

KNOWLEDGE BEANS-19

a human resource newsletter



HIGHLIGHTS OF THIS ISSUE

- This Knowledge Beans publication is packed with fresh OD seasonings
- Payal Methi pens a column on corporate social responsibility

BILDUNG

Demystifying Organizational Development



Bildung is of German origin and does not have a literal English rendition. There have been multitude interpretations of Bildung in the history of German philosophy. It is oriented towards a model of balance and perfection. Bildung is much more than just 'education'; it can also mean 'shaping', 'creation', 'formation', 'civilization' or 'foundation'.

There is a certain end to education – one seeks education to achieve a certain goal. Hence, it is equivalent to training.

Bildung on the other hand, is not restricted by a definite goal orientation, nor is it passive. It is never - ending, a striving for completion. Furthermore, there is no criterion to indicate that the process of Bildung is accomplished – as it has no intrinsic or predetermined end.

Similarly, in the case of organizations, there is no measure to state whether an organization is developed or organizational development (OD) is achieved.

So what has Bildung to do with Organizational Development?

OD should remain an ongoing process, a journey towards excellence and not just success. The challenges in this process will be easier to endure if the organization is ready to embrace the ever evolving learning curve. Bildung in this sense is a pro - active approach, anticipating the organizational needs as well as the needs of the environment for the sake of development.

Atyaasaa recently organized 'Bildung – The Organizational Development Conference' on January 13th, 2010 at Ramada Plaza Palm Grove, Juhu Beach, Mumbai.

This event was a forum to engage industry connoisseurs' strategic intelligence real time to create unique OD practices. The objective was to facilitate the exchange of knowledge of OD veterans.

Starting from this issue of Knowledge Beans, we will give you a glimpse of the key learning's from the experiences shared by various seasoned OD professionals during the conference.

THE EDITOR'S COLUMN

Reema Malik



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 special edition on Bildung has been brought to you to underline the relevance of creating unique organizations by committing to growth. Unless organizations orchestrate change, momentum will prevail and the system will continue to do what it has always done, get what it has always gotten.

We also have a write up on corporate social responsibility to examine the benefits that organizations can avail of by demonstrating socially responsible behaviour.



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.

BILDUNG - DEMYSTIFYING ORGANIZATIONAL DEVELOPMENT

The event was commenced by Dr. Brett Savage's (President and CEO of Next Phase Leadership, LLC, USA) crucial insights on Strategic OD and Coaching. He revealed how an individual's performance and contribution to his organization changes when he or she moves from one phase of the professional transition cycle to the other. The hardest element of this professional shift is to not become but un - become or let go of the ex - phase's attributes. It is imperative that companies going through the OD cycle start by looking at internal dynamics and fix the bugs to help their talent pool make progress.

speech on creating world class companies. He threw light on the essential competencies of a world class company. He highlighted the fact that a global company need not be a world class company and vice versa. A world class company sets the benchmark in the industry for its competitors and peers to emulate.

The last talk was by Mr. Prashant Ahir (General Manager, Human Resources at Tata Motors, Pune) on his experience in revamping the organizational culture at his previous workplace and



The presentation on Strategic OD was followed by Dr. Sujatha Sudheendra's (Talent & OD Head for Financial Services Aditya Birla Group, Mumbai) discussion on Leadership Development and HR interventions in an organization. She illustrated why and how the HR activities should collaborate with other business function to address organizational dysfunctions. This is important in order to bridge the gaps in beliefs and actual demonstration of executive development across the organization. Her session ended with a quick look into the significance of nurturing and retaining talent in turbulent times.

dealing with employees' resistance to change. He explicated that to be successful; OD must have the buy - in, ownership, and involvement of all stakeholders, not just of the employees throughout the organization. OD must be facilitated by change agents -- people or teams that have the potential for initiating and managing the change effort. The agents of change have to be different because they are advocating a departure from what the majority wants to sustain.

The subsequent speech was delivered by Mr. Pankaj Dhume (President and CEO at BMC Software India Ltd, Pune) on Organizational Culture. As the environment or the culture changes people must change too. Being too broad, the field of OD has split into various subfields - the most important of which is change management.

During the event, the speakers and the panel addressed a broad range of topics pertinent to the OD cycle that their respective organizations are going through. There was a constant barter of lateral findings on the pressure that all organizations are facing today to streamline their activities, improve efficiency and achieve demanding objectives. In this context, executing an open communication strategy throughout the organizational development process could be quite useful. People often fear change because of the uncertainty associated with it. Therefore, if the senior management defines the future and the vision, the change will not be as intimidating.

Mr. Pankaj's speech was followed by Mr. Niket Karajagi's (Executive Director of Atyaasaa Consulting Private Ltd, Pune)



space for everyone

CORPORATE SOCIAL RESPONSIBILITY

Payal Methi



Payal Methi is pursuing her Masters in Business Administration (Human Resources) from SCMLD, Pune. She has keen interest in the field of Organizational Development (OD) and HR.



developed an entire township around their plants which enables their employees and families to live a sophisticated life in rural areas of Gujarat. Hitachi has developed a CSR self assessment tool to become a global leader in CSR, which involves planning, budgeting, implementation and assessment of the same.

The idea of Indian companies going beyond the usual business imperatives and doing something for the society has gained noticeable resonance over the years. Along with the growth of social and environmental consciousness, companies have felt the need to compensate for the damages incurred by the society due to several commercial activities.

Today a large number of business groups like Yamaha, HP, IBM, RIL, TATA are seriously committed to CSR undertakings. Apart from sharing CSR reports with their customers, stakeholders, employees, they even engage third parties (CSR experts) to evaluate their CSR reports and take steps towards improving their performance and contribution to the same.

The concept of corporate social responsibility (CSR) has thus evolved — from charity to a more detailed model encompassing the environment, employee relations, corporate governance and community welfare.

Effective CSR is that which relates directly to the giver's core competencies and offers real value, not just philanthropy. When you give back to the society you operate in, you become truly implanted in that society, rather than being seen as only profit making entities.

For example, TCS has designed and implemented a 'computer - based functional literacy project', a unique proposal that enables adults to learn to read using low - end computers and a breakthrough software solution, within 30 to 40 hours, over two - three months. ITC's e - choupals, which help farmers check prices in the Indian and global markets before going to the marketplace with their produce is another great CSR initiative. Times of India's campaigns like Teach India, Lead India and Aman ki Asha also depict remarkable corporate social causes. Companies like Essar and Reliance have

The key drivers for CSR are liberal self – interests (creating a sustainable global economy where markets, labour and communities can function cohesively) social investment (contribution to physical infrastructure and social capital), transparency (companies must publicly report their performance in social and environmental arena), and increased public expectations from the business groups (companies today are expected to do more than merely provide jobs and contribute to the economy by paying taxes).

