

HOW A GOOD PERSON CAN REALLY WIN

Original • Practical • Valuable

PAVAN CHOUDARY

Best Selling Author and
Management Strategist



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To Book Your Orders:

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Pavan Choudary

A Brief Introduction

Pavan Choudary is the author of path breaking books like *How a Good Person can Really Win, Broom & Groom* (co-author Kiran Bedi), *A Trilogy of Wisdom* (on Chanakya, Confucius and kabir), *Machiavelli for Moral People*, *Uprising 2011: Indians against Corruption* (co-author Kiran Bedi), *When you are Sinking become a Submarine* and *The Rx Factor*. Pavan is also the Managing Director of Vygon, a leading French Multinational, chairs the Medical Equipment Division of CII, hosts the TV program *Hum Aise Kyun Hain* on Doordarshan, and has written columns for The Times of India and Financial Chronicle. He sits on some of the most respected advisory boards of India and is a much sought after Management Strategist. To know more visit www.pavanchoudary.in or follow him on twitter @AuthorPavan.

Praise for the Author and his Books

How a Good Person can Really Win

This book is for real people in the real world with insights, practical wisdom and a fresh perspective for everyone...the alternative of course, is to read up hundreds of books over tens of years!

- Carolyn Marcille (Barnes & Noble, New York, USA)

Pavan Choudary's passion for dwelling deep into the questions one feels remain unanswered, has ensured him a place amongst the foremost thinkers of the world.

- The Times of India

An invaluable, timeless treasure. Pavan is a megamind taking Indian thinking to refreshing new heights in the global arena. His works should be made compulsory reading for leaders, teachers and parents.

- Dr. Kiran Bedi

A Trilogy of Wisdom (on Chanakya, Confucius and Kabir)

Each book in this collection of mini books has great depth...there is great insight on political sharpness, social gain and spiritual intelligence - to aid the ambitious soul.

- Hindustan Times

This book has been able to capture the spirit of Confucianism. It is most appropriate that it dwells on the social aspect of Confucianism. It talks of Social Harmony, which is key to Confucius.

- Mr. Xei Fei (Cultural Head, Chinese Embassy)

The Rx Factor

Kip Piper, Senior health Advisor to the White House Office, USA, has included The Rx Factor in his list of Top 10 books on Pharmaceutical Marketing. To view the list you may visit amazon.com at <http://www.amazon.com/Pharmaceutical-Marketing-Bookshelf-Recommended-Piper/lm/2RUHJCQM7ERX0>

I strongly recommend this book for all pharmacy students and marketing professionals...it gives a creative landscape for Pharmaceutical marketing filled with innovative and practical marketing strategies.

- Dr. B. Suresh, President, Pharmacy Council of India

Broom & Groom co-author Kiran Bedi

Broom & Groom by proud Indians Kiran Bedi and Pavan Choudary is a collector's item. A must on every book shelf.

- Deccan Chronicle

Indians and civic sense don't often go together. That may change if our worthy countrymen take broom & groom to heart.

-The Telegraph

It addresses separate categories- students, government officials, and so on and the illustrations help make it a useful handbook for people who badly need it.

-The Times of India

Machiavelli for Moral People

Want to read a politician like a book...read Machiavelli for Moral People.

- The Tribune

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PREFACE

This book was first written in answer to my life's most important question i.e. How a good person can really win?

I wanted the book to be free of any platitudes that don't work and free of any unproven recommendations. Therefore it was a difficult book to write. After all how can you really make a good person win. The book took ten years of intense research to write! But when it was done it carried the distilled essence of my study and experiments.

The critical acclaim that it got was also commensurate and heartening. The book began to have a growing and devoted following among the advanced readers and leaders. It reached several my-favourite-books-list from the informed reader. From the unknown, unsung corporate executive to the McKinseyans of the corporate world, from the block

level politician to the senior most functionaries in the political space, in India as well as abroad, among those who had read it, it started getting to be known as the *Good man's Guide to Power*.

But there were gaps too.

First some readers said that they found the title negative and not fully communicative of the plot of the book. That the book was really about how a good person can win and the title should be direct. So we decided to change it. We not only corrected the title but also added much that is new. In the last few years since the publication of this book, directly and vicariously, I was fortunate to witness some epic battles between the forces of good and evil. And take home many new learnings. I have penned these as new chapters like Power of Entering Evil, Power of Selling, Power of Speech, Power of Assertiveness and Power of Knowledge. Plus made several revisions which will enrich the reader.

Hope the direct title will make the book reach many more. And hope the loyal reader will come back and look at the added armamentarium. May the forces of good be strengthened and may the good person win.

INTRODUCTION

In the world of power, there are broadly two kinds of people — those for whom only ends matter, and those for whom means are as important as the ends. For the sake of simplicity, let us name the first type as Vile and the second type as Naive. In the struggle for power, sometimes Naive wins, but more often it is Vile.

VILE'S PROFILE

Vile has lots of ambition but little conscience — he is free of moral constraints, free to act the way he pleases. He doesn't have a public image to live up to. His overriding concern, at all times, is to achieve his objective. All he is faithful to is his ambition. He doesn't care much how his obsession for his objective makes him appear in the eyes of his fellow-men. He isn't sensitive or kind and for him, life isn't a picnic. It is sycophancy, it is intrigue and it is

war. He often toadies up to the more powerful and is arrogant with those who don't matter in his scheme of things. He believes in self-praise and encourages others to praise him.

He makes problems, that he has already solved, more difficult than they actually are. He thrusts the part of the problem, that cannot be solved, on others. He changes his strategies to prevent other people from recognizing them. He shifts his position and traverses indirect routes to keep other people from anticipating him. As I said, he is only faithful to his objectives; thus he is formless. His form is determined by his objective. As his objective changes, so does his form. If he feels he can be victorious, he will arise. If he feels he will be defeated, he will desist. He has no principles, no scruples. He finds it more profitable to be heartless than mindless. He works without a conscience. He is true only to his objective and that is his source of strength.

In fact there are two types of Viles — the first type is the manipulator. His path is circuitous. He poses to be what he is not. He is a wolf masquerading as the sheep. He is the friendly thief. Many of his victims never realize that they have been robbed. Some of them do, but only when it is too late.

The second type is the intimidator. He uses force to make Naïve prostrate. He believes what can't be solved through force, needs more force. He belongs to the when-you-have-got-them-by-the-balls-the-hearts-and-minds-will-follow school of thought. With time, he realizes that Naïve prefers

to avoid a confrontation. This emboldens him and bolsters his confidence. His confidence multiplies his success rate. Gradually he acquires an awesome reputation. Then, he rides roughshod over others.

Over time, if Vile is gifted, he masters the art of manipulation as well as the art of intimidation so that even his victims sing his praise. This is when he becomes Super Vile. He projects himself as righteous and fair. He understands what makes Naïve tick. He believes in the principle of reciprocity, but not in the traditional give and take. He believes in give and take and take and take.

NAIVE'S PROFILE

He is overburdened by his socialization in early years. He is kind and compassionate and wishes to be seen as such. He is modest about his achievements. Means as well as ends matter to him.

He is respectful to his superiors as well as to his subordinates. He knows what he will stand for and what he will oppose since his conscience tells him that. In the beginning he mistakenly believes that the world will not attack him just because he is a good man or that goodness (of its own) wins. He doesn't initially understand Vile, his tactics and what makes him tick. Over time even if he understands Vile he condones his wrongs, thinking and believing (fallaciously) that Vile's karma will catch up with him. Providence will prevail. That is when he becomes Super Naive. He slowly becomes the virtuous loser. Outsmarted, browbeaten and defeated — the worst advertisement for virtuosity. Unknowingly turning people

off from the path of good through his own example. He doesn't realize that in some circumstances, to be good is to guarantee the triumph of evil. He doesn't know when to duck and when to fire. He even fails to realize that once in a while he has to pick up the hatchet for his own good and for the sake of the good. Very often, he doesn't even have a hatchet.

This book is for him. It explains the games played by Vile and provides remedies to cope with them. It challenges Machiavelli's belief that a good man hasn't got a chance in the real world.

The following pages elucidate, through logical and researched explanations, how goodness coupled with creativity and wisdom can forge the path to an enduring victory. The premises in the book are substantiated with real-life examples, which will serve as mnemonics to help the reader remember the underlying principles.

Cross cultural in context, its relevance extends beyond business — in fact, to all walks of life. In many ways, it is a book of universal and abiding solutions — a book of life.

PART I

VILE — HOW HE OPERATES

CHAPTER ONE

CREDIT POACHING

Shared information always creates the potential for poaching of credit.

Credit Poaching is an act where someone takes an idea you have developed or a result you have borne and claims it as his own. To make matters worse, he gets the kudos for it and not you.

American medical researcher, Dr. Jonas Salk, announced the vaccine against polio on CBS national radio network, and two days later through an article published in *the Journal of the American Medical Association*. In doing so, he broke all protocol of the scientific community by going public with a discovery before showing it to the scientists, and took exclusive credit for the vaccine without acknowledging the contributions of those who had paved the way for his success. This disrespect for the orthodoxies of his community left him isolated and frustrated in later

years, and he found himself struggling for funding and cooperation. But many credit poachers do better than him.

Credit poaching happens everywhere – in the world of science, art, business, or in the theatres of sports, films or politics. Credit poaching has several strokes. The ones most commonly used are outlined below.

Stroke A – It's teamwork. When the idea is not Vile's and there is no way he can plagiarize it, he labels it as 'teamwork'. The originator of the idea is thereby forgotten and Vile is taken to be the modest and generous leader, crediting his idea to the hard work of the team.

Stroke B – The idea is raw. I will get back to you. This stroke is a wedge technique, with the purpose of ascertaining if the creator of the idea will allow co-authorship or not. If the creator disallows co-authorship, Vile just keeps sitting on the idea, without allowing it to manifest. This way, if Vile does not gain credit for it, nobody does.

Stroke C – Claiming posthumous credit. This stroke is played by veteran Viles. All ideas of erstwhile stars of the team are passed off as their own. Since the intellectual property infringed upon does not have an owner to defend it, there is little dispute over the issue. As a corollary of this stroke, the blame for the failure of ideas is conveniently dumped on to those who are no more on the scene.

Stroke D – Usurping someone's results. Sometimes people steal ideas and sometimes they steal the credit for results. Result stealing often happens in organizations which have productivity linked incentive schemes where Vile tries to lay claim to his colleague's achievements.

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