

KNOWLEDGE BEANS

a human resource newsletter



HIGHLIGHTS OF THIS ISSUE

- Raman TSK accentuates the importance of building, nurturing and sustaining 'High Performance Teams' to stay ahead of competition
- Professor Jayraman confers the idea of gaining competitive advantage by building high performance organizations
- Samrat Dasgupta talks about how employee participation in performance management triggers superior organizational performance
- Niket Karajagi opines on 'Managing Employee Performance'
- Rajat Gupta gives insights on 'Managing Performance', the workshop way

THE EDITOR'S COLUMN

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 businesses.



Your employees are an integral and indispensable part of running your business smoothly and efficiently. That's why, keeping in mind the crucial role of your employees, a recent trend known as Performance Management has come into practice. Using performance management, you can ensure that your employees not only fulfill their responsibilities, but do so to the best of their abilities and up to your expectations. This edition uncovers the secrets of effective performance management and gives guidelines to be followed in order to keep a track of performance displayed by employees. It gives tips on how to do regular reviews and feedbacks to keep a tap on how your people are performing and set new goals. It talks about the importance of building high performing teams and organizations and how leaders should go about building such effective teams. It also gives insights into how involving employees in performance management can play a crucial role in effective performance management.

Write to us

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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.



WELCOME TO THE AUGUST 2010 EDITION OF KNOWLEDGE BEANS, CELEBRATING ITS SILVER JUBILEE ANNIVERSARY

OD CONNOISSEUR'S ORATE

Raman TSK

BUILD, NURTURE AND SUSTAIN HIGH PERFORMANCE TEAMS TO STAY AHEAD OF COMPETITION

Raman TSK has a very modest but impressive 36+ years of winning experience in management activities, of which a bulk of 22 years are in IT (Satyam, SEEC and now with Polaris as HR Director), industry in HR and the balance 12 years in manufacturing and a short period of 2 in Advertising.



He is a MBA from Osmania Univeristy and has worked mostly with the top management CEO's and CMD's for well over two decades. His proficiency and experience in management and specialized functioning makes him a very good Coach, Mentor, Coordinator, and Facilitator.



Building a high performing team is a key part of managing an organization and finally it is the role of a manager to execute the plan.

High performing comes from two distinct elements, high performing individual team members, and a team that is moving towards the stage of 'High Performance'. An effective manager is one who works one to one to improve individual performance, and works actively to develop his or her team through the stages of team development.

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Building effective teams takes time. One can put the 'team' label on a group of people, but that doesn't make them a team. However, people thrown together do not automatically make a team. They require time to get to be acquainted with each other, to learn to get along, to build up interpersonal trust and build team spirit.

Building effective teams begins with creating a team a team through:

- Involving all the team members or sub-groups within the team
- Building the business knowledge of the team
- Encouraging sharing of skills, and the dissemination of knowledge across the team
- Fostering a competitive element, but ensuring it does not generate bad feelings
- Focusing on people who want to push themselves and continuously lift the bar higher and higher
- Benchmarking against better teams and using this as a competitive, achievable goal

High performance teams, must have a purpose, mission, goals and objectives and the measures requisite for them to ensure they are meeting their performance outcomes. Other key criteria for success are committed and accountable leadership, accountable and result driven team members, transparent communication and a clear governance structure that pushes up, across and down.

Finally, as ever in business, performance is all about balance. Organizations need to subtly change the way they market, design, build, and support their products to keep producing products that meets the customers' requirements ■



BEAN TIP

Deeksha Jawa

PERFORMANCE MANAGEMENT TIPS

- **Converse with your people often**
By building a great relationship with your people you will bring faith, candor and information
- **Bring in feedback**
On the job two-way feedback processes get rid of the nasty surprises that give Performance Management such a bad name
- **Be candid**
By being frank and honest, both parties treat each other with respect and see each other as working for everyone's benefit
- **Don't let great performance go unnoticed**
When you see outstanding performance, let people know
- **Have a process**
Performance Management is a process and needs some formality - especially for good personnel practice and documentation
- **Keep it simple**
Formal discussions can be friendly and simple, with formality kept to a minimum
- **Be very positive**
Celebrate great performance and focus on what's going well
- **Help achieve their needs**
We all have needs that we want to fulfil. By working with your people to create outcomes, strengthen your relationships and channel efforts in a constructive direction
- **Tackle restraint**
By setting clear standards in your business that everyone understands and signs up to, discipline becomes much easier
- **Learn from blunders**
By using the questions, 'What went well?' And 'What could you do differently?' the substandard performance can be controlled

OD ENTHUSIAST'S ORATE

S Jayraman

GAINING COMPETITIVE ADVANTAGE- BUILDING HIGH PERFORMANCE ORGANIZATIONS

The level of competition today requires high levels and continuous improvement of organizational performance in four critical areas:

- The quality of goods and services
- The cost of producing goods and services
- The speed with which products and services are brought to market

S Jayraman is a professor of Human Resource Management at International School of Business & Media. He has 25 years of diverse industry experience and 7 years of experience in field of teaching, consulting and training.



- Innovation in the development of new products and services

Business competition requires sustained higher levels of performance for organizations to be successful and they have to learn to deal with four major changes in the environment:

□ **A BOUNDARY LESS ECONOMY**

The globalization of business has brought new competitors with new knowledge, cutting edge technologies and different management styles and powerful competitive advantages into many markets.

□ **WORLDWIDE LABOUR MARKETS**

Since work forces in different countries have different skills and wages, organizations can now draw on a wider variety of workers and working conditions. Because of the increasing ease of moving information and, in some cases, production around the world, work is moving to wherever skills needed, exist at the best price.

□ **CONNECTIVITY AND CONVERGENCE**

Information technology is enabling organizations to be designed and managed in dramatically different ways.

□ **AGILE NEW COMPANIES**

Many newly formed companies find it easy to adopt new organizational approaches to reach high levels of performance. New organizations do not

have to unlearn and bury old habits or ways of doing business in order to create new ones. They also do not suffer from an experience handicap that is based on what has worked in the past. They just have to learn the new.

Human capital, the development of organizational capabilities and core competencies are fundamental to creating high performance organizations in today's highly competitive environment.

These three major sources when combined can produce high performance organizations that are likely to be winners. In order to develop high performance organizations many of the traditional bureaucratic approaches to management need to be discarded and replaced by approaches which move information, knowledge, power and rewards to employees ■

EMPLOYEE PARTICIPATION - A TRIGGER TO SUPERIOR ORGANISATIONAL PERFORMANCE



Samrat Dasgupta is a post-graduate in HR&IR. He is presently working as a Management Trainee in HR in Kohler Engines, Aurangabad. He is being tested in all the functions of HR and has a core interest in compensation and employee relations. His passion is analysis and he likes reading.



The business leaders of today agree to a fact that, what motivates their associates to ensure targets are achieved is through superior participatory performance management system. Employee Participation in performance management system has five advantages for organization and its employees:

- It gives employees a chance to understand the business better while linking their individual goals to the business goals
- It gives employees a feeling of ownership and accountability to frame and achieve the mutually agreed goals after discussions with the superiors
- It gives employees a chance to voice their limitations while goal setting
- It helps in enhancing transparency and procedural justice (satisfies part of Equity Theory)
- It helps the employee understand his task identity (degree to which a person completes a job), task significance (the degree to which the employee's job impacts the organization), autonomy (the amount of choice and discretion the employee has in his job) and gaining feedback (the knowledge of results); aspects of Oldham Hackman's Job Characteristic Model

Employee participation can be brought about in Performance Management System in the following ways:

□ **Performance standard participation**

Participation in the form of discussions and debates for setting SMART goals

□ **Self Appraisals**

Allowing the employees to rate themselves and justify their ratings

□ **Feedback Interviews**

Hold review interviews with the employees in regular intervals to let him know, how the superiors and team members are rating him

□ **Participation in making development plans**

Employees should understand their weaknesses and give their opinions in their development plans. This can happen by direct informal or formal communication ■



FOUNDER'S NOTE

Niket Karajagi

MANAGING PERFORMANCE

Success of an organization is all about managing employee performance. If your employees perform your organization performs; sadly the reverse proposition is also true. It is important for the top echelons of any organization to realize that they need to focus on employee performance if they wish to succeed in this globally competitive environment.

The first paradigm that needs to change is 'hiring is not a route to success'. Productivity management is the basis for success. I have known a lot many organizations hiring workforce every-time they experience a crunch. In reality it is possible that the more you hire the more work you create for which you need to hire more. You have two kinds of employees one who generate wealth and the others who consume wealth. If you do not differentiate you will be obsolete.

The second paradigm is 'activity does not necessarily create success'. We have a lot many employees who are sincere and hardworking and we may take an empathetic view point. It is imperative to mention here that it is results that are important and not activity. Some people may be very busy doing their work but may not be delivering results. Organizations succeed when employees deliver results.

The question then arises 'how do we ensure our employees become result oriented?'. The answers lie below and may be of interest to every performing manager.

□ Organizations need to focus on both skills and competencies. Competencies are behavioural attributes of success. If an organization only focuses on skill development it may only create employees who will deliver in routine tasks. It thus becomes imperative to create a competency grid for employees to understand what crates success.

□ Let managers become coaches. Gone are the days of hiring managers. We need leaders. Leadership is all about aiding and supporting performance. We need leaders who can coach their subordinates in skills and competencies.

□ Introduce the bell curve method for assessing performance. Do not get lenient in assessing performance. The best must be paid the best. Fast track your best, develop them train them.

□ Training must become a focus. It is not a cost. It is an investment. Focus on both skills and competencies. Let training not be a relaxation time or a gift. It must result in employee performance. Each employee must be made accountable for change in behaviour end of training.

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.



□ Ensure your employees get feedbacks on regular basis. Feedbacks surely improve performance. Feedbacks must be done regularly and must be based on evidences.

□ Set clear objectives for the year and review them. Managers must review objective accomplishment and aid in their achievement.

□ Do competency based performance appraisals. Accomplishment of target does not necessarily mean promotion. Promote only competent people. This will help your business grow.

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□ Differential salaries based on performance surely help. Let salary be split into a fixed and a variable component. Variables for performance must be more than adequate. After all performance must be well rewarded.

□ Weed out your bottom performers. This will help competencies mature in your organization. If the competencies evolve your best of today may be the average performer tomorrow. But that is the truth of performance. If people do not scale up they will be obsolete. Jobs must be rotated in line with competencies displayed.

□ Lastly and the most importantly retain only the ones who have a good value system. Nurture them and develop them. Get rid of people who compromise on values even if they are performers. Clean your organization of political enthusiasts.

We are now a part of a global economy. Only the best will sustain. Manage your employee performance effectively and reap rich dividends ■



THE WORKSHOP WAY

Rajat Gupta

THEMIS - PRACTICING FAIR APPRAISALS



Rajat Gupta Senior Executive - Training, Atyaasaa Consulting Private Limited, is post graduate in Management HR and Masters in Labour Laws & Labour Welfare with a background in Business Administration. He loves to follow his passion for bringing a creative edge to the designing of training programmes. He also believes in the mantra of exploring through continuous learning.

THEMIS, according to Greek Mythology is God of Justice. Atyaasaa through its effective training program strives to develop a fair performance appraisal system in the organization, which will add to the performance of the company.

ABOUT THEMIS

The organization's performance depends upon the performance of its employees. A performance appraisal system is an effective tool of improving performance and productivity and development of employees by motivating them. It verifies whether the efforts made by employees are going in the right direction or not. THEMIS evolves as a device to imbibe competency of a fair appraisal among the managers, which is must for managing human resource & performance of the organization.

This performance management system workshop imbibes the competency of effective performance management amongst managers, which is a must for managing performance of the human resource and of the organization. This one day workshop begins with basic introduction, purpose and ingredients of effective performance management. Workshop would help the managers to learn performance management

skills by understanding the competency grid of the organization and importance of managing performance based on it. It would make the managers aware of how Situational Leadership Model can be effectively used for performance management. Managers would also learn how bell curve is the best suited method for managing performance and how they can apply this curve in their organization. In the end, the workshop would help managers in developing and implementing a fair performance appraisal system in the organization. Learning in the workshop would be facilitated by case studies on bell curve & performance appraisal, PMS models and multimedia on performance appraisal ■

TOOLKIT

An organisation should invest in the following toolkit for effective Performance Management.

- A sound HR system
- Competency grid of the organisation
- Goal setting and performance measurement tools
- 360 degree feedbacks
- Performance appraisals – self and managers
- Frequent review and feedback mechanisms

BEAN STATEMENT

"High performance organizations focus on productivity enhancement at individual level"

