

#WORKPLACE

Too Much Communication

Over-communicators "may be given the benefit of the doubt by their employees, who might view them as trying to meet their needs, even if they are not necessarily succeeding," Lide says.



Better safe than sorry. That is the message. A boss who bombards you with communication may be frustrating, but one who leaves you in the dark may come off as uncaring, research finds. That's the key finding from a new study that examines how employees perceive managers who assume that less is more when it comes to communicating at work. After reviewing thousands of 360-degree leadership assessments in MBA and executive education classes, Francis Flynn notes that complaints about managers' communication were common, and often harsh. "More than just about any other leadership skill, people are fiercely criticized for poor communication," says Flynn, a professor of organizational behaviour at Stanford University Graduate School of Business. "The higher up you get, the more brutal that criticism becomes."

Noting this, he and doctoral candidate Chelsea Lide saw an opportunity to examine the quantity and quality of communication between managers and the people they supervise. In a recent paper, Flynn and Lide examine the concept of communication calibration. They find that employees often see their leaders mis-calibrating the amount they communicate. Indeed, they write, "leaders are often seen by their employees as under-communicating rather than over-communicating."

The importance of how much leaders communicate became apparent during the pandemic, Lide says. "It brought into sharp relief just how important communication was, not only in terms of the message being communicated, but also how often people are checking in with one another and exactly how detailed leaders are being in their communication to employees."

Flynn and Lide's research shows that employees' preference for too many versus too few messages stems from the perception that even if an over-communicating leader can't communicate the ideal amount, at least they mean well. Over-communicators "may be given the benefit of the doubt by their employees, who might view them as trying to meet their needs, even if they are not necessarily succeeding," Lide says. Making an effort can give the impression of empathy, whereas under-communicators are "not really seen as trying at all. Instead, they tend to be seen as really

missing the mark in terms of meeting the needs of their employees." Flynn says that these results contrast with prior research that found that information overload hurts employee performance. "Over-communication may be seen as annoying and a nuisance, but it's not seen as a damning flaw for a leader, partly because a leader's over-communication is seen as an attempt to benefit you, even if it is misguided, as opposed to an attempt to undermine you or simply ignore you."

Manager's Communication The authors conducted four studies to test their hypotheses that employees identify under-communicating as a leadership weakness more often than over-communication and perceive under-communicating managers as having relatively less concern and compassion. "Communication" was limited to task-related messages; not small talk or office chatter. Flynn and Lide examined qualitative comments from more than 2,700 archived leadership assessments. Less than a quarter of employees rated their manager as a well-calibrated communicator. Leaders who mis-calibrated their communication were nearly 10 times more likely to be criticized for under-communicating than over-communicating. The assessments also showed that perceived empathy was significantly lower for under-communicating leaders than for well-calibrated and over-communicating leaders. The researchers then tested their model's robustness in a real-world setting, surveying employees on the perceived quantity of communication they had received from their managers and how much they'd prefer to receive. The results confirmed a lack of congruence between perceived and preferred communication. Employees judged their under-communicating leaders as lacking empathy and, in turn, leadership ability.

When In Doubt, Speak Up Based on their findings, Flynn and Lide offer advice for leaders: Ask employees about their personal communication preferences, and when in doubt, increase the amount of task-related communication. When a leader over-communicates, Flynn says, "you might not be very effective at helping, but at least you are not also coming across as completely unfeeling. When you're under-communicating, there's no evidence of any pro-social motivation to go along with an apparent lack of helpfulness."



When Sobers Came to India (...1)

#CRICKET-CHAT



Subhash Mathur
Retd. IRS officer and a free lance writer

His name Gary Sobers along with Rohan Kanhai entered my consciousness and vocabulary in September 1958 when I was in-between stage in my quest for good education. We had just shifted to Jaipur from Ajmer and I was waiting for my admission to Xavier's, Jaipur.

Xavier's School was an educational institution of repute with strictly English medium education. Its reputation for only English was so strict that many believed that they even taught Hindi lit in English. Of course that was horseshit but a reputation is a reputation and need not be the reality or even close to it. Due to the determined efforts of my mother Dayawanti, Xavier's administration finally ended their resistance and I joined Xavier's in September 1958.

I have detailed my travails of shifting from Hindi to English medium in my story 'Salaam main tau Saahib ban gaya', published on www.indiaofthepast.org. But let's get back to our main story on cricket and Sobers.

Star-studded Sobers and Kanhai were part of a strong WI side captained by Gerry Alexander, the last white man to lead WI in international cricket. That's because Frank Worrell pulled out of the tour at the last

minute and the other two Ws, Weeks and Walcott were already unavailable. It was a star studded side with beamer man Gilchrist, fast and furious Wes Hall, stylish batters Conrad Hunte and Holt, debutant Basil Butcher, mystery spinner Sonny Ramdhin, short position specialist Joe Solomon and several others with huge abilities. But our focus is on Garfield Sobers who went on to claim the title of 'The Best All Rounder of all times' and was knighted by the Queen of England in 1975 to become Sir Gary.

Records Sobers came to India with a huge reputation as a batsman having created a new world record of the highest runs by an individual batter in an innings, going past 364 held by Sir Len Hutton of England since 1938.

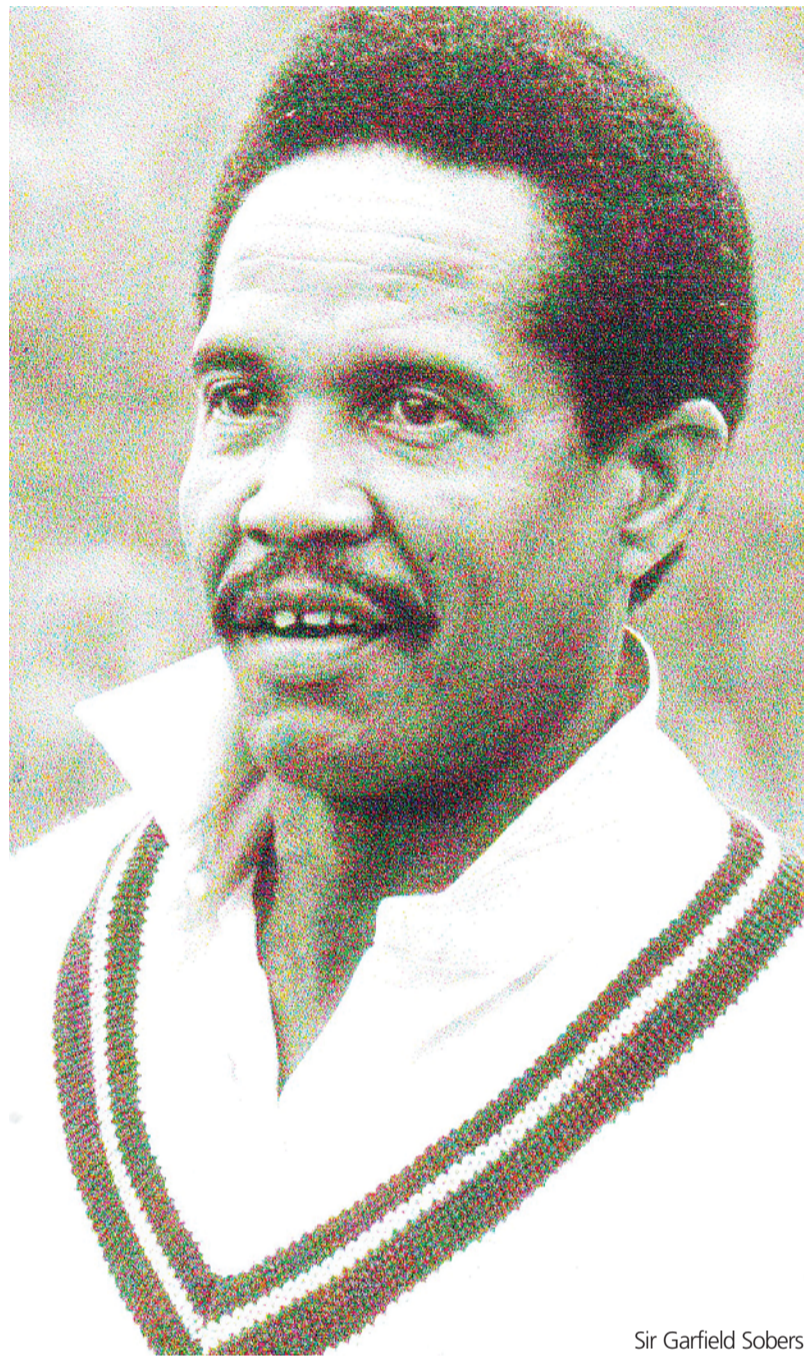
Hutton had surpassed 334 made by Sir Don Bradman of Australia in 1930 at Leeds and 336 by Englishman Wally Hammond on 1st April 1933 at Christchurch against New Zealand.

Brian Lara went past Sobers 365 to score 375 not out against England in 1994 hitting 45 boundaries after batting over 12 hours. Matthew Hayden broke Lara's record by scoring 380 against Zimbabwe at Perth in 2003.

But Brian Lara could not be denied for long. He now holds the record at phenomenal 400 not out against England since 2004. Lara batted for two minutes shy of 13 hours. He played 582 deliveries and his innings included 43 hits to the boundary and four sixes.

Unlikely that anyone would surpass Lara with the kind of cricket on display these days. But I am not accepting any bets. I held both Sobers and Kanhai in awe and they did not disappoint. They scored heavily against a weak Indian side led by four captains in 5 tests.

This record still stands. The faculty had no radio at home



Sir Garfield Sobers.

Romances between two famous West Indian batting giants Sobers with Anju and Viv Richards with Neena Gupta kept the Indian minds fascinated over long periods. Masaba daughter of Viv and Neena often goes and lives with her father Viv along with mother Neena. Although not married they are all good family friends.

and the only way to get the latest scores was to listen to the home-made headphone contraption mentioned in my story 'Salaam main tau...' story referenced to above. And the listening had to be shared with siblings.

Some of the famous commentators on the radio those days were known names such as Vizzy [Pusapati Vijay Ananda, popularly known as Maharajkumar of Vizianagaram], Pearson Surita with his thick his voice and Dickey Rutnagar a man for details.

They gave what used to be called 'ball by ball' commentary that covered all aspects of on field game.

Vizzy as usual was in love with his own voice and his persona. He retold the same stories from his past with gusto over and over again without a care about the on field action.

He would casually mention that



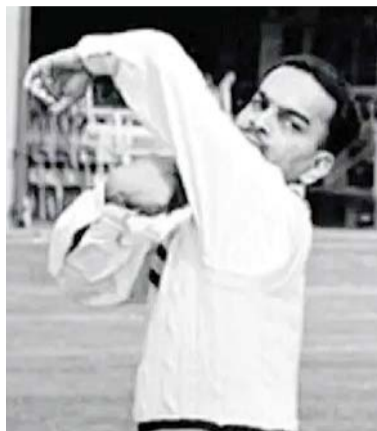
Brian Lara hits record 400 vs England in Test cricket.



Pusapati Vijay Ananda (Vizzy).



Ramakant Desai.



Subhash Gupte.

one more Indian wicket had fallen or a batsman had crossed half century. His opening line used to be 'This is Vizzy reporting from Green Park Kanpur [using the old name]. Yet mainstream print media covered the WI tour extensively over several pages. I used to rush to the sports pages to check out the stories and the photos.

Those days some very stylish photos were published. I had a collection which got lost during one of the several transfers during my service years.

West Indian stars dominated the cricket stories. The news centered around the exploits of Hall and Gilchrist the pacy duo or Sobers or Kanhai the batting stars or about Hunte the opener and the new comer Butcher.

The Innings The tour ended with Sobers being the highest run scorer with 557 runs under his belt and Wes Hall snaring 30 wickets. Kanhai scored a massive 256 and Butcher Smith Solomon and Holt scored hundreds.

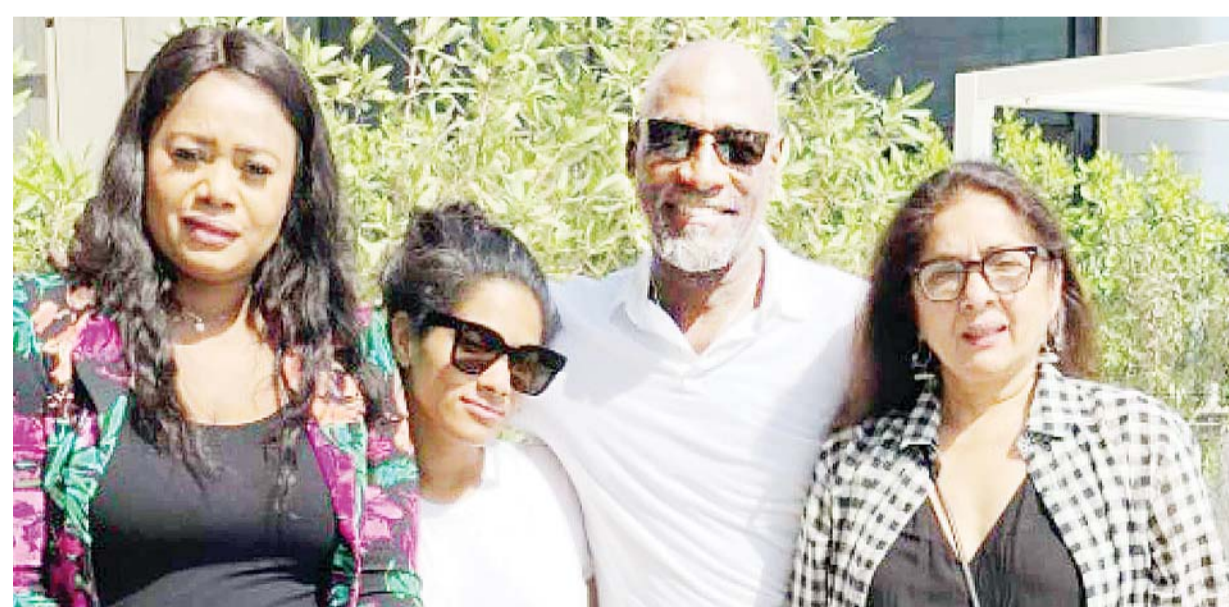
For India, leggie Subhash Gupte took 9 wickets in the first West Indian innings to bowl them out for just 222 in the first innings of the second test.

Had wicket keeper Tamhane not muffed, Gupte would have equalled Laker's record of all 10 wickets in an innings.

But WI went on to win the game, thanks to a sparkling 198 by Sobers in the second innings.

The tour saw Chandu Borde burst on the Indian cricket scene with a century in the fifth and the last test match. Ramakant Desai the diminutive fast bowler also debuted for India and went on to play for India for several years thereafter.

Both the players were knighted by the British Queen and both are living legends. Their on field and off field exploits have kept the fans



Neena Gupta and Sir Vivian Richards.

World Cerebral Palsy Day

Cerebral Palsy is a condition that's sadly very common among people. No matter the conditions that cause it, Cerebral Palsy can be challenging to live with and can affect not only the person who has it but the loved ones that surround them. World Cerebral Palsy Day gives these families the ability to find better ways of handling Cerebral Palsy and helps spread awareness about the facts that come with Cerebral Palsy.



#SINDOOR KHELA



Celebrating Sisterhood



Tusharika Singh
Freelance writer and city blogger

In Bengali culture, Sindoor Khela is a customary element of the Durga Puja celebrations. During the completion of Durga Puja on Vijayadashami, the ceremony entails applying sindoor, or vermilion powder, to the idols of Goddess Durga and among married ladies. This ritual takes place before the idols are submerged.

After the "ghat visarjan" (a symbolic immersion of Durga signalling the conclusion of the Puja ceremonies) on the day of Dussehra or Vijayadashami, Goddess Durga is said to have left the world for the year. In Bengali culture, it is customary to make an offering of Sindoor to married daughters as a parting gift.

Hues of Red & White in Pink City The crimson and white hues of the traditional Bengali 'Sindoor Khela' ceremony came alive in the Pink City as Shakti Women's Organisation recently organized the event with much enthusiasm and fervour. After offering sindoor to Maa Durga, the women performed the ritual of 'Sindoor Khela' by applying sindoor to each other and gave the message of sisterhood. What's noteworthy is that not only married women but unmarried women also participated enthusiastically in this ceremony.

In the beginning of the program, Member of the Shakti Women's Organisation, Sushmita Das explained the importance of 'Sindoor Khela'. "In Bengali culture, it is believed that Goddess Durga arrives on Earth with her four children to celebrate the Durga Puja festival. On the last day of the festival when Goddess Durga leaves just like how a daughter comes to her mother's home and returns to her in-laws, the atmosphere is that of melancholy. Women bid farewell to the

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Naach". This devotional dance is performed to thank Goddess Durga by holding a dhunuchi, which contains the burning coconut husk with dhunoo (frankincense) sprinkled on it. Bengali delicacies like Sandesh, Jhal Muri, Nimki, Chanachur, Ghugni, Chire Bhaja etc. were also served on the occasion.

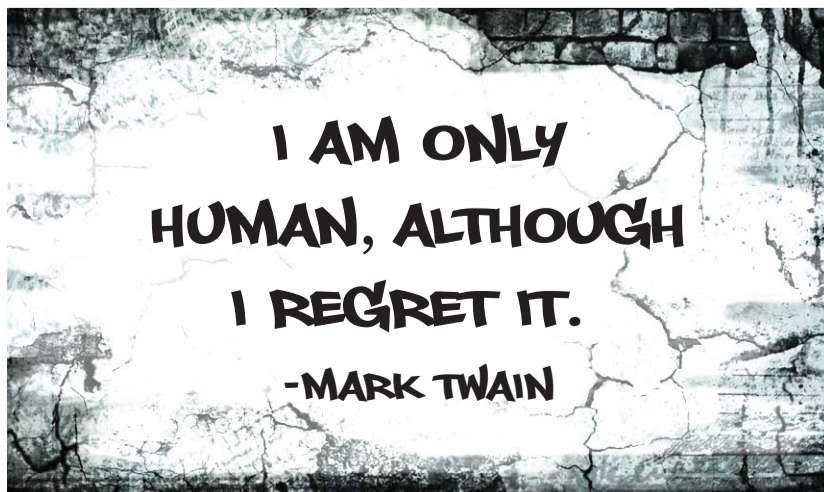
A Symbol of Sisterhood Talking about the objective behind organizing this event, Founder, Shakti Women Organisation, Sonakshi

Yashistha shared that 'Sindoor Khela' was organised for the 4th consecutive year by the organisation. "It is an initiative to celebrate new cultures for the localities. The programme saw the presence of our members who are professionals from different fields. Irrespective of marital status women came together to apply vermilion on each other as a symbol of sisterhood and bonding of women. Women from different cities like Jodhpur, Mumbai and Ajmer also attended the festivities", adds Sonakshi.

Sharing her experience of Sindoor Khela, Suma Singh, a member who came from Jodhpur to participate in the event, says: "I had heard of Sindoor Khela but this is the first time I had the chance to participate in such an experience as usually only married women take part in it. I thoroughly enjoyed the various aspects of the celebration as it spread the vibe of strength and sisterhood among everyone"



THE WALL

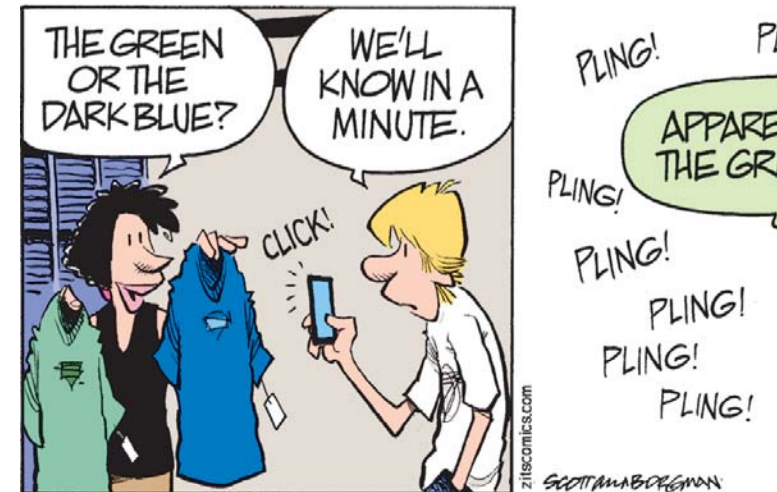


BABY BLUES



By Rick Kirkman & Jerry Scott

ZITS



By Jerry Scott & Jim Borgman