

KNOWLEDGE BEANS-13

a human resource newsletter



HIGHLIGHTS OF THIS ISSUE

- Industry champion, Vincent Schoon gives us his insights on the impact of Global Training Designs in India
- Prachi Jain illuminates the path to great possibilities with Intrapreneurship
- Niket Karajagi explicates the art of manoeuvring through tough times

IMPACT OF GLOBAL TRAINING DESIGNS ON INDIA



Vincent Schoon, Managing Director of Machwuerth Team International (MTI) Asia Pte. Ltd., has been involved in management consultancy for more than 10 years. Vincent hails from a practical and hands-on background in sales and management in varied countries as Hong Kong, Dubai, Israel and Canada over a 15-year period, in commercial and executive positions for investment houses and financial institutions.

Countries in Asia have always been hungry for new ideas and innovative approaches to further develop themselves, whether in the area of manufacturing, services or people development. The late 80's and the entire 90's saw organisations investing heavily in training initiatives which bore the imprint of renowned management gurus. Some organisations were privileged to actually have these gurus deliver or facilitate workshops for them; others had to make do with franchise organisations facilitating on behalf of the license owners. The purpose served - people were receiving training and development, new ideas were being learnt and sometimes implemented, a degree of motivation amongst the staff, were observed.

The dawn of the millennium has seen some very radical changes in the

mindset of individuals. The word 'Team' started to be used more frequently, sales units began to adopt the term Team Selling, gone were the days of an individual sales person trudging on his own from appointment to appointment. Team targets replaced individual targets, more efficient use of resources, top sales people helping the mid and low performers, all for the betterment and glory of the team! In short, the maintenance of skills and knowledge learnt were being measured.

Where did this phenomenon derive from? Did it suddenly appear or was it there all along but nobody was paying attention to its presence. I guess a little of both. Having worked and managed a large team of sales people in Canada, I would admit that Team Selling and Leadership dimensions have always been part of the fabric of organisations there. Situational leadership was always the core of a manager's DNA, talent



THE EDITOR'S COLUMN

Mohua - Editor | editor@atyaasaa.com

We hope the annual edition was insightful. With renewed vigour we are back with this edition bringing India to the focal point, thirsty and ambitious for guidance, for ideas and avenues to better ways of business and work. The world is slowly realizing the significance of honing the Indian talent to excel, illustrates our Industry Champion - Vincent Schoon. The sharp and ambitious are given a stage to showcase and implement their ideas by the support of their employers - Prachi Jain elucidates the wonders of Intrapreneurship. We may have not been left unscathed by recession but we surely can learn from it and act smart with invaluable pointers given by Niket Karajagi in manoeuvring through tough times.



Mohua by qualification is a psychologist bringing this paradigm to the corporate sector. She is passionate about tapping into the infinite capabilities of the human potential. She looks forward to her unique contribution to people in the form of assisting them in showcasing themselves. She therefore strives as an editor of Knowledge Beans to help people share their experiences and pearls of wisdom to all those who seek it.



Write to us For information info@atyaasaa.com

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst & a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.

For contributing articles editor@atyaasaa.com

For suggestions feedback@atyaasaa.com

IMPACT OF GLOBAL TRAINING DESIGNS ON INDIA

pools existed even then. Mentoring programmes were and still are a staple diet in North American organisations as they are in European and German companies. So what has all of this to do with Asia or India in particular? A lot actually.

In the last 6 years there has been an explosion of new ideas and approaches to how people in organisations ought to be developed. Learning and Development is how we describe training now, although training is still the activity to transfer new skills and ideas. Power point presentations have been replaced by meta-plan approaches especially from German Learning and Development organisations. Companies are more attuned to a development process for their staff instead of 2 or 3 day workshops, now termed as 'events', which organisations are not too keen to invest in. Customisation and cultural adaptation is crucial before a process begins, making research and joint customer visits with participants customary. All this has led to an organisation's customer wanting to



share their experiences as they believe they have a voice in the outcome of the training. New buzz words like value propositions and business enablers (instead of sales people) are currently being used by organisations. Competencies are now being validated via Assessment Centre activities, although organisations like Tata have had these in place for some time, these activities certainly not being the norm. The impact has been felt more by Indian employees working for foreign organisations, mostly European.

What impact then has Foreign Learning and Development organisations had on Indian organisations? Not as much yet. How will it change? Indian organisations are slowly being exposed to new process approaches via local consultant

companies collaborating with foreign learning and development organisations. Machwuerth Team International (MTI) which I head in Asia, is an example. We have been collaborating with Atyaasaa Consultancy for the past 6 years and have every intention of continuing this excellent association. With over 20 years experience collaborating with their customers, MTI is able to make available their large global resources and cutting edge approaches to people development, always mindful of the cultural sensitivities of the participants. India is without doubt on the cusp of rapid change in how people should be developed.... All this makes for very exciting challenges in the short to medium term.

space for everyone

THE ART OF INTRAPRENEURSHIP



Prachi Jain holds a Master's in Human Resources from the University of Pune. A graduate of Symbiosis in Commerce specializing in Costing, she is certified as a Basic Practitioner of NLP under The National Federation of Neurolinguistic Programming, USA. She is currently handling the corporate affairs at Atyaasaa.



"The best innovators aren't lone geniuses. They're people who can take an idea that's obvious in one context and apply it in not-so-obvious ways to a different context. The best companies have learned to systemize this process." This process is nothing but Intrapreneurship. Intrapreneurship is an interesting concept coined by Macrae and developed by Gifford Pinchot. Intrapreneurs are "dreamers who do," and create any kind of innovation'. Intrapreneurs don't have it better—at best, they simply have it different!!

People are often confused between entrepreneur and intrapreneur. The difference between them is that, an entrepreneur takes risk in being the owner and operator of a business with expectations of profit that the business generates. And, an intrapreneur is an individual employed by an organization, who develops the spirit of entrepreneurship in the organization. An Intrapreneur shares the same traits as an entrepreneur. If the organization supports him in pursuing his ideas, he succeeds.

An example of intrapreneurial success is the 3M Corporation's Post-It Notes. The Post-It Notes were an innovation when an employee had difficulty keeping his hymns marked in his choir book. He used an adhesive, which was a nonpermanent one to stick notes available at 3M. When his idea was presented to 3M management the product was developed with their support. The organization encouraged employees to spend 15% of their work time developing their own ideas and products. Today Post-It Notes continue to be one of 3M's top-grossing products in spite of some daunting setbacks and has increased 3M's economic development.

THE ART OF INTRAPRENEURSHIP

This article is for the creative and determined wanting to practice the art of Intrapreneurship.

Milk the Cash Cows. For any organization Cash cows (profit generating products) are wonderful they should be milked and then discounted or terminated and not be sustained too long. The main purpose of Cash cows is to fund the new calves.

Reboot your Brain. Everything you learn and do inside a large company is not for Intrapreneurship. You should do everything that is opposite from the usual way the large companies do things.

Put the Company First. Intrapreneurs must put the company, not themselves, first. If you want to put yourself first, then quit,

raise capital, and start your own company. But as long as you're an employee, you have to do what's right for the company.

Collect and Share Data. Being a good Intrapreneur is not always easy in any organization as it is difficult to sustain an intelligent life. Hence, it is necessary to share the data with seniors so that they know in which direction you are heading.

To foster Intrapreneurship and allow employees to develop new ideas it is essential to provide the time, space and resources required to turn their ideas into reality.

An organization's employees must be able to add value through individual skills, team contribution, knowledge of the business and continued, self-perpetuating learning.

founder's note MANOEUVRING THROUGH TOUGH TIMES

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 a known occurrence that after every high there is a low. However, mankind for some reason does not align to this fact. When we need to sail through the rough sea all that is required is to be vigilant and to apply all the experience and wisdom. There is no room for faulty experimentation.

Tough times are times of introspection. When we reflect on what we did and what we need to do, hope arises. Hope is a powerful emotion that shows us opportunities. Once the opportunities are sighted then the experiment for success begins. The best times are the ones when we don't need to spend time to sight opportunities as we are surrounded by them.

My experience with the Industry at large, shows there are organizations that grow irrespective of times. These are organizations that have their processes and fundamentals right. The cause and effect keeps the momentum going.

Let us now discuss a few essentials that will give us the strategy for managing difficult times well.

1. Do not solely focus on bottom performers, but do also pay heed to



performers who compromise on ethics and values as the latter bring more pain and financial losses

2. Be focused on vision and objectives. The law of attraction will take effect and miraculously generate business

3. Assess your constraints and make it clear to your people that, by nature constraints are non-negotiable and performance is achieved in spite of the constraints

4. Do take risks but back them up with the precise resources. Do not compromise under cost cutting measures for this aspect

5. Avoid emotive decisions and control all aspects through data

6. Review rigorously. Have your control processes precisely defined

7. Get your contingency plans in shape

8. Select the best teams to deliver and

empower them

9. Implement coaching and training that is focused on high end leadership skills and productivity enhancement

10. Brainstorm repeatedly to generate ideas. You never know which one will click

11. Take special care of your employee's insecurity; it may create knee jerk reactions and safe decisions that will take your organization nowhere. A lot of failures may not get discussed which is not good for the control mechanism

Needless to say if you hire the best you get the best.

A low always precedes a new high. It is important to be ready for the new high rather than succumb to the low and then struggle when the high comes.