

knowledgebeans4

a human resource newsletter



highlights of this issue

- The industry champion writes about the Airbus Project Implementation.
- Alla Roller highlights the Cross Cultural Differences.
- Niket Karajagi sees Global Mindset as the driving force behind World Class Companies.



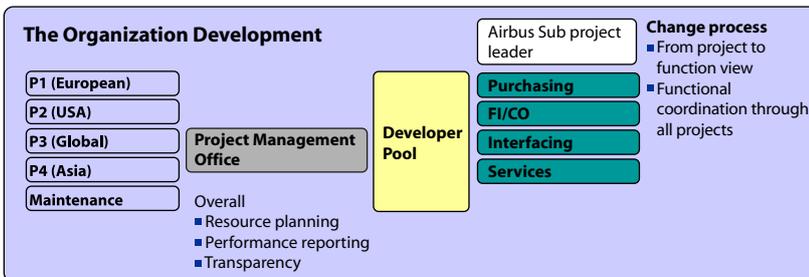
industry champion Karsten Scherling

Karsten is an Electronic Engineer from the Technical University of Hamburg (Germany). After 13 years as a hardware and software developer, international project manager and product manager in the industrial business of radiation

detection he created his own business in the year 2000. The focus of his consulting business is the process improvement, organization development and personnel development in the wide area of project management in the industrial and IT section.

AIRBUS- IMPLEMENTATION OF THE PROJECT Changes

- One project office was set up for an overall planning of all projects regarding work packages and required resources including one reporting structure.
- This included the planning of all maintenance jobs as they required (or block) the same resources as the projects.
- A pool of developers was created. A team building program is only useful on functional level as team of experts but not based on single project developers.
- Important integration of functional sub project leaders as a link between development, business organization and testing key users was done.



The Project Factory

This organization development was only possible as all projects are defined and organized based on the same project framework model. The Generic Project Process (GPP) for SAP-Projects was used for all project phases in the same way. During the development of the named projects, new projects asked for integration into this project production process. This means that all new projects that had the same preparation requirements (Business Requirement Dossier) were to be included into this project group.

General Toolbox – the transfer

As a service provider we were interested to understand the general model of the organization development at Airbus to have a chance to migrate the idea into other companies.

We identified the following tools to create the organization change process in the project management.

The Project Management Full Service (PMFS) Toolbox includes the experience

PMFS Toolbox

PM	Take over, organize and/or stabilize customer project	Quick Win
PMO	Setup a project management office and control all resources	Quick Win
GPP	Setup GPP (*) as a standard process in all IT projects. Reduce reporting and set standards	Quick Win
PM-AC	Identify customer candidates for Project Management	
T1H	Run training program for Customer Project Managers. GPP and PMO mechanics	
T2S	Run training program for the change process (Leadership, Management, Team)	
MIX	Run the projects in mixed teams. Share responsibility (with coaching!)	
COACH	Hand over the full responsibility to the customer and coach the PM and PMO	

(*) Please note: Several project management standards are available as best practice models like GPP-for-SAP (Airbus) or generic standards like V-Model or Waterfall (GPM or PMI)

the editor's column

With its cultural and commercial richness, Diwali gives us ample excuses to have fun and enjoy this festival with food, lights and crackers. Hope you all had a nice and prosperous Diwali.

This edition of the newsletter carries Karsten Scherling's implementation of the project in continuation to its first edition which was highly appreciated. We have Alla explaining certain cultural differences and how to get over it, creating a background for Global Mindset that is a driving force for the World Class Companies.



Neha Arora
Editor

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Neha Arora is a young, pro-active, and energetic individual, with a passion for Human Resource Management & Training. She comes with a clear

focus on managing HR interventions as a career. She has worked on multiple key projects in training and consulting areas over a period of time in Atyaasaa.

of the Airbus solution and the idea of general project management improvement for the customer as well as the service provider. The usability of the tools depends on the current status of the organization and can be selected on demand on cooperation with the customer. The PMFS Tools contain hard learning and processes as well as human factors and coaching to develop the acting persons as well as the organization structure. The generic steps for the change

- Generating contacts for the strategic management for sponsorship
- Analyzing the project management situation, project status, tools, processes, and standards
- Matching the PMFS Toolbox with the situation and requirements
- Creating a customized solution by using the PMFS toolbox elements.

India along with China is expected to have the highest gross domestic product in the world. This significant rise attracts German companies to explore business opportunities in India. Many of them like Siemens, Volkswagen, Bosch Group settled down already and more companies are treading the same path. However, after entering the Indian market many of these enterprises are facing cross-cultural problems when it comes to collaborations between German and Indian employees. Being in India for four months now, I'm still wondering how different we are. Let me share some of these aspects with you.

Germans for example like to plan and make long termed decisions in detail, Indians however prefer short-term plans and staying flexible in their decisions. Furthermore Indians tend to attach more value to develop relationships than business. Germans on the other hand like to focus immediately on the task. A question like "Are you married?" might be conceived by a German as very coarse as they strictly separate privacy and business. The meaning of time and deadlines shows further differences between both cultures. Germans have the tendency to attach great importance to punctuality and adherence to deadlines. Indians however tend to stay "flexible" and to see time and deadlines as something eternal. Also the communication style differentiates immensely. German business people are used to communicate and criticise directly and in a straight forward manner. Indians though are clammed

space for everyone

how different are we?

Alla Roller

Alla Roller has done her graduation in Adult Education/Human Resource development in Germany. She was working in a consultant company on strategy and quality assurance projects. She is internationally orientated and has working experiences in China and India. At Atyaasaa she is developing case studies, designing workshops and handling projects.



sometimes by a "never say no" habit and prefer an indirect communication style.

Summarizing, the German business people might be conceived as unfriendly, arrogant or less emotional, with a lack of flexibility and spontaneity. The Indian business style on the other hand might be misinterpreted by Germans concerning a lack of long-term planning and sustainability, a missing ability to criticise and an "unnecessary" requirement of hierarchy in decision making.

Misunderstandings, frustration and unproductive work might be the result of those differentiations. To avoid conflicts it is important to be aware that these differences are based on deep cultural values and culture is never right or wrong, it is only different! What helped me personally a lot is keeping a positive mindset and trying to find the reasons for these differences. So why don't you just drop your prejudices, expectations and your common habits? Open your mind and explore a new cultural world!

founder's note

Niket Karajagi

GLOBAL MINDSET: THE DRIVING FORCE BEHIND WORLD CLASS COMPANIES

My discussion in this issue is about the human mind that powers the World Class Organization.



Niket Karajagi is the founder director of Atyaasaa Consulting Private Limited, Pune which contributes to top corporate brands globally. He is an established international management consultant and an innovative human resource trainer with niche areas of expertise & contributions. Niket is an authority on creativity & innovation, emotional intelligence and statistical methodologies apart from his operations background in understanding of management processes

It is not easy to find or create a global mindset. A global mind has the ability to tap into the infinite possibilities. Then there is also an embedded belief that one can do well in the global "arena". This belief propels the mind into a space of confidence & excitement to take on the best in the Industry. It is a pure simple 'Pygmalion Effect': what you believe in becomes a self fulfilling prophecy.

I also believe one has to have passion for global markets. It is a mind that operates in a limitless business space and fears no territory. Once these territorial boundaries collapse, the thought then gets momentum to freely experiment. This then creates a true global mindset. There is however one important factor that cannot be ignored. The global mindsets need to have an immense craving to emerge as the best & drive for excellence must become the defining force. The journey of a of a global mindset thus continues from one market to the next, experimenting with various challenges to experience its quest for excellence.

Finally we need to look at what creates this mind. I believe there is an impactful experience in one's own life that makes this mind set high benchmarks & motivates it to go for this big creative game. It is a quest of a "creator" in self to manifest & experience the infinite. A lot is lost and a lot is gained in this game. A true global mindset stands tall during the lows and maintains head on its shoulders when it experiences a high. As it is said after every high there is a low. As the game gets bigger the highs and lows get bigger.

My best wishes for all those who wish to enjoy this game of "Global Success".

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statement

Consistently doing what you can do best is efficiency. Achievement is an experiment of continuously doing what you felt you could not. Organizations must change their paradigms to practice the latter else perish in this fiercely competitive world.

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