

KNOWLEDGE BEANS-21

a human resource newsletter



HIGHLIGHTS OF THIS ISSUE

- Dilip Sengupta tips for the 'Job Getters'
- Capt. Randive gives insights on OD as the key to improve employee performance
- Dr Vinita Mahajani states the importance of peace of mind
- Deeksha Jawa gives an overview of the Performance Management System
- Deepa Sengupta pens an article on 'Creativity for nurturing talent'

industry champion space GOT a JOB? BE PREPARED?

This is a brief article which explains the change in environment one can normally expect while starting his/her career after leaving the academic environment. While adoption to the new situation is a built-in process of any organisation, a little bit of preparation is always helpful particularly because, for a young mind such change is too fast and too much to cope up with. What are those changes, FAQ's which are very common irrespective of the past academic field or future organizational structure? And what are those 'learnings' that may have to be 'unlearned' for a smooth and bump-less transfer?

The first thing that may pose a challenge is a sudden in-flux of 'new things that was all unknown so far'. This is not only with respect to the new life or new culture but even in the area of domain knowledge. The first reaction may be - 'probably I should have been more serious in my studies' or 'I don't think it was included in our syllabus' etc.

Firstly stop thinking or reacting on these lines. While a better academic background is always helpful, that is not a guarantee for a successful career in the long run. In most of the cases academic short fall can be well compensated in the job market only if one can select / find the 'right path'.

Dilip completed his B.Sc - Physics (Hons) from Kolkata University in 1967 & a degree in Instrumentation & Electronics Engineering from Jadavpur University in 1971. He joined Indian Petrochemicals Corporation Ltd (IPCL), Baroda in 1973. He moved to new Nagothane Complex of IPCL (now RIL) in 1984 and moved up to become the Vice President. He has worked for RIL for their Jamnagar expansion as Consultant.

Dilip Sengupta



THE EDITOR'S COLUMN

Alok Nagarkar



Alok Nagarkar is pursuing his Master's degree in Management with specialization in HR. He has a passion for creating a dynamic network of people and sharing knowledge.

This edition talks of "Performance Management Systems". It talks of improving performance for sustaining an organization in a competitive market. It lays an emphasis on various factors that will help in the development of an effective workforce through an improvement in their performance.



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.

OD experts speak ORGANISATIONAL DEVELOPMENT: SOME PERSPECTIVES

Ramrao Ranadive



He is an Ex-Services officer with 28 years in the industry. He has worked in senior administrative capacity for companies like Mercedes Benz India Ltd, SKF Bearings India Ltd, Bajaj Auto Ltd and Zensar. Having opted for the teaching profession, he is a full time faculty at INDSEARCH, an autonomous management institute.



Organisational development is an extension of organisational behaviour with a context of guiding and channelizing behaviour of individuals in a desired mode that supports the organisations long term objectives.

The uphill task lies in channelizing the multifaceted behaviours at individual level to be moderated and sustained. The HR managers today are required to be apt with following:

- Keen listener
- Empathy
- Sakshibhav (Art of witnessing things without direct involvement but ability to influence if need be)
- Intuitive, possessing deep understanding of human behaviour and psychology.

These include a detail understanding of the personal background of individual (family, economic, educational, etc), relationships and their relevance to individual status (ego and alter ego, recognition or absence thereof and effects of it) and also the organisations requirement that are clearly reflected in:

- Selection process
- Organisation culture
- Value system
- Appraisal system

These should concentrate on grooming efforts without intruding into the individual's organisational life. An example:

Very often we find young employees who are brilliant but have educational background from rural/semi urban areas & lack communication ability. Their involvement is low key and they carry a fear of being ridiculed. The HR representative has to consider these as clues to guide and channelize the behaviour by taking into confidence the individual, his manager and if need be any colleague who unknowingly is causing such agony by an intruding behaviour. Besides, improvising a mentor or a buddy would prove to be a great help.



Dr. Vinita Mahajani



academician opine TEACH YOUR MIND

Dr. Vinita Mahajani received PH.D in German literature from the University of Bombay. She was working as a lecturer in German at Fergusson College, Pune. She has written books in English, Marathi & German and 3 Marathi poetry collections & conducted workshops on Stress Management. She has translated all 250 verses of 'Manache Shloka' by Samarth Ramdas into German into verse form. She has founded 'Colorful India Cultural Group'.



Today people from the corporate world, especially the youngsters all over the world are extremely smart and intelligent. However, they have become workaholic and materialistic. Man's life is dependent on different types of relationships; relationship with spouses, colleagues, friends etc. If the interactions between people are not smooth, it disturbs the mind and thereby the physical health, because body and mind go hand in hand.

Human beings are also dependent on nature in several ways. In their hectic routine, they forget their relationship with nature. The artificial lifestyle, the closed AC offices and cabins do not allow them to enjoy nature.

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TEACH YOUR MIND

For them pursuit for money is more important. It is true, that money is absolutely essential. Earn money with proper ways to enjoy the worldly life. However, know the limits and decide where to stop.

Your mind can teach you those limits through awareness. Know the functions of your right and the left brain. Your left brain uses logic, language, mathematics etc. It can comprehend and acknowledge. Your right brain uses feelings, imagination, symbols etc. It can grasp philosophy, religion, future etc. It can teach you to acquire balance between emotionalism and rationalism.

Learn time management. Love all and meditate at least for ten minutes every day. If you train your mind for your own mental peace, you can lead an all-round successful life.



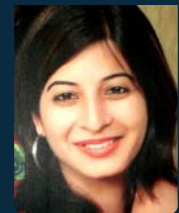
bean tip APPRAISAL DISCUSSION

APPRAISAL DISCUSSION

- 1) Understand the purpose of an appraisal discussion:
 - Provides a document of your past performance
 - Gives you insight into your strengths and weaknesses
- 2) Prepare for an appraisal discussion:
 - Remind yourself of the purpose of the discussion
- 3) During the discussion:
 - Listen carefully without interrupting
 - Be open & flexible
 - Don't get defensive
 - Take notes
 - Ask questions
 - Compare performance and the actual results
 - Have a clear understanding of areas that need improvement
 - Finish on a positive note
- 4) Post discussion:
 - Take a feedback of the meeting

Deeksha Jawa

Deeksha Jawa, Head – Project Management, Atyaasaa Consulting Private Limited, is a post graduate in Management HR and Green Belt in Six Sigma with a background in Psychology. She has a passion for behavioural sciences and combines her knowledge of psychometric testing with her management expertise to manage projects end to end and design & develop workshops in order to meet the changing needs of business.



space for everyone

CREATIVITY IN CORPORATE WORLD

If I say 'One of the most important mantra in life is Success' – probably you will agree. However, if I say the same thing to someone with a good experience in the business/ corporate world he would say 'Sustainable Success' should be the key mantra.

Due to globalization, sustainability has become an inseparable part of success. And to find the right path in a corporate world, 'CREATIVITY' is needed. A simple definition of creativity is 'The quality or ability to create or invent something'. Some say it is a trait we are born with; others say it can be taught with the application of simple techniques. It is an essential part of innovation and invention, which is imperative in all the professions. It is also linked with 'lateral thinking'.

The management must clearly define the role of creativity in their corporate statements. This should be visible to all the employees of the organization. They should be aware of the policies and applications of the same. This can be done through training and retraining at various levels as per requirement of the jobs.

Many times, individual creativity dies while working in a team. Team leader has a very important role to prevent this. Employees should be allowed to express their views and put forward their suggestions without compromising on the final decision. They should be encouraged to challenge any idea or proposition through an open debate. Management should be ready to take calculated risk whenever feasible. Finally, enough resources should be made available to help them cultivate the culture of creativity and innovation.

Deepa Sengupta

Deepa Sengupta is currently pursuing her Masters in Business Administration from International School of Business and Media, Pune. She has keen interest in studying human behavior & bringing creativity in human resource processes.

