

KNOWLEDGE BEANS-16

a human resource newsletter



HIGHLIGHTS OF THIS ISSUE

- Industry Champion, Tanmoy Bandyopadhyay emphasizes the need for a shift in people's perspectives away from the traditional stance towards development
- Deepali Raheja describes how intrapreneurs can help organizations steer smooth through a tedious change process
- Andreas Matzke and Reema Malik speak about the diverse facets of feedback in corporate communication



industry champion space a new PERSPECTIVE ON EMPLOYEE DEVELOPMENT

Tanmoy Bandyopadhyay

Tanmoy Bandyopadhyay is the Manager – Organization Development (OD) at BMC Software, Pune. He holds a Masters in Psychology and an MBA in Human Resource. He is responsible for all the OD initiatives for BMC Software in India and Asia Pacific Region. He is known for developing some of the most unique employee retention policies and heading critical HR assignments and projects.



The system of organizations is akin, if not alike, to the system of human beings – after all, organizations are made up of humans. Any development whether it is organizational change or self - development, requires a lot of effort and time.

A successful organizational change can be rather challenging to accomplish – like trying to change a person's habits. Depending on what change you are seeking, you can face a lot of resistance.

When we state "development," most of the managers perceive it as "training". Training primarily focuses on bridging a skill or competency gap and that is just one aspect of development. When you ask someone about the developments they have had in the last twelve months, most employees will respond saying that they have attended a couple of workshops or seminars and that is the only development opportunity they have received.



THE EDITOR'S COLUMN

Reema Malik
Editor



Reema Malik is a qualified management graduate specialising in International Business. She endeavours to incorporate her erudition to people development by virtue of her cognizance and a cosmopolitan milieu.

This edition brings views on how people's traditional attitude towards development places constraints on the real essence of development.

We also get to examine the role of feedback at workplace and the relevance of intrapreneurs as a guiding light to create organizations of tomorrow.



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.

a new PERSPECTIVE ON EMPLOYEE DEVELOPMENT

I have seen organizations designing their development framework purely based on training. You look at any training calendar and you will find the same workshops for all employees – communication skills, time management, stress management, team building, business etiquettes, etc. Whenever I meet training vendors they give me a list of training workshops that they deliver. When you probe further you find that the contents are the same irrespective of the companies they have catered to.

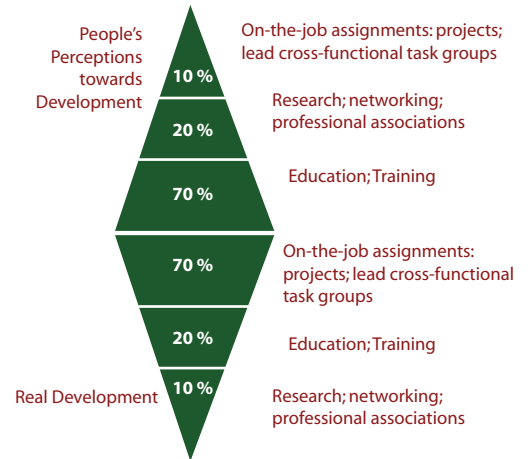
Studies have shown that the best development happens on the job. New job assignments, projects and day to day challenges bring out the best in people; the learning is more experiential and long term. Training and education are nevertheless required to acquire new skills and keep abreast with the latest developments in our field of expertise.

The other important aspect of development is to do with research and networking, which most people fail to capitalize on. Some people view networking in a negative light and some look at it purely from an informal viewpoint. Being associated with professional organizations and contributing in various forums has immense learning opportunities. In order to churn agile leaders, companies should focus on a coaching based approach to hone the skills people possess.

Ask yourself, "What is my current challenge and how can it be met?" Refrain from having a training mindset when you attempt to find an answer to this, as training might not always be the solution. "If you have a hammer in your hand everything looks like a nail."

For development to be of consequence, a thorough diagnosis is required before finding solutions.

Turn the pyramid upside down and the development will be for all to see



vital requisite **INTRAPRENEURING** — a change agent

It is in our day to day activity and in management terms an "old wine". Just as the state of the 'unconscious incompetence', needs to be developed into 'unconscious competence' to provide a basis for learning and developing, so does a person's subjective emotion needs to be developed into objectivity before beginning to help them handle change.

Tomorrow's organizations will require employees who have great talents, and are passionate about their work. The businesses and the clients would require problem solvers; people who thrive in a learning environment, drive to deliver, believe in the synergy of teams and are creative.

Many of us are vulnerable to subjectivity, ignorance or denial. The lessons and reminders that we have read in the stories and analogies as children can help us draw a new perspective for change, for example the story of "The Crow and The Pitcher" (change being provoked by pressure or necessity) or "The Oak and The Reeds" (the need for tolerance - change or 'changes').

Dr. Deepali Raheja

Dr. Deepali Raheja is currently the Learning Facilitator for the Department of HR at Indira Institute of Management, Pune. She has in all 10 years of experience in teaching and research and has been recently awarded her PhD on the topic "Intrapreneuring – A tool for Motivation" from University of Pune.



Aesop's Fables have simple analogies which are useful for illustrating aspects of causing or dealing with change, in the real life. As such, classic literature can be useful to strategists - change agents as a part of the "transforming toolbox."

The in-house entrepreneurs who are flexible in thoughts, open to new and great ideas, will be the key to success in our culture of change. They are none other than the intrapreneurs who are the change agents.

For future organizations, the biggest transformation required is the 'Delegation of Authority' by top management where



INTRAPRENEURING — a CHANGE AGENT

responsibility and accountability have no role to play unless authority is a part and parcel of the game.

The traditional management needs to switch from “Command and Control” to “Cultivate and Co-ordinate”. Guiding, Nurturing and Listening are the skills most needed to ensure that organizational change is accepted and implemented enthusiastically from top to bottom.

The management or the leaders in an organization need to manage change, develop consensus and sustain commitment levels which will decide the success or failure of an organization.



Andreas Matzke

Andreas Matzke is a graduate in Business Administration and pursuing a Masters degree in Philosophy, Psychology and Cross-Cultural Business Communications in Germany. He is a scholarship holder of the Heinz Nixdorf Scholarship Programme assigned to promote the work experience of German high potentials in the Asia-Pacific region. At Atyaasaa, Andreas is the chief organizer of the upcoming conference on Organization Development.



Feedback connects us and our behaviour to the world around us. Feedback when perceived as “criticism,” seriously limits its meaning.

Most of us bristle at the prospect of criticism, so it is important to assure others that you do not intend to hassle them, but are rather trying to help. Feedback is a good initial point to set an impulse for behavioural change for oneself and for others.

While working together, conflicts are inevitable unless people start communicating their perceptions through feedback sessions. These feedback sessions can improve collaboration and team dynamics.

Timely Feedback is Self Correcting: an Immediate Response – Not a Delayed Criticism

Tying a tie and putting on lipstick are both examples of tasks that clearly can be done best with a mirror rather than with someone else describing how to do it? A major component of a timely feedback is that the sources of feedback (e.g. mirror) never think about the feedback opportunity and strategically initiate or craft a message (accordingly) for the individual performer. The mirror never interprets, misunderstands, analyses, or speculates about behaviour, it simply reflects it.

The key is to discern useful feedback in our respective work environments.

The Art of Giving and Receiving Feedback

- Describe the behaviour – State the facts as you see them
- Relate to concrete situations, measurable actions and behaviours

space for everyone a QUESTION OF PERSPECTIVES

- Avoid loaded terms that produce emotional reactions and raise defences
- Illustrate the impact the behaviour had on you
- Explain the consequences
- Express the desired way of behaving
- Build on the other person’s strengths
- Invite the other person to respond

Your feedback can make a difference to people if you can avoid a defensive response.

If we state someone as being something, then we make an attribution, which mirrors our personal perception only, it does not express the reality. It is not our mission to tell others what they are, but to inform them about our perception i.e. instead of “You are....” use “I have observed, that you...” Continue with your reaction on the behaviour, i.e. “I feel...” Finish the feedback with your desire for future behaviour, i.e. “I would wish for...”

Coaching is the Best Feedback

Coaching is based on mutual respect, strict confidentiality and trust. A coach believes that people are able to change the way they operate and achieve more if they are given the opportunity.

In order to encourage a two way feedback traffic (as leaders), listen actively to what your staff has to say even when your schedule is full or business conditions are frantic.

Give feedback to encourage people to continue “putting – in” great effort, or to help them through setbacks. Respect people for the value of their time, their work and their commitment. Show your respect with words that make employees feel good.

PS: This article is a joint work of Andreas Matzke and Reema Malik