

59
What **challenges** are you facing in creating and sustaining a culture of excellence?

**POTENTIAL CHALLENGES**

- Communication
- Misalignment
- Teamwork/Engagement
- Conflicting Priorities
- Systems/Processes
- Service Recovery / Problem Resolution
- Time
- Accountability
Organisational excellence is the ability of an organisation not only to survive or meet goals but to distinguish itself from general population of organisation by achieving some manner of specialisation.

It aligns effort and provide focus
It is participatory & involves team work
It improves productivity
IMPORTANCE OF ORGANISATIONAL EXCELLENCE

• We can evaluate and differentiate level of success
• We can maximise organisation’s material, commercial, social, and intellectual capacity.
• We can maintain high level of organisational discipline.
• It ensures that all functions are aligned and work cohesively.
• It can provide competitive advantage.
LEVELS OF EMPLOYEE ENGAGEMENT

- Non-Believers (Disengaged)
- Believers (Engaged)
- Change Agents (Fully Engaged)
<table>
<thead>
<tr>
<th>SERVICE</th>
<th>EXCELLENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Competent</td>
<td>• Passion</td>
</tr>
<tr>
<td>• Friendly</td>
<td>• Empathy/Compassion</td>
</tr>
<tr>
<td>• Timely</td>
<td>• Relationships/Engagement</td>
</tr>
<tr>
<td>• Listening</td>
<td>• Anticipatory/Proactive</td>
</tr>
<tr>
<td>• Clear Communication</td>
<td>• Sense of Urgency</td>
</tr>
<tr>
<td></td>
<td>• Exceeding Expectations</td>
</tr>
</tbody>
</table>
The Three Dangers
That impede the
achievement of excellence

- Compromise
- Lack of Accountability
- Inconsistency
Is EMPLOYEE ENGAGEMENT linked to service excellence?
If not, why?
If yes, what does it take to create fully engaged employees?
What is the PURPOSE of leadership in your organisation?
Excellence cannot be achieved without PEOPLE! They must clearly understand:

- **PURPOSE** – Why am I here?
- **ROLE** – What is expected of me?
- **ACTIONS** – What must I do?
- **SYSTEMS** – What processes are in place to make me successful?

Curt Coffman
Employee Engagement Global Practice Leader
The Gallup Organisation

“We’re running as an economy at 30 percent efficiency”

Only 3 out of every 10 employees are working at their highest potential.
<table>
<thead>
<tr>
<th>LEADERSHIP FUNCTION</th>
<th>LEADERSHIP PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Manage and oversee department or division operations</td>
<td>• Inspire, lead, and motivate employees to achieve greater goals</td>
</tr>
<tr>
<td>• Operate within the budget</td>
<td>• Set the vision and mission for the department or division</td>
</tr>
<tr>
<td>• Hire and manage employees</td>
<td>• Be a mentor, coach, and role model</td>
</tr>
<tr>
<td>• Attend meetings</td>
<td>• Ensure that the team is aligned around a common purpose</td>
</tr>
<tr>
<td>• Control costs and waste</td>
<td>• Provide direction, praise, and recognition for a job well done</td>
</tr>
<tr>
<td>• Maintain and improve worker productivity</td>
<td>• Develop the skills and talents of their team</td>
</tr>
<tr>
<td>• Handle internal/external conflict</td>
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</table>
Creating a culture of **EXCELLENCE** has a trickle effect

**Senior Leadership**

- Managers
- Supervisors
- Employees

Your role as a leader is to ensure that your service philosophy is:

- Known
- Clearly Understood
- Relevant
- Aligned
- Discussed
- Acted On
- Measured
The Six Principles of Excellence is a comprehensive approach to effectively improve the work environment, employee performance, and the service experience for your customers all in one initiative.
THE SIX PRINCIPLES OF EXCELLENCE

Senior Leadership Alignment & Accountability

- Principle 2 Business Objectives
- Principle 3 Service Standards
- Principle 4 Intervention & Learning Strategy
- Principle 5 Organisational Alignment
- Principle 6 Measurement & Leadership Accountability

Principle 1 Vision and Mission Statement

Where are your gaps?
THE THREE LEVELS OF ORGANISATIONAL EFFECTIVENESS

Level - I
CREATES THE BASIS FOR CULTURE

Level - II
CREATES THE BASIS FOR SUSTAINABILITY

Level - III
CREATES THE BASIS FOR CREDIBILITY

Vision/Mission
Business Goals
Service Standards

Intervention & Learning Strategy
Organisational Alignment

Measurement & Leadership Accountability
Measurement & Leadership Accountability

5 STEPS TO EMPLOYEE ACCOUNTABILITY

STEP 1
Clearly Define

STEP 2
Involve Staff

STEP 3
Integrate

STEP 4
Measure

STEP 5
Recognise & Coach
EXCELLENCE = (Utilisation of the Six Principles)

Note: Excellence cannot be achieved without these five basic elements!

Alignment +
Consistency +
Accountability +
Teamwork +
Empowerment
Personal commitment to excellence

<table>
<thead>
<tr>
<th>START</th>
<th>STOP</th>
<th>CONTINUE</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Balancing Function with PURPOSE</td>
<td>• Assuming my actions and behaviours do not impact excellence</td>
<td>• Exemplifying the philosophy of my organisation</td>
</tr>
<tr>
<td>• Holding my team accountable for driving excellence</td>
<td>• Allowing compromise</td>
<td>• Demonstrating the same level of excellence with customers</td>
</tr>
<tr>
<td>• Responding to my customers with a greater sense of urgency</td>
<td>• Ignoring unacceptable behaviour</td>
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</table>
“The greatest danger for most of us is not that we aim too high and we miss it but we aim too low and reach it.”

Michel Angelo
The customer is the most important visitor on our premises.

He is not dependent on us. We are dependent on him.

He is not an interruption to our work. He is the purpose of it.

He is not an outsider of our business. He is part of it.

We are not doing him a favour by serving him. He is doing us a favour by giving us the opportunity to do so.
WHO IS THE BEST AMONG THE THREE: A, B or C?

Mr A: He had friendship with bad people, often consulted astrologers, was a chain smoker, and drank 8 to 10 times a day!

Mr B: He was kicked out of office twice, used to sleep till noon, used opium at college and drank whisky every evening!

Mr C: He was a decorated war hero, a vegetarian, did not smoke, did not drink, never cheated his wife, and was a good painter.
WHO IS THE BEST AMONG THE THREE?

You would say Mr C. Is it not?
Mr A was Franklin Roosevelt, the 32\textsuperscript{nd} President of USA!
Mr B was Winston Churchill, the former British Prime Minister!

Mr C was ADOLF HITLER!

Strange but true! It is not right to judge anyone by one’s habits. Character is a complex phenomenon. But many people’s characters affect the culture of an institution!
A will to serve humanity has been life’s guiding principle for Mr Kalyana Sundaram. A gold medallist in Library Science, he also holds a Master’s Degree in Literature and History. During his 35-year-long career as the Librarian at Kumarkurupara Arts College at Srivaikuntam, he donated his salary for charity every month and did odd jobs to meet his basic needs.

Even after retirement, he worked as a waiter in a restaurant in exchange for two meals a day and a meagre salary so that he could continue to donate his pension money to orphanages and to children’s educational funds.
He was amply rewarded for his humble service to humanity.

The Union Government acclaimed him as ‘The Best Librarian in India’.

The International Biographical Centre, Cambridge honoured him as the ‘Noblest of the World’.

The United Nations adjudged him as ‘One of the Most Outstanding People of the 20th Century’.

Actor Rajnikanth adopted him as ‘his beloved father’ and honoured him.

He received ‘The Man of the Millennium Award’ and ‘Life-time of Service Award’ from the Rotary Club of India in 2011.

He also received several awards but donated Rs 30 crores of his prize money to the poor.
FOR A FAIR SELECTION EVERYBODY HAS TO TAKE THE SAME EXAM. PLEASE CLIMB THAT TREE.
equality and equity

Equality does not mean justice

Equality

Equity
The Eagle & Culture of Excellence

The Eagle tests before it trusts. When a female eagle meets a male and they want to mate, she flies down to earth with the male pursuing her and she picks a twig. She flies back into the air with the male pursuing her. Once she has reached a height high enough for her, she lets the twig fall to the ground and watches it as it falls. The male chases after the twig. The faster it falls, the faster he chases it. He has to catch it before it falls to the ground.

He then brings it back to the female eagle. The female eagle grabs the twig and flies to a higher altitude and then drops the twig for the male to chase. This goes on for hours, with the height increasing until the female eagle is assured that the male eagle has mastered the art of catching the twig which shows its commitment. Then and only then, will she allow him to mate with her.
When it is ready to lay eggs, the female and male eagles identify a place very high on a cliff where no predators can reach. The male flies to earth and picks thorns and lays them on the crevice of the cliff, then flies to earth again to collect twigs which he lays in the intended nest. He flies back to earth and picks thorns laying them on top of the twigs. He flies back to earth and picks soft grass to cover the thorns.

When this first layering is complete, the male flies back to earth to pick up more thorns, lays them on the nest; flies back to get grass on top of the thorns, then plucks his feathers to complete the nest. The thorns on the outside of the nest protect it from possible intruders. Both male and female eagles participate in raising the young ones. She lays the eggs and hatches them and he builds the nest and hunts.
During the time of training for the young ones to fly, the mother eagle throws the eaglets out of the nest. Because they are scared, they jump back into the nest again. Then, she throws them out and then takes off the soft layers of the nest, leaving the thorns bare. When the scared eaglets again jump into the nest, they are pricked by thorns. Shrieking and bleeding, they jump out again, this time wondering why their mother and father who love them so much are torturing them!

Next, mother eagle pushes them off the cliff into the air. As they shriek in fear, father eagle flies out and catches them up on his back before they fall and brings them back to the cliff. This goes on for sometime until they start flapping their wings. They get excited at this newfound knowledge that they can fly! Their proud parents watch the drama in silent amazement!
It doesn't matter how many resources you have.

If you don't know how to use them, it will never be enough.
“The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn”

Alvin Toffler
“The definition of insanity is doing the same thing over and over again but expecting a different result!”
CONSTANT NEED TO KEEP UPGRADING ONESELF AS A PROFESSIONAL
Jack Ma (Alibaba Founder): “To be a successful leader, you need EQ, IQ, & LQ”

Good leaders generally develop different kinds of intelligence like IQ, EQ, SQ, SSQ, etc. Jack Ma proposes another: “If you want to be respected, you need LQ, - the quotient of love, which machines never have.”

Jack Ma believes that human beings will find solutions for the most deadly issues like poverty, hunger, unemployment, disease, climate change, etc., by having confidence in their imaginations and their ability to out-think machines.
Seven Dangers to Human Virtue

1. Wealth without work
2. Pleasure without conscience
3. Knowledge without character
4. Business without ethics
5. Science without humanity
6. Religion without sacrifice
7. Politics without principle