

KNOWLEDGE BEANS-18

a human resource newsletter



HIGHLIGHTS OF THIS ISSUE

- Industry Champion, Mr. Ashok Pradhan profiles leadership on Mahatma Gandhi
- Amruta Shah pens the much talked about buzz on motivation
- Parikrama Chundawat explores how manpower can be most optimally utilized

industry champion space

Ashok Pradhan

PROFILING LEADERSHIP ON HISTORICAL ICON: MAHATMA GANDHI



Mr. Ashok Pradhan is currently working as an independent consultant in Pune, providing consultancy in technical, managerial and HR fields. He holds a Mechanical Engineering degree (Baroda University) and a Post Graduate Diploma in Business Management – XLRI Jamshedpur. He has worked in Tata Motors, Jamshedpur for 39 years in various capacities – handling projects, construction, maintenance and production activities.

Leadership is defined as a process of social influence in which one person enlists the aid and support of others in the accomplishment of a common task.

Sociologists have always tried to look at historical figures to learn about leadership qualities. When we look at Indian history canvas during the period of independence struggle, one leader stands out prominently and that is Mahatma Gandhi. To me he was a leader par excellence.

Gandhi arrived in India on invitation from Congress. He was given the task of leading the political entity – Congress. Gandhi did not know India well. He embarked on a long tour of India. He saw poverty, exploitation, ignorance and disconnect between leaders and the masses. When he returned back, he was clear of his priorities – to reach the people first, involve all strata of Indian society, break the caste and religion barriers and awaken them to their rights.

Congress had many senior and seasoned leaders at the helm of affairs. Gandhi had to convince and cajole them to his line of thinking.



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.

In this edition we put forth compositions on contemporary fizz on motivation, discovering the leadership fortitude of a great historical icon and a snapshot of how to best use the manpower.

We have attempted to compile and feature write – ups on exclusive topics allied to make a good case of need for management skills in various scenarios.



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.

PROFILING LEADERSHIP ON HISTORICAL ICON — MAHATMA GANDHI

He decided to learn the task of getting to know the environment, determine goals and set priorities. He persuaded and convinced others and won them over to his cause. His vision was to eradicate every trace of poverty from India, with equal rights for all. He set high values of truth, non - violence and secularism. We see three leadership qualities reflecting in him:

- Visionary outlook and ability to nurture values
- Setting agenda
- Ability to motivate people

He realized that the task was immense and he would require dedicated men to carry it through. He started picking up men who had strength of character, who could spread his message and lead the people. He selected and groomed leaders like Pandit Jawaharlal Nehru, Maulana Azad, Sardar Patel, Sarojini Naidu and many more.

He showed his ability to select good men, use their strength, entrust them with tasks, motivate and guide them. These are key leadership qualities -

- Ability to identify the right people and select a good team
- Encourage dialogue and transparency in decision making

With his experience in South Africa, he knew fighting with the might of British Empire would be self defeating. He decided on the strategy of 'non - violence' and his tool was 'involvement of the masses'.

His each campaign such as 'movement against foreign goods', 'opposition to tax on salt', was selected with a larger goal in mind and calibrated to higher levels; finally leading to 'Quit India Movement'. He led each movement personally despite setbacks. He never lost sight of the bigger goal. He implemented his strategies with full conviction and relentlessly persuaded his campaigns, leading from front. An important leadership quality that comes out here is – mental toughness to initiate changes and carry them through.

With so much action and turmoil, he still showed empathy towards everybody who came in contact with him including his adversaries. And that is the greatest leadership quality – empathy and genuine concern.



vital requisite

BUZZ ABOUT MOTIVATION

Amruta Shah

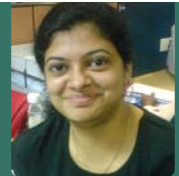
Motivation is one of the most talked about terms in the HR Industry. We often hear employees saying "this demotivates me" or "I am so demotivated" and so on. So what is this buzz all about? Is it just a jargon or a trendy expression - to say I am not satisfied in my current role?

Well as for the theory goes, motivation is what drives and arises from a need. Simply put up, it would be something which will help me do my best at work or something which will make me feel like doing a particular task. And this "something" has been researched upon by various human resource specialists. The easiest way to define this "something" is monetary and non - monetary incentives. The monetary stimulators like salary, incentives, bonus etc. and the non - monetary ones like job security, work environment, status, learning etc. But if we observe closely, monetary benefits are more like satisfiers, meaning if not present in a situation will dissatisfy but if present may or may not motivate. Satisfaction is not motivation, meaning a person may be satisfied with his salary but may not be motivated to do better.

What motivates different people varies and that is where the HR plays a key role. The HR should initiate in designing various programs which can help facilitate each employee to find out what motivates him or her. Various surveys or methods could be used for this.

Self motivation is long lasting and the best motivation tool - considering that it is challenging, the HR can encourage employees to take up this challenge.

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space for everyone

Parikrama Chundawat

UTILISING manPOWER

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Many organizations find it difficult to optimise human resources. There is a perennial gap between demand and supply of human resources. This leads to a disgruntled employee, overtime, stress at work and so the list continues. Human resources are not scarce; they are not being used properly.

The discussion about managing manpower resources ranges from manpower planning in an office to managing helpers at home. Managing manpower is a question at all levels. There are many good examples of better management of work and human resources. If we look around, there are a lot of resources that remain unused.

A lot of innovative methods already exist, but we do not recognise them as an opportunity to improve. Our office coffee vending machine, indeed, has replaced the need for an office helper to serve coffee to everyone. Paper cups have replaced the resources required for cleaning. There are innumerable such instances, where work is performed even without a workforce.



For example, a happy customer of a Pizza Hut outlet rings the bell as a feedback; this helps in giving instant feedback, the time and effort of filling a feedback form is replaced with this. A simple process in McDonald's to throw the leftovers in the dustbin helps a lot in reducing the labour of cleaning. A self-service counter in a restaurant does the same job. An airline in India requests passengers to empty the seat pockets before they disembark.

We need to look into our everyday lives and ask, "Can we simplify our work? Can we divide work at home, at office, at clubs, and such other places?" If every employee spends a little more time on quality, and if quality becomes an organisational phenomenon, an industry can do away with quality control departments. For instance, cashiers and long queues have now been replaced by ATM's.

Can we identify the routine works? Can some innovative methods be used to reduce the dependence on human resource? If yes, this can ensure that the spare human resources are used more effectively to value add to more relevant operational processes.