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December 2010

Cover Story

Let’s begin by taking a peek into the workplace of today - your organisation, and visit some scenarios that you may have encountered or been part of.

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Dear friends,

Our HR fraternity is busier than ever. Recessionary moods have wound down and the Indian entrepreneurial spirit is shining through. Enterprises are engaged on a vibrant path of double digit growth and the quest to get on to the next orbit is palpably evident. On this challenging road, a crucial differentiator is the ability to capitalise on the strength of the intellect within. These are wonderful times for the custodians of human capital, the alchemists who have been vested with the role of harnessing the human capital of organisations: the HR professionals.

As a tribute to the profession and in recognition of the exciting times, we, at NHRDN, have aptly chosen the theme ‘Towards the Next Orbit’ as a befitting theme for this year’s Annual National Conference. This eagerly awaited event attracts over a 1000 delegates and presents an intellectually stimulating galaxy of eminent speakers. A rich panorama spread across three days starting on 1st December 2010, is slated to unfold at an unusual venue ‘Kingdom of Dreams’ in Gurgaon, to create a learning experience with a difference.

Our National Conference, as all of you are aware, is rotated across regions and the honour of hosting it this year goes to our Delhi & NCR Chapter. Our NHRDN Conference Convencners S.Y. Siddiqui, Regional President (North) and Suresh Tripathi, Chapter President, Delhi & NCR Chapter have dedicated themselves to providing a unique experience. Supporting them, reflecting the rich tradition and ethos of volunteerism, are a range of selfless members who are combining to bring this special event to you. I recall the words: “Coming together is a beginning, keeping together is progress, and working together is success.”

Our Network is indeed what it is, owing to the collaboration and commitment, passion and perseverance of individual members who, through their personal contributions, create a whole much greater than the sum of its parts – a collective miracle. Their spirit is reflected in the evocative words of HW Longfellow:

“Toiling - rejoicing - sorrowing
Onward through life he goes;
Each morning sees some task begun,
Each evening sees it close;
Something attempted and something done
Has earned a night’s repose.”

Your dedication, dear member, to the cause of NHRDN has kept the flame burning bright for over two and half decades. I salute you!

Sincerely,

NS Rajan

National President, NHRDN Network
and
Partner, EMEIA People & Organisation Leader, Ernst & Young
My Dear Fellow Travellers,

I hope the festivities were fun filled and a welcome break for all of us not only to connect with our near and dear ones but also with ‘ourselves’.

As the landscape takes on the hues of amber and gold, and shorter days making way for longer nights, I welcome you to yet another intellectual journey ‘Towards the Next Orbit’. Yes, I am referring to the National Conference, and hope it will be a very simulating three days of Innovation and Thought Leadership.

In this edition of our Newsletter the spotlight is on C-H-A-N-G-E FOR S-U-C-C-E-S-S, featuring context of change management, why it is relevant to HR professionals, thoughts and perspectives on change management, a framework for communicating during change efforts, and case studies and best practices from organisations implementing successful change.

Articles on the concepts Absolute Motivation and Systemic Coaching are the feature of the Illuminate section. One of our authors presents his views on a thought termed Employee Life Space Management, adding a new dimension to the much-used work-life balance. Turn to the Incubate section and you will be treated to the articles titled ‘Guilt of an HR Professional’ and ‘Entangled or Derailed with the Leaders’ Vision’.

My personal favourite for this issue is Back to School in the Imagine section. Many of you may share the excitement which I went through; you may also relive the little fear which I realised later that in the mad rush of our daily chores how we have forgotten some so common facts which are a part of our lives and impact us in many ways.

Once again let me share that it’s a pleasure to be your fellow traveller in this journey. Happy Reading and do write in to us with your feedback…

K Srinivas Rao
Editor
Chief Strategist and Partner – The Strategist
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Build a winning team through our CORPORATE PROGRAMMES. In-house Programmes: Inject new vitality in your organization. Keynote Address: Kick start your conference and make it memorable.

PROGRAMME SCHEDULE

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Shiv Khera

Mr. Shiv Khera is an author of International Best Seller Book “You Can Win” which has sold over 2 million copies in 16 languages.

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Chapter News

Bangalore

‘INTE-LECT’ was a term coined to describe the students’ programme as they were interactive lectures and the tagline was ‘Beyond Theory’, which took place from 23-25 September 2010.

The workshop was inaugurated by Mr. R. Vidyasagar, Director HR, EMC. He said, “Theory and practice are two sides of the same coin and it is important to know the theory of every subject to excel.”

Ms Anu Srinivasan (Airtel) and Mr. Somdev Choudhary (Merittrac) shared their knowledge about sourcing and selection. They spoke about different types of sourcing styles, Effective Hiring and Best Fit.

Ms Poonam Narang (Shell) and Dr. Vasudeva Naidu (Karle) shared their knowledge on Learning and Development. The emphasis was on \( P = C_2 \) (Performance = Competency X Commitment). They spoke about learning theories and how they are used in L&D.

Mr. Sanjay Bhan (Texas Instruments) and Ms Mahalaxmi (IBM) gave an insight of Compensation in a Global Context. The context of compensation is always local and it is a combination of both Art and Science.

Mr. Pramod Mahatme (WIPRO) enlightened the students on the key difference between IR and HR. He emphasised on the combinations of Weak/Strong Union vs. Weak/Strong Management, and how to deal in different situations in these combinations.

Mr. Ramesh Krishnan (Accenture) and Mr. Bala Karthkeyan (GE) conducted the session on e-HR and Outsourcing. Mr. Bala focused on ‘What and Why’ of e-HR.

Mr. Manish Kainth (IBM) and Mr. G. Ashok (YLG) made students aware of performance measurement across various industries and how it is measured for different types of services.

There were more than hundred students from eight different colleges who participated. In his valedictory address to the students, Mr. Harish Devarajan, President NHRD - Bangalore, spoke to them on the subject of careers in HR. The team that made it possible was of the four key student members Jigar Dhuvad, Poonam Mandava, Pavithra Napina and Arshiya Patan who under the guidance of Prof. AV Rao orchestrated this pioneering effort.

Delhi

The theme of the forthcoming NHRDN 14th National Conference – Towards the Next Orbit, from 01-03 December 2010 is scheduled to be held at Kingdom of Dreams, Gurgaon. The Delhi & NCR Chapter is to host its last three Special Events on the theme of Transformation leading to the culmination with the Conference. The September Special Event, on 24 September 2010 on the theme ‘Business Transformation and The Role of HR as a Key Differentiator’ was an interactive knowledge and experience sharing session. Mr. Suresh Tripathi, President, NHRDN Delhi & NCR Chapter moderated the session with a panel comprising of Mr. Uttam Bose, CEO of Caparo India; Dr. Anadi Pandey, VP- HR, Corporate Planning and Strategy, Hero Honda, and Mr. Bimal Rath, Founder, Think Talent Services.

The October Special Event was unique as a Special Event and Pre Conference Event was held on 18 October 2010 on the theme of ‘Transforming Leadership: Managing Generation Millennial’. This event was designed especially for the young HR professionals to create a platform and generate the views and ideas of the young HR fraternity as it lead us to the next phase of business, leadership and individual change. Mr. Faisal Saiyed, Head – Human Resources, Religare Technologies Ltd. moderated the session comprising of a young HR panel consisting of Ms. Sakshi Khosla, Manager - Human Capital, Max India, Ms. Nidhi Kaher, Manager OD & Learning, HR, Jubilant Empro, Ms. Sonam Kabli, Assistant Manager - HR, Maruti India Ltd. and Mr. Dev Jha, Manager - HR, Videocon Industries Ltd.
Hosur
The NHRDN Hosur chapter monthly evening talk was held on 19 October 2010 at Sivaranjani Hotel. The Chapter President Mr. Alphonse welcomed the gathering followed by the recitation of HR Code of Conduct by Mr. Brahmanand, Manager - HR, Wendt India Ltd. The Chief Guest was received on the stage by Mr. Gomathi Shankar, Head - IR & Admin, Easun Reyrolle Ltd. Vice President, Mr. V. Nagarajan, introduced the Chief Guest, Dr. Vasanthi, Associate Professor, IIM, Bangalore. Dr. Vasanthi addressed the audience on ‘HR Challenges in Rapid Growth Industries’. She gave new insights on the real challenges in rapid growth industries, and the importance of re-skilling the managers and manager’s manager.

Highlights of the speech:
• Why we want to speak about rapid growth;
• What kind of programme we should make to managers;
• How many countries in the world have experienced double digit growth in the last decade;
• How many sectors are there within a country;
• The relationship of leadership and management in rapid growth organisations and ‘selection is a life of every organisation’.

Suggestion to HR Professionals:
• You are an employee champion first;
• Your only concern is educating and engaging employees;
• Increasing the capacity of line managers to own HR as people managers;
• If indeed people are assets, you are then accountable for showing that they are one to everyone else.

The Chief Guest was felicitated by Committee Member Mr. Gopalakrishnan. Secretary Mr. Israel Inbaraj introduced new members and offered Vote of Thanks. Appreciation was given to Mr. Israel Inbaraj for referring the speaker. The session concluded with the recitation of National Anthem followed by a delicious dinner.

Kolkata
‘Employee Relations’ – Caring for Employees: On 03 September 2010, the Kolkata Chapter hosted an evening session on Employee Relations. The respected facilitator from TATA Steel was Mr. R.N. Misra, Head, HR/IR - Legal.

The evening started with an introduction on Employee Relations by Mrs. Suchitra Guha, Head, HR/IR, Commercial and also the Vice President of Kolkata Chapter. Mr. Misra, started the session with the thought that Business Excellence is Operational Excellence. Here ‘Man’ is the main source. The ‘Money,’ ‘Material’ and ‘Machinery’ are the resources.

Mr. Misra said that ‘Business Logic’ is going over ‘Business Emotions’ now, which is clear from certain changes in trends. The trends are changing from ‘demand for basic needs’ to ‘demand for higher needs’; from ‘wage earners’ to ‘stakeholders’; from ‘loyal attitude’ to ‘commercial attitude’; from ‘category based wages’ to ‘performance based wages’. He also delighted the audience with his witty and interesting acronyms like ‘Paa’ which represents the three fundamental human needs – Power (not delegation, but empowerment), Achievement (3rd level of Motivational Theory) and Affiliation (brand equity).

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Throughout his presentation he stressed the concept that ‘customer delight must align with employee’s care’, because it is employees who delight the customers. Past management concept is changing and the winners will be those organisations that can invent work that releases the brainpower of the people through involvement, engagement, etc.

The evening was concluded by the President Mr. Sujoy Banerjee with a vote of thanks. He also inaugurated the cover page of Kolkata Chapter’s quarterly e-newsletter called ‘Kolkata Kindle’.

Mumbai
NHRDN, Mumbai chapter organised its eighth event of the current year titled ‘Introduction to Gift Work – What Managers Can Do to Build Great Workplaces’ on 24 September 2010. The Guest Speakers for the evening were Mr. Aniruddha Limaye, Director and Ms. Joyoti Banerji, Director - Consulting Services, Great Place To Work®, Institute, India. The third Speaker of the evening Mr. Aashu Calapa, President - HR and Country Manager, First Source Solutions, shared his grass root level experiences.

Ms. Swati Datye, General Secretary, Mumbai Chapter, welcomed the guest speakers and introduced theme.

A Panel Discussion was organised on ‘Campus to Corporate: The Missing Link’ on 08 October 2010. The programme drew response from more than 125 students and faculty of different B Schools in Mumbai and Navi Mumbai.

The Panelists:
Mr. S.S. Muzumdar - Former Director (HR), Siemens Ltd.
Ms. Meenu Bhatia - Associate Manager (HR), CHEP India (P) Ltd.
Ms. Akanksha Mohla - Marketing and Sales Head, Mahindra Odyssey
Mrs. Dipthi D - Senior Trainer, Syntel
Mr. Abhijit Salekar - Sr. Manager, Shapoorji Pallonji
Mr. Harshad D - Final Year MMS student (We School)

Prof. P Vijayan and Mr. Ujjwal Banerjee, Members of the EC of NHRDN Mumbai Chapter, conceptualised and anchored the programme.

Toofles and ICICI Foundation jointly organised ‘Speak for Smiles’ lecture series in partnership with CNBC-TV18 where NHRDN, Mumbai chapter is HR Partner and We School (Welingkar Institute of management development & Research) is Academic partner was launched in a grand style on 25 October 2010 at We School auditorium. This was the third event in this lecture series.

The Guest Speaker at this function was Mr. Harish Manwani, President, Unilever - Asia, Africa, Central and Eastern Europe who delivered a thought provoking inaugural lecture on ‘Leadership Qualities’ for the benefit of young MBA students from different Management Institutes in Mumbai. Later on he was interviewed by Ms. Shereen Bhan, anchor, CNBC- TV18, which was followed by a very lively and absorbing Question and Answer session with students.

Nagpur

On 16 October 2010, Dr. Asit Mohapatra, Director, HR-Textiles, Raymond Ltd. and Mr. Ramesh Sangare, President, HRDC Nagpur, conducted a Workshop on Compensation and Benefit. This was the launching of NHRDN Learning Centre at Nagpur with the initiative of Mr. Mohit Gandhi, Executive Director NHRDN. Dr. Asit Mohapatra taught the participants in detail how to comprehend and analyse the components of compensation and benefits to employees. Mr. Ramesh Sangare taught the participants practical aspects of compensation and benefits through case study. The workshop was inaugurated by Dr. Amishi Arora, the founder President. Valedictory was conducted by Sh. Arvind Jain, Sr. Vice President, Indorama Synthetics (I) Ltd. and President, Nagpur Chapter. At this occasion Sh. Arvind Jain inaugurated the new website of Nagpur Chapter http://nagpur.nationalhrd.org/. This website was designed by NHRDN team at Gurgaon with the initiative of Mr. Mohit Gandhi and Ms. Lipi Agrawal. Nagpur Chapter is indebted to Mr. Mohit Gandhi and his team for this great gesture.

This workshop was followed by General Body Meeting and the change of leadership ceremony. The Members selected Prof. Shyam Shukla as the new President of NHRDN - Nagpur Chapter. Mr. Arvind Jain handed over the baton to Prof. Shyam Shukla as New President. Prof. Shantanu Kulakarni took over as new Secretary, Mr. Mahendra Kakde as New Joint Secretary, Mr. Sachin Khedikar as Treasurer and Mrs. Vinda Warhadpande as Executive Director. Mr. Arvind Jain accepted to be the Patron-in-Chief of Nagpur Chapter. At this occasion Mr. Shyam Laddha, Dr. Amishi Arora, Mr. Arvind Jain, Mr. Manoj Sharma, Mrs. Vinda Warhadpande, Mr. Vivek Naghibirey, Mr. Ramesh Sangare, Dr. Vijay Anand Phate and Dr. CV Chalapatirao were honoured with NHRDN Nagpur Chapter Leadership Award for their outstanding contribution towards the chapter.

Pune

Today’s scenario demands that HR has to be knowledgeable about Financial Perspective and they should be able to impact the Company. To address this need, a Workshop on ‘HR Financials’ was conducted on 23 October 2010 by NHRDN Pune Chapter.

The first half of the day was conducted by Ms. Shoma Chaturvedi, Head, Learning and Development and Talent Management, Tata Technologies, Pune. Shoma has been trained in the Balanced Score Card (BSC) framework by its developers, Dr. Robert Kaplan and Dr. David Norton. She took the Learning centre participants through a session on BSC, including learning’s that she has had during her years of implementation. All the participants had an experience of developing a score card on a parameter at the end of the workshop.

The second session for the day was conducted by Mr. Atul Sapre, Ex Director, Institute of Management, Development and Research, Pune, who has rich experience of 20 years in Academics and Consulting. The participants gained an understanding of various aspects of financial analysis, Ratio Analysis and various investment processes which will help them make sound strategic and operational decisions. He also gave the participants an insight into the basics of how to interpret and analyse Financial Statements like Balance Sheet and Profit and Loss Accounts.

The workshop succeeded in giving the participants an understanding and practical insight into the knowledge, skills and techniques required to develop a Financial Perspective. In addition, it helped the professionals learn a technique of converting HR Value Drivers into Financial Drivers.
Inviting you to collaborate, to collectively build our knowledge in assorted areas of HR!

Join the NHRDN communities at http://nationalhrd.org/communities

**HR Planning & Staffing**
Anchored by Pankaj Bansal, Co-Founder and CEO, PeopleStrong HR Services

Planning for talent – quality and quantity – and then attracting them is one of the constant challenges HR professionals face in today’s War for Talent. Does your organisation have a formal manpower planning process? What are the recruitment channels you use most frequently? What recruitment metrics are used by organisations?

If you find yourself asking such questions and seek answers, or would like to share anything unique that you and your organisation is doing in this area, join this community.

[http://www.nationalhrd.org/communities/details/1/p/1/HR-Planning-&-Staffing](http://www.nationalhrd.org/communities/details/1/p/1/HR-Planning-&-Staffing)

**Performance Management**
Anchored by Prameela Kalive, Global Head - HR, Zensar Technologies

The distance organisation’s need to travel from ‘Good’ to ‘Great’ depends a lot on their ability to deliver sustained business performance that creates a win-win for all key stakeholders. A key enabler to this is a robust Performance Management System that motivates employees to take stretch goals and reward them for the meaningful contributions.

If this is a topic you’d like to get deeper into, or if you’d like to share anything unique that you and your organisation are doing in this area, join this community.


**Training & Development**
Anchored by Surajit Banerjee, Director – HR, Max Healthcare

Building organisational capability and competence for the present and the future is actioned by training and development. This is how a learning organisation gets built. For employees, it means ‘sharpening the saw’ for continued career success. Do you know what the Universal Development Formula is? How is the Kirk Patrick model of training effectiveness implemented in organisations? How does one do an effective debrief in an outbound training programme?

If this beckons you to explore and discover unique HR programmes, look no further. Join this community.


**Talent Management**
Anchored by SV Nathan, Director, U.S. India Talent, DELOITTE

Talent Management can be simply described as the art and science of attracting, developing and retaining talent – the three key deliverables of the HR function. If you were to review the wide spectrum of what organisations have done to meet the challenges and capitalise on opportunities that Talent Management presents in diverse industries and organisations, you will get a kaleidoscopic and breathtaking view of people best practices.

If this beckons you to explore and discover unique HR programmes, look no further. Join this community.

ER & Labour Laws

Anchored by Rajiv Kapoor, Executive Vice President - Human Resources, JCB India Ltd.

For a nation that has posted strong growth in the manufacturing sector of the economy over the past several years and that provides employment to millions of its citizens, it is quite appropriate that there are Acts and laws that govern the ways of working in this sector. This is where ER and labour laws come in. Several trends in recent times like the emergence of the BPO industry, changing relevance of worker’s unions and political affiliations, the Quality movement that strongly encourages worker empowerment, etc. have given a new and different flavour to ER and labour laws.

Are you on top of these trends and happenings and know how several organisations are taking a proactive approach to ER? Join this community.

http://www.nationalhrd.org/communities/details/7/p/1/ER-&-Labor-Laws

Compensation & Benefits

Anchored by Aditya Singh, VP - HR, Colgate Palmolive (I) Ltd.

It is widely believed – and I am sure you do too - that scores in Compensation and Benefits items in climate/employee surveys should be taken with a pinch of salt, because no one likes to say that he/she is satisfied with current C & B. Having said this, C & B continues to occupy maximum mind space for most HR professionals, not the least for the reason that this is probably the area where there are most employee issues – Explain this salary fitment to me, Why should I be mapped to this grade in the Job Evaluation exercise, describe the company’s ESOP plan to me, etc.

Do you think you are sufficiently equipped with answers to questions like the above? If not, post your question here. If yes, post your answer here. Join this community.

http://www.nationalhrd.org/communities/details/5/p/1/Compensation-&-Benefits

Managing Culture, Design & Change

Anchored by Arvind Agrawal, President, Corporate Development & HR, RPG Enterprises

Organisations which have withstood the myriad challenges across the sands of time and have proved their sustainability and leadership in the marketplace, they do so by building a strong foundation of vision and values, re-inventing themselves continuously through restructuring themselves to achieve their vision and managing large scale changes. This is the realm of OD interventions, internal consulting and marketing that several HR professionals find quite thrilling and good value-add.

If you’d like to showcase any such practice or program in your organisation and at the same time also seek suggestions and feedback, post it here. Join this community.

http://www.nationalhrd.org/communities/details/6/p/1/Managing-Culture,-Design-&-Change

Building HR Strategy

Anchored by P. Dwarakanath, Director, Group Human Capital, MAX India Ltd.

The Human Resources function has never been more relevant and critical to an organisation’s success as in recent times. The last decade has seen HR become a core function, probably more so in the New Economy sectors where intellects and human capitals provide a keen competitive edge. Hence several organisations are investing in building a HR strategy that is strongly aligned to the business strategy. There are several models and frameworks available to build a HR strategy for an organisation. Would you like to infuse new thinking into the HR function of your organisation?

Would you like to share your experiences of building and implementing HR strategy in your organisation? Join this community.

http://www.nationalhrd.org/communities/details/8/p/1/Building-HR-Strategy

International HRM

Anchored by S.Y. Siddiqui, MEO-Admin, HR, FINANCE, & IT, Maruti Suzuki

As the forces of globalisation create a state of "boundarylessness" and the world becomes more flat, several organisations have realised the need to tap new markets in order not to become obsolete. This has fuelled the appetite of several single-country organisations to go global. With such grandiose plans of global expansion comes a new set of challenges – managing expatriates, working in cross-cultural environments, different laws/legal frameworks, etc. This is where international HRM comes in.

Is your organisation currently on expansion mode? Have you had an experience of setting up operations in a new country? Post your responses here. Join this community.

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17 Manea to increase Productivity
The Guilt of an HR Professional
Entangled or Derailed with the leaders’ Vision?

HRD incubate
Mantra to Increase Productivity
Run After Warming Up!

Recently I read the biography of Lance Armstrong, a real Superhero. He considers riding a bicycle for 5 miles as warm up and the real ride begins thereon. This made me think – why do great performers warm up? Is warming not a waste of energy? Or is it a necessity for a spectacular performance? Do we warm up in life? And more importantly, do we RUN after warming up?

Let’s look at a typical day. Reach office, open laptop, check mails and figure out the to-do’s for the day. And then there is a temptation to open a chat window, drink a coffee or just talk to someone. Most of us take a break from the task at hand within first 30 minutes. Put simply, the amount of uninterrupted effort spent on a single task is minuscule. Now the frequent interruptions lead to tremendous decrease in efficiency. During a break, the frame of mind gets changed, and then one has to again spend some time and energy to refocus the mind on the task. Also, the thoughts go back to the ground zero. The mind again starts battling with trivial thoughts. Profoundness in thinking can...
be reached only when the mind focuses on a problem for enough time to get over the initial superficial thoughts.

Unfortunately, most people cannot focus for long, simply because they never learned the art. Most people choose never to really run in life, they just keep warming up and cooling down. That is why only a few people cover long distances and only a few develop exceptional skills. Let’s look how to concentrate on a task for a long period.

Identify the problem which you want to solve or skill which you want to develop. It can be anything – how to retain talent; learn to play piano; learn to cooking; write a page about yourself. Suppose you decide to write a page (sounds the most interesting 😊). Take a notepad/laptop and lock yourself in a room. (You might not like cutting yourself off for the first time, but after a while that will become a habit). For the first half an hour, nothing will come to your mind; the mind will wander; there will be a temptation to check mails, watch YouTube, or look at the phone, but don’t give in to your temptations. Slowly, with time, the mind will start to settle down and start coming up with useful themes – incidents that you would want to narrate, ideas which you would like to share, or theories that you would like to prove. Then after penning down your thoughts for half an hour, the write-up will be like a potpourri – no structure, no flow. At this moment, your notorious mind will try to run out of control and it will briefly succeed in escaping the walls of your concentration. But if you quit now, then you will have to start again and you might never be able to trace the same thoughts again. So don’t let the mind run through that window; quickly follow it and drag it back by the collars. Refocus it back to work. If you succeed in doing this a couple of times, you will learn one of the greatest arts. You will understand the basic rule of getting results; that a chick is born when a hen hatches the egg continuously for hours. Similarly, we produce great results only when we concentrate on a problem for a long period of time.

The same is applicable to the HR lifestyle. Our job is to help people. Listening to new problems one after another is demanding. And that puts us in a tempting position to take small breaks (coffee, chit chat) after each client interaction. But the best and most successful of us can stretch ourselves to deal with many case in one go. Such experience enhances the capability to stay focused for longer durations. And that separates the Lance Armstrong of HR from other riders. Divide your 9-hour working day into 2-3 sessions. You will be much more productive than people who spend 14 hours with uncountable breaks. Keep Lance in mind, work without interruptions and lead from front. ■

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Creating a Telecommuting Strategy
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Telecommuting. Employees long for it, but many employers still have their doubts. For some employers, the obstacle to embracing telecommuting stems from a lack of trust in employees. For others, trust isn't the issue, but a lack of experience in how to approach this arrangement is creating the roadblock. However, with the right strategy in place, implementing a telecommuting program for your company can be a step in the right direction for all parties.

Where Should You Start?
First, outline a document with the reasons for the company's decision to consider telecommuting as an employee option. Create a list of the benefits associated with telecommuting. This is the easy part. Among the many employer/employee benefits are the potential for reduced commuting, improved staff morale, etc.

Next, create a list of each change that is necessary for the company to launch its telecommuting program, i.e., what policies are necessary, what equipment will have to be purchased, which management issues need to be addressed, etc. Set guidelines regarding acceptable investments in equipment and office supplies as well.

It's Policy Time
Yes, even something as progressive as a telecommuting strategy requires policy and procedural guidelines. Your first step should be to define what telecommuting means for your organization. This isn't as easy as it sounds, since the definition of telecommuting will vary (at least slightly) for each company.

Next, create a Telecommuting Request Form that you can use to consistently evaluate each employee's fit (and cost) as a telecommuting candidate.

It's also important to create a Telecommuting Agreement that eligible employees should review and sign. This agreement will include the following: • A definition of the telecommuter's work schedule  • An outline of the probationary period, if applicable  • A list of all work-related items provided by the company  • Acknowledgement that the employee will take precautions to protect company items from damage or theft  • Acknowledgement that the employee will return all company property upon termination or resignation of employment  • Acknowledgement that the employee is responsible for addressing legal or tax-related issues that arise from his or her use of the home as a place of business

Who Gets to Telecommute?
Once you've determined that telecommuting will work for your organization, how will you decide which employees are good candidates for telecommuting? Begin by establishing a series of standards that you will apply to every telecommuting request you receive. First and foremost, the type of position the employee has will be the primary factor in determining whether telecommuting is a viable option for them.

Next, an employee's tenure with the company can be used as a criterion in your decision-making process. Many companies require a minimum number of months of consecutive employment in order for employees to be eligible for telecommuting. By doing so, employers reward loyal staff and feel more confident that these employees will succeed in this type of arrangement.

Finally, employers place a great deal of trust in employees who work off-site. For this reason, employees with disciplinary problems should not qualify for telecommuting privileges. Establish a time period during which an employee's discipline record must be clear prior to telecommuting eligibility. Similarly, employees with an above-average job performance history should be considered strong candidates for telecommuting. And, generally speaking, the most successful telecommuters are those who can utilize phone, email, and in-person communication with colleagues for support and guidance.

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The Guilt of an HR Professional

I believe this is one of the most controversial topics that come to my mind. But this is also one of the most difficult questions that I have posed often to myself. During my tenure as HR head for a social work organisation, there were times when I had to look at the organisational interest from a larger perspective, or that is what I thought.

I remember a particular case when I had to ask a girl who was pregnant to leave the organisation. Her manager who also happened to be from the top rung of the organisation was unhappy with her performance and did not see any point in continuing her contract, ‘she was on annual contract btw’. I was newly appointed and he gave me this responsibility. I was unmarried and did not even bother to find out what her actual problems at home were. Interestingly, there was no system of reviews at that point of time in the organisation and she had not been told previously that her performance was an issue.

Today I am married and have two kids; I also eventually left the organisation under very similar circumstances. The only difference being that I offered my resignation as soon as I realised my supervisor’s patience with me was on a similar track.

Today when I think back, I feel guilty – not because I delivered the news to her but because I should have done my homework. In fact when during one of the training programmes one of the consultants appreciated me on how well I was handling the HR department for a girl so young, I took the compliment onboard without really understanding it. Now when I look back, I understand what it meant and am now in a better position to weigh the decisions that I take with regards to my team. This means the entire employee strength of the organisation I work in.

However it is not as easy as it sounds, if at all it does. Until last year when the global economy was caught in the midst of economic slowdown or whatever people like to call it, people were asked to leave their jobs quite regularly. The Pink Slip was the buzz phrase. When one of my HR colleagues once boasted of having a pink pen that she used for signing all her colleagues.

There is no black or white solution. HR professionals need to think of ways and means to make their staff more aware of their options in the organisation and industry. It’s not about thinking about the people or employees; HR should think more about the employees
documents, I couldn’t but hide the smile at the irony of the situation.

Recession and downturn are times where the HR professional needs to take decisions that are not really easy. Even everyday situations bring about scenarios where the HR professionals are sought out to intervene in situations which are really tough. Thinking neutrally is not easy but it is a necessity.

Recently, I was in a session where I was explaining to the employees what HR does in the organisation. This was my effort to sell HR’s contribution in the organisation. So I gave them a tag line. HR helps streamline expectations of both employee and employer. In the first instance, I got mostly a blank expression for which I don’t blame them. They just didn’t know what goes into expectation setting and meeting those expectations.

On dwelling on it further, I explained to the employees that when they come into the organisation, they don’t just come as an EMPLOYEE. They come as a package of roles – a family person, a student and a citizen. Similarly when an organisation is working, it works in the capacity of different roles – a partner, stakeholder, employer, etc. and when a certain decision is taken, it is taken in an entirety not just limiting itself to the employee-employer role. But how does one do that? In the following paragraphs, I have tried to cite a particular way that I use in solving situations.

It is the responsibility of HR to be able to work on its role as an intermediary. And to be able to do it correctly, it has to be fair. But how do you do that. Here are some tips:

1. **Keep a clear mind:** Any HR person should know why he or she is taking a certain decision. There is no room for ambiguity in the minds of the HR person. Focus on the situation.

2. **Get the facts straight:** Have all the facts before you take a decision. The relevance of the word ‘fact’ is very crucial here. “I have a pen” is a fact. “I have a pen which writes well, is beautiful to look at and very expensive” is perception. As HR professionals, remove the perceptions out of facts before you consider them because perceptions are person-specific and facts are situation-specific. And the aim of an HR person is to be situation-specific, because people may react differently in a same situation based on the circumstances they are in.

3. **Weigh the situation:** This is the most difficult task. But if the first two steps are taken care of, you will be in a better position to take decisions. Now the challenge that comes at this stage is whether to look at the larger picture or the smaller picture. Ideally I have heard people say, “Look at the larger picture”. But when it comes to handling people’s issues, there is no one way. You might have to look at a case from one individual’s perspective or maybe you will have to look at it from the organisational perspective.

4. **Avoid being a People Pleaser:** I like to believe there is always a win-win situation but that might not always be the case. As an HR professional, it is not possible to satisfy everybody and there will always be a disgruntled party. So it should be known to the decision maker to be able to present the facts in a proper and objective manner to the various parties involved.

5. **Be prepared for the repercussions:** There will always be some affects of your decision. Good is good and bad is worse. So in both cases, one has to be prepared to handle the situation. If people are happy with your decision then showcase it. If people are unhappy then try and do whatever it takes to pacify them. Don’t consider this as a contradiction to afore mentioned point. That was for making the decision; this is for managing the situation.

Whatever may be the case, I believe there is no black or white solution. HR professionals need to think of ways and means to make their staff more aware of their options in the organisation and industry. It’s not about thinking about the people or employees; HR should think more about the employees.

I believe that there is no one way of dealing with situations when it comes to people working in the organisation. When you are talking about employees, look at the situation in its entirety. One decision regarding the employee affects the whole unit. And one employee left unsatisfied, would mean one dent in the image of the organisation. Many more such dents could lead to a major blow to the organisation’s image. So it is always better for the organisation to think holistically when it comes to employees.

However, there is a bottom line. That is despite all good intentions; HR professionals have had (and in future will have,) to take tough decisions. Their job demands them to be practical and compassionate at the same time. And trust me; it is not easy. What is easy is to take sides and reach a conclusion based on that. But a good HR professional cannot afford to do that. At the end of the day, an HR person has to keep the following points in mind: what was the decision taken; why was it taken; could it have been handled differently; and, if so how. If at the end of the day the answer to your second last question is “No!”, then stop feeling guilty about the situation. Remember you did the right thing and that is what matters.

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Introduction

It is aptly said, “Employees don’t quit organisations; they just leave behind their bosses.”

Leaders devise and shape the culture of any institute. An Organisation’s culture gets its identity by the values and beliefs of its leader. Leaders at the executive level are the principal sources for the generation and re-infusion of an Organisation’s ideology, articulation of core values and specification of norms. A change in the leader changes the process and systems in the organisation. Change can be brought faster from top-down rather than bottom-up approach. Leaders, when stable and respected, can bring in change easily and strategic decisions can be easily taken. When the people in a firm are influenced by the leader, the executing decisions will be faster, because they respect the value of the decision. Leaders must use positional power to develop institutes and personal power to develop their employees. Charismatic personal power is contagious and followers start emulating the leader in the way they work especially when the vision is shared. It is sad that today positional power is misused to satisfy personal egos which destroy the firm.

Vision spreads from the leader

Dr. A.K. Balyan (Director-HR, ONGC) brings out the proud story of transformation with emphasis on
unique initiatives. He says that the Company holds a strategic meet once a year and employee engagement is the theme – especially their part in implementing the operational level of the strategies. He says, “The ways of learning have changed. ...so, we need to change with times”. The culture today is participative management, and opinions are required from all quarters before a decision is taken. As rightly said, “Good leaders don’t take decisions solely as their decisions affect not just external customers but internal customers; the employees too”. This statement clearly reiterates that leaders must not take decisions for others as a decision affects all the employees. Rather, when crucial decisions are to be taken they have to seek the views of all those who will be affected by the decision.

An illustrious leader, P. Dwarakanath (Director-Group Human Capital, Max India) shares his decorated career in HR, on how HR can and certainly is making all the difference to an organisation’s bottom-line. The best culture of a leader is to develop employees continuously. He says, “To develop a subordinate, I have to learn continuously. If I stop doing that, other’s respect for me will diminish”. This statement indicates that leaders need to learn faster and quicker than subordinates. It is so frustrating to see people just adapting for survival to changing systems rather than being integrated for growing together with the organisation. Every person gels well with the organisation when his personal goals are integrated with the organisational goals. If there is a mismatch, then the deviation or derailment begins. Leaders must keep their doors always open for the employees to express themselves. The leader must be a good counsellor and mentor and know that his gratification is in the virtue of developing people and increasing their worth to the organisation. The employees must have their space in the organisation always, and they must be conveyed how their contribution affects the systems. Division of labour is important, but dignity of labour does have its own significance.

Monica Oswal (Executive Director, Oswal Woolen Mills Ltd.) is spearheading the pathway to promote the winter brand as a new-age evergreen brand and she says it can only be done easily with the right people involved. “We are very liberal as far as leadership is concerned and we are open to options, with a consultation attitude towards them. You will have to inculcate a team spirit and a sense of ownership among your people, because they are the ones in touch with the consumers, which makes them the right people to collect the right information about the consumers. And this information impacts strategic decisions,” says Monica Oswal.

Subordinates must always be encouraged to put in their views and opinions. If views are distinct they need not be immediately rejected; they can be subsided. The entire team should be given a chance to express their differences. If everyone agrees with the leader then how would he get feedback on the spot and improve the way of functioning. Differences of opinion are healthy and they signify that there is still scope for improvement; if not complacency creeps in. Leaders must develop thinkers, not blind followers if they want a transformation and innovation in the system. The herd mentality will not produce different results. So the best the leader can do is entangle the employees to the vision of the organisation and the best will emerge. The leader has to communicate with the employees regularly and ensure in case of derailment that they are brought back on track.

The culture today is participative management, and opinions are required from all quarters before a decision is taken. As rightly said, “Good leaders don’t take decisions solely as their decisions affect not just external customers but internal customers; the employees too”
Leaders must develop a skill of giving assertive feedback to subordinates rather than mere criticism. There is an emaciated difference between the two. The first focuses on improvement, the second demoralises. Here is a famous saying, “It is not the critic who counts; not the man who points out how the other man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs and comes short again and again; because there is no effort without error and shortcomings; but who does, actually strive to do the deed; who knows the great enthusiasm, the great devotion, who spends himself in a worthy cause, who at the best knows in the end the triumph of high achievement and who at the worst, if he fails, at least he fails while daring greatly so that his place shall never be with those cold and timid souls who know neither victory nor defeat.” Hence a leader must appreciate the shortcomings and focus on building the innate and raw competencies on the employees. When the organisation is filled with a pool of competencies, their capitalisation leads to successful attainment of the vision.

Sudhir Goyal (Executive Deputy President – HR, the UB Group) gives a firsthand account of his immense learning over the years. As a HR leader he says, “Leadership style is by the way of modification. I want people to know me by the robust systems I have set up. The real differentiator for companies lies in the quality of decisions that the company takes.” The dilemma does arise whether to opt for decisions based on leaders’ experience or subordinates’ experimentation. Decisions taken based on experience will always produce the same results whereas if you think innovation is the key then go for experimentation. Risks are involved but what if the outcome surpasses the limitations. That will be a time for celebration. As long as results are achieved, the process to the ends does not matter. All leaders must be result-cum-people oriented and it is the need of the hour. If your people are not on the same path then there is a need for caution. An organisation is built by people first, then process is set for them. Integrate/entangle people with process and systems work.

Gone are the days when the boss worked in isolated quarters. Today’s leaders must lead by example and set the stage for others to follow. When an employee commits a mistake, his behaviour is to be reprimanded not the individual. However the leader must take the onus of the employee’s mistakes and ensure that proper guidance does not allow him/her to commit the same mistakes again. When an employee is bonded with the leader, the sense of belongingness to the organisation automatically arises. Commitment to work then becomes a natural phenomenon. When commitment is high, they feel that they have not worked a single day on their job. They are just learning while executing and enjoying. A relation of trust does not occur through work systems or hierarchy, but emerges from a bond with the leader and will continue irrespective of the post. A dilemma does arise whether it is the position or the person that matters, but the position gets its importance from the person in the post, and the manner he takes the employees to a new horizon of thinking and new standards of performance.

Conclusion

The number of followers indicates the strength of a leader. A leader is judged by the way his subordinates are functioning. If they are happy and committed to the organisation then the credit automatically goes to the leader. This commitment acts as a bonding and spreads the roots of the institute and attainment of organisational goals.

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27 CHANGE FOR SUCCESS

inspire
The Mind Jog

Let’s begin by taking a peck into the workplace of today – your organisation, and visit some scenarios that you may have encountered or been part of:

1. There’s a new product/service developed by your company that requires adoption of a new technology. You are asked to build new capabilities and processes.

2. Your company has acquired another organisation and you are responsible for the people integration.

3. Your company has decided to launch a series of initiatives to reduce operating costs.

How are such efforts usually kick-started? Usually with the formation of a taskforce; then a detailed Project Plan is built after several deliberations over pizza and coke, presentations made and the programme is
launched amid excitement, with senior management clapping and saying ‘Good job done’!

What happens then? Did you meet with unqualified success – did the programme meet its intended objectives, or not? Were all employees and managers aligned to the programmes; was the momentum sustained over time? Maybe yes, probably not, as John Kotter, Harvard Business School professor and a world-admired management thinker, in his in-depth research of large scale change efforts in 100+ organisations, when he discovered that more than 70 percent of change efforts fail.

Change leadership may not be new to organisations, as many leaders have used their own models and tools to lead change, but not all change efforts have an equal success rate. What has been lacking in most organisations is a universal, systematic process for leading change – a discipline that any individual or team tasked with enacting a large or small-scale change effort can use to guide their teams to success.

The above scenarios place you in unchartered territory – hence there’s a need for change. Here, unforeseen obstacles are met; resistance stems up from unexpected quarters; team members need regular following up with; it becomes increasingly uphill to move the organisation from its state of inertia; feelings of employees are not managed well; but then, I am getting ahead of myself…!

The Learning Purpose

Few can deny that in today’s turbulent environment, the key to competitiveness is about the ability to lead change and how organisations build Change Leadership competencies among their employees that enable them to capitalise on and master change, rather than being a passive spectator. ‘What was’ is no longer similar to ‘what is’ or ‘what will be’. The rules of the game are constantly changing and evolving. This assumes greater significance in organisations that set themselves lofty visions and ambitious growth targets amid intense competition.

In this article, we’ll understand the context of change management (CM), why it is relevant to HR professionals, thoughts and perspectives on CM, a framework for communicating during change efforts and case studies and best practices from organisations implementing successful change. We’ll also draw insights from organisational psychologists and neuroscientists.

As you read along, do reflect upon these questions (and do add your own to the list), as this will make your reading journey more enjoyable and interesting...

1. Is CM a HR process or a business process?
2. Is CM the primary role of HR or the business?
3. What is most critical for change efforts to succeed – strategy, structure, culture, systems?
4. Is CM primarily a left brain or a right brain process?
5. What are powerful ingredients HR can use effectively in managing change efforts?
6. Add your own ones here.

But isn’t CM something that HR professionals have been doing all the time all these years? As Dave Ulrich, Michigan School points out, ‘Change Agent’ is one of the four key HR roles. In today’s world of unpredictable and terrifying change, when most organisations are taking up transformational programmes to stay competitive and relevant in today’s fiercely contested marketplace, that role has become even more critical.

So, isn’t there a better time than today for HR to demonstrate what we’ve been trying to do all these years – be a true strategic partner and influence the future of our organisations towards sustained success? As Helen Drinan, former President and CEO, Society for Human Resources Management says – if HR does not force its way into the heart
of strategic planning in organisations, it will default to a technical and transactional dead end.

In a study conducted by the IBM Institute of Business Value, HR respondents from 17 companies where HR was transforming to a strategic partner listed down five key capabilities that they felt are needed to make a strategic contribution to the organisation. One of them is Change Leadership Skills (the others being analytical skills, business acumen, consulting skills and the ability to share knowledge across the HR organisation). This includes soliciting and initiating participation from individuals within the business unit to support change efforts, aligning recognition and performance measurement systems to support desired activities, and effectively communicating with multiple stakeholders. (Later on, you’ll see how PepsiCo has defined Change Leadership skills)

What, then, does it mean for an HR professional to be involved in change efforts? Here’s what one HR leader had to say, “I learned more in six months of the transition than I had during the previous 20 years of my HR career”.

**What do Surveys and Research say?**

In a pulse survey on Managing Change conducted by Institute for Corporate Productivity i4cp, USA, 54 percent of the 132 responding organisations said that the number of change initiatives has increased over the last two years, with 45 percent saying that they have taken at least one or more major change initiative in the last year. (Interestingly only 7% had actually defined a set of 4-5 change goals)

What’s the business case for change or setting up goals for your company’s effort at performance transformation? The i4cp survey says that the biggest drive for change in organisations is the desire to increase revenues/sales. The McKinsey global survey on Organising for Successful Change Management have found out that the top two goals of most companies’ effort at performance transformation is ‘Reducing Costs’ and ‘Moving from good to great performance’.

When asked to judge the success of the transformation in two ways – one being to gauge the company’s subsequent performance, such as its profitability, return on capital employed, market value, etc. and the other being how it contributed to building a sustainable foundation for the organisation’s long-term health – 38 percent were positive about the first yardstick, as compared to 30 percent for the other. What does this tell us?

Table 1: How was your organisation’s transformation successful?

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<th>Respondents who report transformation was</th>
<th>Successful</th>
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<th>Your organisation’s transformation was completely or mostly successful in the following aspects:</th>
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<td>Significantly raised expectations for future performance</td>
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<td>Addressed short-term performance</td>
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<tr>
<td>Engaged people at various levels in organisation, from front line to top management</td>
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<tr>
<td>Included clear, coordinated programme design</td>
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<td>Included substantial, observable changes</td>
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<td>Built capabilities for producing high performance in upcoming years</td>
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<td>Enabled organisation to operate at faster pace</td>
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<tr>
<td>Successfully aligned people’s mind-sets, behaviour with transformation goals</td>
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<tr>
<td>Combined initiatives into themes or chapters within broader story of changes taking place</td>
</tr>
<tr>
<td>Built leadership capabilities at all levels of the organisation</td>
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What role can HR play in Change programmes?
In the i4cp survey, more than 56 percent said that HR is involved in planning for change, 65 percent said HR is involved in the implementation of change and 41 percent said that HR continued their involvement after change.

Table 2: HR’s top 5 roles in managing change

Let’s now seek to answer the first two questions we asked in the section: The Learning Purpose. CM is a business process as the success measures are largely business focused, e.g. increase, revenue, reduce costs, build sustained organisational performance, etc. For CM efforts to succeed, the business and HR teams need to work collaboratively at all stages in the process, with HR playing a strongly facilitative role and managing the people aspects of change.

Choosing the ingredients for a lip-smacking CM recipe

Change is a word that undoubtedly brings forth a multitude of emotions in us, besides of course a sense of déjà vu. It contains the joy of creation, the pain of letting go, the pleasure of discovery and the fear of the unknown.

In nature, change or transformation is beautifully captured in the metamorphosis of the chrysalis into a butterfly. Does the caterpillar ever know what a fine creature he will turn into in a few weeks, or how much he will have to endure before he is able to fly and make delightful stopovers at his favourite fragrant flowers? If we assume for a moment that he indeed does, what should he do to make the entire process smoother and more meaningful? Stoke a personal sense of urgency and prepare him well, both for the journey and the final outcome. Draw upon his vivid imagination to paint a cheerful picture of the end state or vision. Keep his sense of observation/learning sharp and focused. Anticipate hurdles that may come his way, such as a predatory bird and take the necessary precautions beforehand.

You may wonder – does one necessarily have to go through pain and chaos to create a thing of lasting beauty – a world class organisation built on a robust and sustainable business model? Darryl Conner, author of the best seller ‘Managing at the Speed of Change’ says, “Yes”. Depending on the individual’s resistance to change, he may show a positive or negative response to change. The negative response takes the individual painfully through a series of stages from immobilisation to acceptance. The positive response helps the individual to move from a stage of Uninformed to Informed Optimism. For change to be successful, it’s important to identify which stage the employee is in and adopt appropriate strategies to address them.

Did you hear the words ‘Feelings and Emotions’ or felt them hovering distractedly over your head as you read the above paragraph. If so, you are coming close to a discovery that is not exactly ‘groundbreaking’ new, but very, very important for CM.

Before that, we’ll visit a lab of neuroscientists. Dr P Read Montague, a neuroscientist at Baylor College of Medicine in Houston, estimates that 90 percent of what people do every day is carried out by a kind of automatic,
unconscious system that has evolved over the years to help creatures survive. Animals use their brain circuits to know what to attend to, what to ignore and what is worth learning about. People use them for the same purposes which, as a result of their bigger brains and culture, include listening to music, eating chocolate, assessing beauty, gambling and investing in stocks.

What does this mean for CM? We can hypothesise that given our brain’s propensity to build internal models of everything, employees have well established mental models of the organisation, their work and their interactions at work. When they encounter a surprise – read change, they first draw upon their experience. When there is none that exists as it is obviously a new experience – they make a decision and act, which may not necessarily be in line with the intended change of behaviours we would like to see and implement at work. This creates stress not only for the individual, but also the organisation if this goes on for a long time…!

Hence, it’s important that large scale change efforts must plan to manage the feelings and emotions of the employees. The McKinsey survey that energy and communication are essential for a successful business transformation. It says the most successful transformations of business performance happens when executives mobilise and sustain energy within their organisations and communicate their objectives clearly and creatively.

Table 3: What’s the mood in your organisation during change?

<table>
<thead>
<tr>
<th>Positive emotions</th>
<th>Positive emotions</th>
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<tr>
<td>Sense of locus</td>
<td>28</td>
</tr>
<tr>
<td>Enthusiasm</td>
<td>24</td>
</tr>
<tr>
<td>Feeling of momentum</td>
<td>32</td>
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<tr>
<td>Hope</td>
<td>32</td>
</tr>
<tr>
<td>Confidence</td>
<td>24</td>
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The power of feelings is captured aptly by Kotter who avers that people change not through a Think-Analyse-Change route, but See-Feel-Change. Changing one person is hard enough, changing 100 or 10000 people is a Herculean task. Organisations which succeed in doing it successfully focus the communication efforts on what needs to be changed. Once people respond emotionally to the message, their emotional reactions propel them into action. They see, then feel, then change. To help them make the leap, you must:

- Help people see the need for change with compelling eye-catching dramatic situations to visualise problems and solutions.
- Let people feel as they are hit with the reality of their situation and feel the need to act
- Let people take their emotionally charged ideas into action.

In his delightful book ‘Heart of Change’ that features 34 success stories of organisations leading change initiatives,
Kotter tells a story – ‘Gloves on the Boardroom Table’. This company had a problem with their whole purchasing process, that was leading to a great deal of wastage of money and there seemed an opportunity to drive down purchasing costs not by 2 percent, but by almost US$1 billion in 5 years. This would not have been possible, unless many people, especially in top management saw the opportunity, which for the most part, they did not.

The main actor asked one of the summer students to do a study of how much the company paid for the different gloves used in the factories and how many different gloves were bought. The study threw startling findings – 424 different kinds of gloves were being purchased, the same gloves cost US$5 in a factory and US$17 in another. And the company bought a lot of gloves.

A sample of each glove was collected; price tags put, sorted by firm and type of glove and put them on display in the board room one day. All the division presidents were invited to visit the room. Well, they walked around, and it was a rare event indeed that day, they just stood with their mouths gaping.

The demonstration quickly gained attention. The gloves became part of a travelling road show. Revamping the entire purchasing process became a successful change effort.

In the above story, just imagine what would have happened if the actor decided to make a PowerPoint presentation on the project findings. Would it have created the sense of urgency for change? Probably not, as it required telling the story in a compelling way, that’s what would change the employee mindsets of people to pave the way for successful change.

Kotter points out that the core problem people face in implementing change efforts is never strategy, structure, culture, or systems. All those elements and others are important. But the core of the matter is always about changing the behaviour of people, and behaviour change happens in highly successful situations mostly by speaking to people’s feelings.

In the article ‘The Psychology of Managing Change’, Emily Lawson and Colin Price share four conditions for changing employee mind-sets during the periods of major change.

1 A purpose to believe in: To feel comfortable about change and to carry it out with enthusiasm, people must understand the role of their actions in the unfolding drama of change and believe that it is worthwhile for them to play a part. It isn’t enough to tell employees that they will have to do things differently. Anyone leading a major change programme must take the time to think through its ‘story’ – what makes it worth undertaking and to explain that story to all of the people involved in making change happen, so that their contributions make sense to them as individuals.

2 Reinforcement systems: CM specialists now broadly agree that reporting structures, management and operational processes, and measurement procedures - setting targets, measuring performance, and granting financial and non-financial rewards must be consistent with the behaviour that people are asked to embrace. When a company’s goals
for new behaviour are not reinforced, employees are less likely to adopt it consistently; if managers urged to spend more time coaching junior staff for instance, but coaching doesn’t figure in the performance scorecards of managers, they are not likely to bother.

3 The skills required for change:
Many change programmes make the error of asking employees to behave differently without teaching them how to adapt general instructions to their individual situation. The company may urge them to be ‘customer-centric’, for example, but if it paid little attention to customers in the past, they will have no idea how to interpret this principle or won’t know what a successful outcome would look like.

How can adults best be equipped with the skills they need to make relevant changes in behaviour? Two principles help here:

a David Kolb, renowned for his work on adult learning, says, “Give them the time for learning”. It works best to break down the formal training into chunks, with time in between for the learners to reflect, experiment, and apply the new principles. Large-scale change happens only in steps.

b As Chris Argyris, organisational psychologist showed, people assimilate information more thoroughly if they go on to describe to others how they will apply what they have learned to their own circumstances. The reason, in part, is that human beings use different areas of the brain for learning and for teaching.

4 Consistent role models or ‘Walk the Talk’: Several research studies confirm the idea that consistent role models are important in changing adult behaviour. In any organisation, people model their behaviour on ‘significant others’ or those they see in positions of influence. Within a single organisation, people in different functions or levels choose different role models — a founding partner, perhaps, or a trade union representative, or the highest-earning sales rep. So, to change behaviour consistently throughout an organisation, it isn’t enough to ensure that people at the top are in line with
the new ways of working; role models at every level must ‘walk the talk’, or at least be guided by set of shared values.

Communicate, Communicate, Communicate

By now, you’d have figured out the pivotal role played by communications in managing large scale change. Effective communication during change efforts primarily serves to provide employees with timely and accurate information, which can positively influence whether the organisation can maintain employee productivity and morale and overcome resistance to change.

Corporate Executive Board, US offers a comprehensive checklist for communicating during change efforts. Here’s an adapted version.

I  Build a Change Communications Strategy
• Create a change communications strategy that considers - what do we need to accomplish, what is the current and desired state.
• Consider how communications can accomplish the desired state - drive behaviour change, educate and engage, generate awareness, mobilise commitment.
• Do an audience/stakeholder analysis – who are they, what do they know already, what drives them.
• Ask what to communicate, who relays which messages and to whom, when, what frequency, what channels to use.
• Define success criteria, e.g. key employee retention, employee satisfaction scores.

II Involving Key Stakeholders in Communications Efforts
• Let senior management drive the company-wide communications.
• Facilitate collaboration among executives and managers to give clear and consistent messages.
• Provide managers with tools and training to adequately prepare them for the communications.

III Determining Message Content
• Determine the business rationale for the change. Include reasons for change, benefits, invitation to employees to make the change work through specific actions.
• Articulate how the change will affect employees and the business in the short and long term - provide key details, realistic assessment of the positives and negatives, understanding that there’s a range of emotions associated with the change.
• Communicate clearly what is expected of employees and the resources available to them.
• Consider both ‘survivors’ and severed employees if the company plans to downsize.
IV Identifying Most Effective Communication Channels

- Develop a communications infrastructure in order to provide timely, honest communication.
- Design a communications calendar that uses the appropriate channel mix to reach diverse, dispersed employee groups.
- Reinforce key messages through a variety of channels. Summarise key points.

V Ensuring Follow-Up

- Let employees respond to the various messages by asking questions, listening to employee concerns, soliciting employee support to find effective solutions for implementing change, acknowledge contributions, offer resources.
- Assess employees’ reactions to change (via surveys, focus groups, etc.).
- Monitor key metrics related to communications objectives continuously and amend, as appropriate.

There’s another potent force we can unleash in our communications strategy – the power of Stories.

Everyone loves a good story. Did you like Gloves in the Boardroom? Be it in formal settings like training workshops or employee town halls or informal ones like the cafeteria or offsite camps, stories about successful turnarounds, heroes at work, winning a prestigious award, efforts of change champions, etc. can make magic.

Indeed such is the power wonderfully crafted stories could have in our world and organisations today and add that whiff of fresh energy at a time when stress and fatigue at work lead to a slow but sure boredom and almost cynicism and displeasure in everything we do, including change efforts.

An honest story, told well, can move people to do extraordinary things. Just think of legendary leaders and top executives who have led their nations and organisations and even industries through large scale change like Winston Churchill, Martin Luther King, Jack Welsh and Steve Jobs and you’d find it difficult to gainsay the power of stories.

Story telling isn’t about creating hype. It’s about good intentions; it’s about trust; it’s about effective persuasion. It’s about influencing people to change. As management guru Tom Peter said, “If you want to involve your colleagues in the future performance of your business, then don’t just present them with the numbers. Tell them a story.”

Over the past few years, several companies have come to realise the need to take a structured and rigorous approach to managing large scale change efforts for its success, as there was too much at stake for them to fail. Global consulting firms like Mercer, Bain, Boston Consulting Group, Ernst & Young, etc. have a thriving practice on People and Organisational Change Management.

Hurrah! My change effort has been a success!

The good news is that over the past few years, several companies have come to realise the need to take a structured and rigorous approach to managing large scale change efforts for its success, as there was too much at stake for them to fail. Global consulting firms like Mercer, Bain, Boston Consulting Group, Ernst & Young, etc. have a thriving practice on People and Organisational Change Management. So, there is a rich repository of learning available for us to leverage and help in change efforts in our organisations.

We’ll look at two case studies of organisations taking a structured approach to managing change efforts – PepsiCo and HCL Technologies.
PepsiCo

PepsiCo has adopted Kotter’s 8-step model for Change for large scale change efforts globally.

The PepsiCo Leadership Model has Change Leadership as one of the core competencies, which is further defined by five workplace behaviours as below:

1. Champions breakthrough ideas and initiatives
2. Takes appropriate, well-reasoned risks
3. Confronts and works to resolve tough issues
4. Takes the initiative to find ways to get better results
5. Demonstrate courage and optimism during times of crisis or change

These are measured in the 360 degree feedback process once in 2 years; thereby managers get feedback on their Change Leadership skills. If it emerges as a development area, they have access to a variety of learning resources online and through instructor led training.

The most important classroom training is a two-day workshop on Change Management for change project teams. They come prepared with a filled up Change Project Charter, and are guided towards developing a comprehensive Change Management Plan using a set of tools, planners and exercises.

For global programmes like Career Management Process roll out and global implementation of My Access (Hewitt’s HRMS application), PepsiCo appointed a Global Change Leader who primarily owned all communications and capability building programmes associated with the change, including getting country-leadership buy-in and customising the key messages for the country roll outs as required.

In PepsiCo India, Change Leadership was identified as a key organisational capability theme to achieve its Vision. This was done through the following:

- Increased urgency through workshop for senior managers in a Vision review meeting
- Develop a pool of Change Trainers/Champions across functions
- Launch a series of Change workshops for employees who led/contributed to key Change Projects for the company
- Rolled out Parivartan Contest aimed at application of Change Model and achieving business results through project implementation

These interventions helped achieve positive outcomes on business results, the change process helped build stronger business partnerships. Visible championing of senior leaders maximised impact from the initiative.
HCL realised the importance of applying Change Management principles in IT outsourcing deals where client employees transferred to HCL across several countries, and Mergers and Acquisitions. Here, we’ll talk of one acquisition.

In 2008, HCL acquired Capital Stream, a US-based company selling a financial product to retail banks in the US. As part of the integration efforts, more than 80 employees transferred to HCL. The cultural assimilation of the employees with HCL was seen as a critical success factor for this change effort. HCL did not have prior experience with leading such an integration programme.

HCL engaged Bain & Company to develop a detailed HR and Communications Plan that would be implemented at all stages in the people transfer process. The plan began with an internal Integration kick-off workshop that involved HCL participants from Sales, Marketing, Delivery, Finance and HR. Key tasks were identified along the following five areas, and a detailed Project Plan implemented.

1. **Communications Management:** This involved both internal and external communications.

2. **Cultural Integration:** This included administering a cultural diagnostics survey among Capital Stream and HCL employees, understanding the cultural differences, and designing appropriate content for communication materials and interventions as appropriate.

3. **Employee Focus and Retention:** One-on-one discussions were conducted with the employees to understand their concerns and share the planned people transfer approach. An attrition risk analysis was done, where employees were classified into Red, Amber and Green, depending on the probability of attrition. Appropriate interventions were done at individual level.

4. **Integration of key HR sub-functions:** This involves values, HR policies and programmes, Compensation and Benefits Plan and practices on retention, coaching and mentoring, training and development and performance management.

5. **Programme Management:** This would closely monitor the HR work plan and ensure its completion as per defined timelines.

As a result of taking this structured approach, the people integration efforts went smoothly, with several employees saying that this was the best managed integration efforts that they’ve been part of. All the critical employees stayed with HCL.

In summary

For large-scale change efforts to be successful, they must have both a solid Project Management Plan and a Change Leadership Plan. While the former constitutes a set of processes that keep a complicated system of people and technology running smoothly and produces predictability and order, the latter is a set of processes that address the human and cultural aspects of change and help realise the full benefits of change. Both are critical to success for a major change initiative.

During change efforts, you need to speak to people’s feelings, rather than just their minds. The earlier in the change process you can create a sense of urgency for them to change, you’ll have them on your side and they’d change their behaviours that would enable change efforts.

As Tom Peters says in Tom’s 60 TIB’s (This I Believe), picked up from his project Snapshots of Excellence in Unstable Times,

“Put your all into surviving today’s tsunami of change… and let the day after tomorrow take care of itself”.

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Column by Prof. Arup Varma
Absolute Motivation
Employee Life
Space Management
“In Conversation...”

illuminat
Let me start by thanking the readers for the e-mails I received in response to my first piece here, in the August issue. I must admit, I was pleasantly surprised by the number of readers who said they agreed that being an employee champion was critical. However, two of the responses really caught my attention; so I thought I would address the issues raised by these readers. One reader expressed concern that the emphasis on ‘pleasing employees’ might be counter-productive for organisations, and he suggested that emphasising revenues and profitability might be the only way to go. Let me address this issue first (more on the other one later).

First, the employee and customer BOTH need the organisation’s attention – neither is, by no means mutually exclusive. Without a doubt, the emphasis on taking care of employees is well intentioned, well justified and long overdue. After all, an organisation is not run by the CXOs alone – it is the employees that do the day-to-day frontline work. They are the ones charged with serving the organisation’s business strategy. The logic of championing employee causes is rather clear – if employees are not happy with the way they are treated by the organisation, they are less likely to treat the customer well. In this connection, Jim Goodknight, CEO of SAS, Inc., shares his philosophy thus: “I make my employees happy → they make the customers happy → the customers make me happy.” This simple model has worked extremely well for SAS (and numerous other organisations, including Southwest Airlines), when measured in terms of the impact on the bottom-line. As can be seen clearly, the goal here is clear – increased profits.

And, this is where the customer comes in – if organisations want to experience healthy and sustained profits, they must take care of the customer. Unfortunately, the tremendous growth of the Indian economy, over the last two decades, seems to have given birth to a rather disturbing trend – that of sales without service. It seems that too many organisations are in too much of a rush to sell – whatever it is they are selling, from car loans, to internet connections, to whatever else the customer is willing to buy. But, once the sale is complete, they would much rather see the customer just go away. I have personally seen and heard too many horror stories of company representatives showing two very different faces – one when selling the product or service, and a totally different one when the customer reports a problem.

Clearly, there is a serious ‘disconnect’ here. While the leaders of these organisations seem to make all the right noises about ethics, values and leadership, I find it difficult to believe that they are not aware of what those representing their organisation are really doing. If they are aware and let it pass, they are equally culpable; if they are not aware, then it is time for them to wake up and smell the roses! As the recent sub-prime mortgage crisis in the USA has shown, this is not a sustainable model, and the consequences for the economy and employees can be disastrous. Of course, the leaders might still walk away with their fat paycheques and bonuses, and many may even win awards!

I noted at the beginning of this piece that I would address the second readers’ comments/concerns later. Well, here we go. This reader wanted me to explain how HR can actually be a change agent, and asked me to provide a specific example. I believe I have done just that – let HR step up to the plate and take the lead in helping change the culture of apathy towards the customer. This is, indeed, a job for HR – through hiring people with the right values, training them appropriately, rewarding and punishing as deserved, and educating the organisation leaders, where necessary!

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Absolute Motivation

The paper discusses motivation in an entirely new paradigm and absolute motivation as one of the prominent and unconventional uses of motivational tools. In absolute motivation, the doer works with full concentration, losing all consciousness of one’s self and produces the best results. When he is in full concentration, there is no consciousness of the lower ego present. Absolute motivation, per se, cannot be taken as culmination of motivation. The tool, in the form of a model involves certain assumptions, generalisations and hypotheses relating to human behaviour and human nature. These assumptions may neither be consciously crystallised nor overtly stated.

In a continuously changing and technologically advanced age, managing human beings as one of the key resources in any organisation has become a challenging job for managers. They are trying to convert the majority into total quality people by using motivation as a tool. Human beings are emotional and therefore, for a manager to manage the majority workforce, the only way left is to adopt humanistic and behavioural approach - motivation. It is a complex force that initiates to keep a person at work in an organisation. Motivation is something that moves the person into action and lets him continue in the course of action already initiated. Motivation is one of the most important factors affecting human behaviour. Motivation not only affects other cognitive factors like perception and learning but also the total performance.
of an individual in an organisational setting. It is said that motivation is based on motives which refer to the inner state that energises, activates, moves and directs one’s behaviour towards the goal. Motivation is affected by the way an individual is motivated, it leads to goal-directed behaviour, it is related to satisfaction and most importantly, it gives rise to the concept of motivation in totality, hence the person is motivated in total and not in parts.

The concept of motivation in totality further gives rise to the concept of absolute motivation. In absolute motivation, the doer’s lower ego is in subconscious mode because then he is in full concentration and resultantly, he does not feel dejected, depressed and downcast during the course of action.

In such concentration in action, there is no consciousness of the lower ego present. The consciousness that ‘I am doing this’ is never present when one works with concentration. Everyone may have experienced in his own life that when one works with concentration, losing all consciousness of one-self, the work will be terrific. If a driver, losing the consciousness of his ego, becomes completely immersed in driving the vehicle, he reaches his destination safe and sound. Similarly, a painter in the same state produces masterpieces, a barber gives the desired hair style to the receiver and a good cook concentrating his whole self on the food material cooks tasty food. But they are able to do only those work perfectly which they are habituated in. The Gita teaches that all works should be done with concentration. He, who is one with the Lord through yoga, performs all his works by becoming immersed in concentration and is unattached to the world. This state brings him the highest bliss and freedom.

However, in actual practice, motivation in totality does not take place as individuals feel dejected, depressed and downcast during the course of action. They become active after counselling and re-counselling by the manager. A precedence of similar kind can be had from the teachings of lord Krishna to Arjuna to convert him into a Karma Yogi for fighting against Kauravas in the battle of the Mahabharta wherein Lord Krishna could bring Arjuna to attain absolute motivation through his perpetual lectures on dharma and adharma thereby engaging him in the work behaviour of fighting the war. In the Gita, Chapter II, Shloka 47, the Lord sums up the total content of Karma Yogi.

“Karmanye vadhikaraste ma falesu kadaancha
Ma karmafalehurbhuta te sangoastwakarmni”

(You are entitled to the right to act only without the control over its outcome. Let not their likely outcome to be the objective of your actions, nor may you have an attachment to inaction.)

In this shloka, the Lord declares that, a human being to be entitled to the right actions only. Thus the word ‘right’ connotes only the obligation to act. It does not give a person the option of action or inaction. Being possessed of a body, a person is necessarily engaged in doing some action or the other at all times. The only fruitful course under this obligation to action is that the actions may be done for liberation and not for self-gratification leading to endless bondage. The statement that a person is not entitled to the outcome of actions means that the performer of action cannot claim any entitlement to its outcome or to the manner in which the outcome would be forthcoming.

In absolute motivation, the doer’s lower ego is in subconscious mode because then he is in full concentration and resultantly, he does not feel dejected, depressed and downcast during the course of action.
Everyone desires either the enjoyment of the outcome of one’s actions or escape from it. But the actions yield some results or the other, whether one likes it or not. Therefore, performance of actions solely with an eye to receiving acclaim or material benefits is the result of ignorance only. And even if one succeeds in getting them, their enjoyment is bound to be transient. This indeterminate character of the outcome of actions makes its expected enjoyment highly doubtful. Developing the subject further, the Lord says that, while commencing the performance of any action; its expected outcome cannot be held as an objective. The decision to perform an action can be based only on the ground that it constitutes an essential duty. Along with this, he cautions against non-performance of action. For, there may be reluctance for performing essential duties on the ground that there is no entitlement for enjoyment of their outcome. Such a non-performance of duties suffers from another risk. If the action were not performed the outcome of non-performance would have to be suffered. Therefore, it is necessary to perform actions, which constitute essential duties to the extent of one’s capability. But there can be no expectation of any kind from their outcome, which is indeterminate and uncertain. Actions with their results are best dedicated to the Lord. It is then that all work becomes worship and the performer is unattached to the outcome.

However, at times, the motivation is so strong that it immediately brings the person into absolute motivation and engages him in the work behaviour to the fullest of his capability. A precedence of this kind can be had from the great motivational statements of Jamvant Ji, the king of bears, to Hanuman Ji, for what Jamvant Ji, Angad Ji and Hanuman Ji along with a small army of monkeys at the instructions of Sampati, decided to cross the sea to reach Lanka and search out Sita Ji in the service of Lord Rama, as Sita Ji was carried off by Ravna, the demon king of Lanka. Jamvant Ji, an old one, dare not leap across the ocean. Angad Ji could not dare to cross over the ocean as he had some diffidence in it. (Sumeru). Roaring again and again he said, “I can easily spring across the Salt Ocean and after killing Ravna with all his army, I will uproot the Trikuta hill and bring it here.”

In this couplet, Jamvant Ji acted as a manager with his vast experience of his adventurous and wonderful life and succeeded in motivating Hanuman Ji, a performer in the service of Lord Rama at one go by making him realised about the great causes to his physical presence on the earth and his power in the form of intelligence, discretion and spiritual wisdom. Resultantly, the performer not only completed the task successfully but rendered his whole life in the service of Almighty. Inaction and attachment to the work have no scope for the nonce, as the performer, being fully made aware about his life objectives, devoted all his actions to the God. And therefore, depression, dejection, detachment or un-attachment could not find a place in the actions of Hanuman Ji. He took the task as his prime duty and worked on it indefatigably throughout the course of action till the result was achieved.

Moreover, achieving absolute motivation is not an uphill task. In practical life people are found to be achieving absolute motivation in their work behaviour. A mother while looking after her child, she puts in all her unconditional efforts in upbringing the child. She never feels deserted, downcast and depressed in meeting constantly all the physiological, psychological, emotional, recreational and other requirements of the child. She performs all her works in nurturing
Building trust and faith about the organisation and self among the subordinates by continuously fulfilling the commitments to them. This will help the subordinates to be devoted to the organisation.

Be a one stop solution for all the problems and ready to act as a surrogate to every subordinate. This will help the subordinates developing a belief of higher level in you and a confidence in them in their work behaviour.

Identify the strengths of every subordinate and appraise his personal powers in the form of his qualification, knowledge in the field, experience, talents, skills and other professional abilities. This will result into volition, a cognitive process by which a subordinate decides on and commits to a particular course of action and positive attitude about the task to be performed.

Clarity about the task along with its objectives and awareness of the organisational settings will help the subordinate in putting his efforts in the right direction contributing finally to the goal of the organisation.

Counselling and re-counselling the subordinates to be dutiful and righteous in the work behaviour. For the doers are entitled to the right to performance of actions only and not to their outcome, they should perform an action based on the ground that it constitutes an essential duty to the extent of ones capabilities with no expectation or fear of success or failure of the outcome. This will help the doer to be in full concentration in the work behaviour.

Making a subordinate understand that he can be indispensable if the results are best dedicated to the organisation.

Practicing all the above steps will lead to faithfulness and trust, dutifulness, devotion, volition, unattached to the outcome, righteous performance and concentration culminating altogether in absolute motivation.

Practicing absolute motivation, though a new tool, has a number of implications for professionals in the corporate world, practicing managers, academicians and researchers. It provides an entirely new paradigm to solve problems relating to managing human resource both in organised and unorganised sectors. The tool has a lot of scopes for academicians and researchers to make their contributions in order to make it more refined and practicable.

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Employee Life Space Management
A Critical Ingredient to Organisational Excellence

“You can only manage the life space when you duly understand it.” - Anonymous

Prologue

The difference between home and office is increasingly getting blurred. With more women becoming the part of the workforce and increasing number of dual career and nuclear families, work life balance has become a key to survival. Even as people are spending more and more time in the offices, the issues of employee retention, productivity and overall wellbeing of the employee continues to be a HR challenge. No wonder, if employers question whether the employees at work are happy? Do they enjoy the feeling of job satisfaction? Do they possess a strong sense of commitment and devotion to the work and the organisation? Employee Life Space Management, thus, is an inevitable task on the part of employee and the organisation in order to ensure meaningful individual and organisational performance. A casual approach can be futile to the growth and development of both while premeditated efforts contribute significantly to organisational growth and excellence.
Conceptualising Employee Life Space Management

There may be a plethora of reasons for low job satisfaction and poor employee performance. One of the most reliable reasons is poorly managed employee life space. Life space can be treated as a sphere that can be divided into two hemispheres – Personal/Social Life and Professional Life. Both hemispheres need equal attention and care. Both hemispheres are interdependent and have a lot of overlapping. The role of both the employer as well as the employee is crucial in maintaining employee life space gracefully. We can imagine a situation wherein a wife with a toddler suffering from some ailment is waiting desperately for the return of her husband from the office. If the husband is not able to come home in time because of work related pressure, then the situation can manifest in three different ways, which are as follow:

- the employee is unhappy, the family is unhappy which definitely has a bearing on the employee;
- the overall performance and quality of work will suffer;
- while the employee might harbour negative feelings about the employee which can be vented out in the office thus spoiling the work environment.

Vicious Circle

Let us take another situation. In a nationalised bank, the manager was routinely asking some of the employees not to leave office even after office hours owing to excess work. The employees were also not leaving office till the work was completed. One evening the wife of one of the employees literally appeared in the bank and started arguing with the bank manager for detaining her husband after office hours. The manager did not even imagine her arrival in the bank. She argued for minutes with one-way communication on the ground of domestic problems confronted by her in the absence of her husband after office hours. The manager could not find words to reciprocate and had to allow the husband to depart without further delay. Discontentedness of a person at home will undoubtedly affect his or her performance at work. S/he will bring the family-related problems to workplace and will not be in a position to concentrate on work. For example, if a person goes to the office with an obnoxious mood owing to a tussle with his spouse, s/he would perhaps fail to enjoy the sense of work until the hangover of the tussle glides away from the mind. It will happen another way round too, as the employee will take many work related problems/worries home and will fail in doing justice to family obligations. For instance, if a person comes from the workplace with a dejected mood, s/he can hardly enjoy the company of the family members, and the family members will miss the sense of joy of being with her or him. Poor life space management can result in to poor employee health in terms of stress and burnout, physical and psychological ailments, low productivity, poor product and service quality, high employee turnover and so on.
Learn before you burn

By learning, the words and their connotation represented by the letters of the term EMPLOYEE LIFE SPACE an employee can understand the ways to manage it. The ensuing text presents it more vividly:

E EMPATHY Empathise to build trust
M MOTIVATION Motivate them to perform
P PERFORMANCE Enhance their capabilities to perform by training, monitoring and support
L LOYALTY Loyalty to work and family
O ONUS Onus while performing on both the counts
Y YES Positive attitude towards both the work and the family
E EMPOWERMENT Believing in empowerment
E ENLIGHTENMENT Enlightening others
L LEARNING Learning, learning and learning
I INVOLVEMENT Being involved in whatever you do
F FACILITATION Providing others with facilitation
E ENGAGEMENT Getting engaged on both the fronts unreservedly
S SATISFACTION Ensuring a sense of satisfaction for self and Others
P PROGRESSION Being progressive
A ACHIEVEMENT Having a strong sense of achievement
C CARE Caring for others
E EXCELLENCE Proving to be excellent

If the employee and the employer both attach value to the work life balance, they are bound to be supportive to each other in managing quality of life by reciting, “We are made for each other”.

Pose the questions

A questionnaire can be helpful in ensuring that the employee life space is managed meaningfully. This can work as a checklist at the time of managing the employee life space. The following list of questions can be used in ensuring that the life space of the employee:

- Do you like and love your job?
- Are you happy at workplace?

Virtuous Cycle

It is literally a Herculean task to treat both of them aloof, as they are interwoven and interdependent. A contended family life keeps an employee happy at the workplace. S/he derives a sense of fulfilment from the work. This allows the employee not to have any hangover of work when s/he leaves for home, and can thus attend to needs of family members wholeheartedly. At the same time, the family members can also attend to the employee pleasantly. If a person strikes a balance, between the home and the workplace judiciously s/he can fight well on both fronts and can keep her/himself pleased and motivated.

Improving upon Employee Life Space Management

The significant question that crops up in mind is what can be done to manage the employee life space. There are several ways and means that can be resorted in order to strike the balance between Personal/Social Life and the Professional Life. The following ways can be instrumental in managing the life space meaningfully.
If yes, what makes you happy and if not what makes you unhappy?

How would you define the term 'happiness' at workplace?

What gives you happiness in your general life?

What gives you happiness in your professional life?

What makes you stressed in your personal and social life?

What makes you stressed in your professional life?

Do you enjoy working for long hours in your organisation?

Do you usually feel anxious about your family while at the workplace?

Does your family mind your delayed return from the workplace?

Is your family invited by the employer/management to participate in social gatherings organised on the eve of festivals and foundation day etc., Does the organisation organise games, sports and the competitive events for the children of employees?

Does the employer (top brass) of the organisation attend and entertain the family members personally?

Are family related grievances seriously heard and redressed?

Does your organisation deploy the counsellors to resolve your personal and social problems?

Does your organisation conduct Employee Satisfaction Surveys (ESS)?

Does your organisation conduct Total Employee Satisfaction Surveys (TESS)?

Does your organisation provide you with the family-friendly measures as child and/or elder care, maternity leave, employment protection, flexi-work hours, leave specifically for discharging family responsibilities and other family support services?

Exploring the employees through a questionnaire with a view to learn their feelings/impressions about the work life balance can prove to be handy in managing employee life space.

Epilogue

A person should work to live, not live to work. Both hemispheres, personal/social and professional, are equally critical to an employee. The management of work life balance is a collective responsibility of employers and employees. An employee ought to join hands with management in promoting the concepts and practices related to employee space management at work place prudently. Managers and employees both feel empowered to develop solutions that promote fusion of business and personal objectives. The organisation can play a pivotal role by creating and sustaining the work culture suitable to effective employee life space management. Management can also devise the required strategies and formulate family-friendly policies to facilitate employees in striking work life balance. Focus on designing specific training programmes and conducting exclusive workshops can be put in place to learn the art of leading a meaningful professional life.

Performance appraisal systems can purposely be developed in line with work-life balance. An employee can remain satisfied, motivated and committed when his or her life space is managed meaningfully. However, the success of the endeavours to manage the employee life space totally hinges upon the quality of efforts made by an employee and employer individually and jointly. Emotionally intelligent employers and employees understand how to identify, assess, use and manage emotions and can better handle the work/family conflict. Resultantly, they can elegantly manage the work life balance and succeed in coping up with stress resulting from work-life conflict. The gist of the whole text can be encapsulated in the following poetry:

“Youn to manzil talak akela bhi pahunch sakta hun main; Tumhara saath milne se safar aasan se ho jayega.”

Prof. Harish Kumar can be contacted at itsharishraghav@rediffmail.com
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In Conversation...

Dr. Marion Keil on Systemic Coaching

Coaching is becoming an increasingly important competency for people holding leadership ranks all over the world. Leaders discover that Coaching as a useful component of support to their leadership role. Leaders decide, orientate, change and motivate – and where do they get support from? The increasing complexity of the work environment influences leaders considerably, as they have to reduce the complex consequences of fast decisions. And with whom do leaders reflect their own situation?

In this interview with Mr. Emmanuel David, Group Head – Human Resources at the Ramky Group of Companies, Dr. Marion Keil during her visit to NHRD’s Hyderabad Chapter to facilitate the 3-day programme Certified Systemic Coaching Programme, shares her thoughts on Systemic Coaching and its relevance in today’s corporate context.
Dr. Keil, could you tell us what Systemic Coaching is all about?

Systemic coaching is the process of testing the assumptions about the leader’s role or a leadership role in any organisational change context. This approach to coaching using the systemic route is very robust as it follows a step by step model of starting from observable facts and shared perceptions to a deeper understanding of the hidden potential that can be unleashed.

Systemic Coaching is a very efficient way to support managers and leaders in dealing with the rising complexity of their work and to focus on what seems to be really important to them in their role as leaders. This support is given by an external Coach, who offers his/her external perspective as a value-add to the Coachee. We know that leaders often feel quite lonely at the top. They need and want a sparring partner. With various systemic intervention tools we enlarge the variety of perspectives, interpretations and alternatives for action with the leader.

How is it different from the Coaching we hear a lot about?

There are various Coaching approaches. Often they focus on standardised methods which should lead to immediate performance results. These approaches seem to be more planning tools for a leader. The Systemic approach explores, together with the Coachee, his work context and the organisation he is working in. We also have a look at behavioural patterns, which might have hindered so far a different approach as a leader. Systemic Coaching looks at the leader and his role within a whole organisational system with its specific culture, strategy and structure. Specific techniques, for example how to pose questions or to work with situational constellations (a very specific systemic tool which allows a quick overview of a situation), enable the leaders to gain more clarity about their own role and situation and search for new, appropriate ways of leadership.

How relevant is it in today’s Corporate Context?

The leader’s world of today is fast, complex, stressful, and non-linear. There are so many decisions to take, where no immediate black or white, yes or no answers are evident. It becomes more and more challenging to find quick answers. Is my point of view the only relevant one? Is my decision the ‘right’ decision? On whom may I rely? What does my intuition tell me? These questions are difficult to answer alone. The Systemic Coach supports the leader in finding himself his answers, to tap his resources, to explore alternative approaches to face the challenges.

What is the background of this Systemic School of thought?

There are many who have contributed to the systemic approach. Just to name a few, it is Peter Senge from the managerial point of view, or Paul Watzlawick from the communication’s side, or Gregory Bateson from the constructivist point of view. Or Niklas Luhman from the sociologist side and Selvini/Palazolli from the systemic family therapy point of view.

The common ideas in all these are the following: there is no truth, but all depends on the perspective of the observer of a situation. Hence we need to check who are the main actors in a system and approach them. Communication is the key and tells a whole story about what one thinks and what one’s attitudes are. So self-reflection about one’s own behaviour and its effects on the system is crucial. This is not a clear cause-effect chain, as reality is too complex. It trains us to look at our way to intervene in a system more humbly: What effect may this intervention have caused? What may have been the unintended side effects? How could I have intervened differently?

And if we speak about an ‘intervention’, it is in fact communication. The systemic coach has a clear, ‘systematic’ way to go about Coaching, by using very specific ‘systemic’ interventions on hand; which allow us to set crucial inputs in the Coachee to move himself.

It would be nice if you can share some significant success stories.

I recall the CFO of a company who received bad scores during the annual employee survey. His department did not perform the way it was expected. We explored together, how his employees might see him, what they might need more or
It was an outstanding experience to work with this group of high calibre HR specialists from the NHRD family, who were eager to get to know the Systemic Coaching approach.

less of him as a leader. We came across his very introverted style of communication, which did not allow him to approach his employees so easily. Not even his Vice President knew how much he valued her, simply because he was not conscious about the need for acknowledgement of his employees. Knowing his competence for financial affairs and his need for keeping a certain distance, I developed some hypotheses which I mirrored back to him in the form of a story: him being a lion who was a great fighter, lonely, brave and proud. All other animals look to him for guidance and inspiration, but him being not available. It was fascinating to see, how much he could relate with this image. From there we could take it to several new ways how to deal with his employees in a better way.

Another case was a leader who very recently joined a new leadership position. He wanted to prepare himself for the new company and the unit he would lead. In fact joining a new company as an outsider is more risky than climbing the career ladder within one company. So we explored, what new and different challenges might be out there, how different the new company might be regarding its culture, strategy and structure, what he knew of the style and reputation of his predecessor. Also we had an intense look at his leadership style, his personal patterns which sometimes prevented him of fully enjoying his job previously. Here my hypotheses were that he constantly was mentally already ahead of the situation – to the extent that neither he himself nor his people could really harvest the success and achievements. The glass was always half empty: “we still need to ....”. My feedback made him aware, that on the new position, he would like to consciously reflect together with his people the achievements and highlight more the success on the way and start from there. We framed a very valuable process how to get to know the new organisation, his new crew and though make his first 100 days already a success.

You have anchored and facilitated the Event for NHRD at Hyderabad, please tell us about this experience.

It was an outstanding experience to work with this group of high calibre HR specialists from the NHRD family, who were eager to get to know the Systemic Coaching approach. As they came from different companies, there was also plenty of opportunity to learn from each other about the different ways companies go about Coaching as part of a talent and career development system. Apart from that they really appreciated this way of doing Coaching in a very respectful manner; we as Coaches see ourselves not as the more knowledgeable, or the one who holds the truth, but as a partner in a learning and personal growth process of the Coachee. We offer new perspectives and unusual methods and tools, which enable the Coachee to himself find new ways and insights. This attitude seems to have been convincing. Also we worked very practically – every participant has practiced the Systemic Coaching already during this three days event. That was for all very satisfying and assuring. Personally speaking, I enjoyed the group very much; their learning became my learning.

We understand you have visited Andhra Pradesh earlier and travelled extensively. Could you describe this experience?

In 1989 I stayed for one year in Andhra Pradesh to do my PhD research in Sociology. Since then I have been travelling and working in about 40 countries as a Systemic Change Management consultant and coach. Being back in India now, I really appreciate and admire the passion and speed how India is growing. 1989 and today – these are two different worlds. The Ambassador used to be nearly the only type of car and today a German CEO is heading Tata Motors. This shows a lot. At the same time let me share that I am also a little bit worried about the purely urban focus. I still remember the beautiful landscape and the farmers of AP. I hope they get also a share in the wonderful growth.

Mr. Emmanuel David, Group Head – Human Resources at the Ramky Group of Companies holds a Bachelor’s in Science from Madras Christian College, and also has a Post Graduate Diploma in Personnel Management and Industrial Relations from XLRI, Jamshedpur. With over two and a half decades of experience in the field of Human Resources he is well-known for his innovative HR practices. He uses his extensive networking skills to effectively engage external stakeholders like government officials, ministers, defence and industry personnel, and union leaders to influence change in legislation, policy and action for business needs. In his previous assignments, he has worked with companies like British Gas, Volvo, Oberoi, Eicher Good Earth and Hindustan Motors.
53 Numbers Amazed

Imagine

HRD
People have about **100,000** hairs growing on their heads.

There are **525,600** minutes in a year.

There are **31,536,000** seconds in a year.

One acre of land may have from **50,000** to **1,000,000** worms underground.

There are more than **800,000** species of insects in the world.

There are about **8,000,000** words in the English language.

- No piece of normal-size paper can be folded in half more than **7** times.
- The elephant is the only animal with **4** knees.
- Every human spent about half an hour as a single cell.
• Each year, about 500,000 detectable earthquakes occur in the world. About 100,000 of those can be felt and about 100 of them cause damage.

• We, as humans, forget 90% of our dreams.

• During thinking, we use on about 35% of our brains.

• Approximately 2/3 of people tip their head to the right when they kiss.

• A queen bee lays 1500 eggs a day.

• Pumice is the only rock that floats in water.

• The African cicada fly spends 17 years sleeping, then wakes up for two weeks, mates and then die.

• Every drop of seawater contains approximately 1 billion gold atoms.

• Every year the sun loses 360 million tons.

• A cow gives nearly 200,000 glasses of milk in her lifetime.

• A newborn kangaroo is about 1 inch in length.

• There are 701 types of pure breed dogs.

• Tapeworms range in size from about 0.04 inch to more than 50 feet in length.

• A female mackerel lays about 500,000 eggs at one time.

• The biggest pig in recorded history was Big Boy of Black Mountain, North Carolina, who was weighed at 1,904 pounds in 1939.
• The biggest member of the cat family is the male lion, which weighs 528 pounds (240 kilograms).
• Rats multiply so quickly that in 18 months, two rats could have over a 10,000,000 descendants.
• Dragonflies are one of the fastest insects, flying 50 to 60 mph.
• Americans spend more than 5.4 billion dollars on their pets each year.
• The largest cockroach on record is one measured at 3.81 inches in length.

• It is estimated that a single toad may catch and eat as many as 10,000 insects in the course of a summer.
• It would require an average of 18 hummingbirds to weigh in at 1 ounce.
• Moles are able to tunnel through 300 feet of earth in a day.
• The fastest bird is the Spine-tailed swift, clocked at speeds of up to 220 miles per hour.

• The world’s largest rodent is the Capybara. An Amazon water hog that looks like a guinea pig, it can weigh more than 100 pounds.
• Worker ants may live 7 years and the queen may live as long as 15 years.
• 99% of pumpkins that are sold for decoration.
• Every 30 seconds a house fire doubles in size.

• The Barbie doll has more than 80 careers.
• 111,111,111 x 111,111,111 = 12,345,678,987,654,321
• American Airlines saved $40,000 in 1987 by eliminating 1 olive from each salad served in first-class.
• Did you know the largest fish ever caught was the Whale Shark? It was 59 ft long. These fish can weigh up to 15 tons.
ACROSS
2 Latin for ‘by the day’ (3,4)
4 A collective term of an organisation’s workforce, exclusive of management
7 The process of estimating intermediate values between two known values
8 The interpersonal encounter or relationship between two people or two groups
9 The process of hiring people to perform work for the organisation.
11 It connotes transfer of an employee while serving continuously within the same organisation from one position to another without promotion or demotion.
16 Discharge from employment
17 An individual’s permanent legal residence
18 Slang term for inexperienced workers (5,5)
19 The union payments to its members as partial compensation for income loss during a strike (6,3)
20 An act of bestowing an employee the right to a pension at normal retirement age even if the employee leaves the organisation before the age of normal retirement

DOWN
1 Union’s exclusive right to represent particular workers within specified industrial, occupational, or geographical boundaries
3 An attempt by an impartial third party to help settle dispute between labour and management
5 It is a phrase to describe the relentless pursuit of success (3,4)
6 Method of testing and validating a survey research instrument by administering it to a small sample of the subject population (5,5)
10 The period of time for which one occupies a position
12 This is a deduction allowed from gross income for income tax purposes which is allowed for the support of one’s self and dependents
13 These are permanently available records created or received by an organisation for its formal or official purposes
14 It is an organisational sub-group whose members prefer to associate with each other on the basis of common interests
15 Also termed as red circle, it is a term used to designate a position for restudy when such a position is vacant in order to determine its proper classification before being refilled

Solution

[Crossword grid and solution]
“Right Talent at the Right Place”

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The 1<sup>st</sup> profile was just a graduate.  
The 8<sup>th</sup> was overqualified.  
The 29<sup>th</sup> had experience in another industry.  

None had what I really wanted.

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