

# KNOWLEDGE BEANS

a human resource newsletter



## HIGHLIGHTS OF THIS ISSUE

- Neerja Ralhan opines on need for managerial development programmes for technical staff
- Pradyumna Kulkarni shares his insights on outperforming through management development programmes
- Suhas Patil elaborates on how technical people expect to be managed differently
- Neha Kamat discusses need for MDPs in – 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 is also a DISC certified behavior analyst with a passion for behavioral 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.

Technical knowledge combined with managerial effectiveness leads to greater efficiency and productivity. This month Knowledge Beans focuses on the importance of Management Development Programmes for technical managers.

## NOTES FROM SUB-EDITOR

Khushnawaz Munshi



Khushnawaz Munshi - Atyaasaa Consulting Private Limited, has completed her Masters in Business Administration and has majored in Human Resource Management. She is a keen observer of human behavior and loves to explore the dynamics of interpersonal relations. She is passionate about literary

From a support function to a strategic function – HR has come a long way. The HR function needs to be woven, consciously and willfully, into the fabric of the organization. This accentuates the presence of the HR business partner.

Share with us your views and opinions on this theme 'The HR Manager - A Valued Business Partner! Send us a 300 word article sharing your views and opinions on the theme, along with your photograph in jpeg format and brief profile.

### 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.



## OD CONNOISSEUR'S ORATE

Neerja Ralhan

# NEED FOR MANAGERIAL DEVELOPMENT PROGRAMMES FOR TECHNICAL STAFF

Neerja is a post graduate in Human Resources. She is handling the Atyaasaa Foundation which is an initiative of Atyaasaa Consulting Pvt. Ltd. Her passion and experience lies in behavioural training for students. She uses her analytical and management knowledge in dynamic business context for initiating Atyaasaa Foundation operations.



Delivering value and impact within the organization is and will be a growing concern. In tandem with this thought process, businesses today are moving away from feel good training modules to focus on designing and delivering training modules that have a direct impact on the business.

Knowledge becomes very important at all levels in today's time when the consumer has as much knowledge, if not more, than the producer does. Over the last few years, most major organizations have looked at MDPs as both - a way to add value to their companies as well as retain talent. Organizations choose to send their employees to US or UK for managerial training. The focus today is on management and leadership development groups, which look into the future competencies that must be developed amongst their leaders. Enterprises realize that technical staff, for that matter employees at all levels, must interact directly with the business, alongside recognizing that they need "soft" skills as well as technical skill

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sets. However, there are a couple of secrets about what employees want from training and development opportunities. Employees appreciate the chance to develop knowledge and skills and organizations need to customize the job training employees receive to workplace needs, norms, and culture. Internal job training and employee development bring a special plus wherein Management Development Programmes make a significant mark for employee growth as well as retention. Companies have realized that they may have over-invested in training senior managers and top level managers and under-invested in the frontline. MDPs are extremely important, in today's times. The only constant today is change and if employees have to succeed in a constantly changing environment, then management training is very important.

Learning and development has come a long way in organizational context. From a humble apprenticeship to classroom and outdoor-activity based learning, to assessment centres and centres of excellence and online virtual classrooms. However, the excitement in the industry today is palpable and shows signs of scaling greater heights of business impact. ■



## OD ENTHUSIAST'S ORATE

Pradyumna Kulkarni

# OUTPERFORMING THROUGH MDP



*Pradyumna Kulkarni is currently working at Samudra Electronic System Pvt. Ltd. He is an EnTC engineer with an MBA in operations management.*



*He shares a passion for travelling and interacting with people across cultures. His job role allows him to explore various facets of human resource management, a field in which he holds great interest.*

Only few soldiers out of thousands become legends. They win battles for their kingdom, showing admirable courage and lightning fast thinking. Their distinguishing qualities are – they share the vision of their sovereign and they have the right attitude and gear to act. Every army seeks such warriors!

Technical staff is the crux of operations in any organization. They are highly skilled in their work and know the company's products/services very closely. After sufficient experience and proven excellence, technical staffs are usually promoted to a managerial level. Now his role changes from a doer to a supervisor, who has to get the work done efficiently. When a person with little or no managerial training is promoted, he won't be able to bring any significant improvement in work since his perspective and knowledge would remain the same, despite his new role.

In this competitive era, small but continuous improvements (Kaizen) in a company are necessary for its survival/sustenance

and the best people to bring about such improvements are the technical staff. For this to happen, the technical staff needs to understand what management wants from them. For e.g. a technical staff from an electronics company may be excellent in placing the components on the circuit board but does he think of solutions which can reduce the component count, thus reducing the cost of the product? A Managerial Development Programme (MDP) is very useful to induce such thinking by opening his 'thinking box'. It makes him aware of how and where he can effectively contribute. He feels valued, enjoys work and becomes more productive.

It also makes it easier for the management to implement new decisions, with minimum resistance from the staff. Thus, MDP is very important strategically. With shared vision and goal congruence achieved as a result of such a programme, the company can surely outperform itself and its competitors. ■

OD FOLLOWER'S ORATE

# TECHNICAL PEOPLE EXPECT TO BE MANAGED DIFFERENTLY

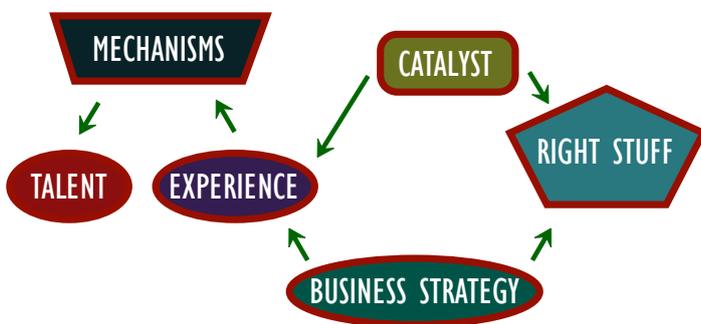
Aptly said by Warren Bennis, "Since the release and full use of the individual's full potential is the organization's true task, all organizations must provide for the growth and development of their members and find ways of offering them opportunities for such growth and development."

Technical people expect to be managed differently. Research shows that keeping a technical team cohesive requires unique management skills. When these skills have not been developed, problems can arise. In some cases, the approaches, behaviors and skills of people managing a technical staff are not compatible with the needs of the people they manage. Technical managers, at all levels who are exposed to behaviour-based programmes become better managers.

There are project management issues, which lead to the need for managerial development programme for the technical staff. The issues are:

1. In large companies, only 9% of the projects are completed on time and within budget.
2. About 53% of the projects will cost 189% of original estimate.
3. The opportunity cost of poor project management, while not measurable, could easily be in the trillions of dollars.
4. Engineers agree to dates when they have no idea how to meet them.
5. Project Managers concentrate on work to be done and pay little attention to the disciplines with which the work is done.
6. Heroic efforts rescue troubled projects; heroes are in short supply.

According to Peter Drucker, "That one can truly manage other people is by no means adequately proven. But one can always manage oneself."



Good management skills are important in any organization. As an individual climbs the organization's hierarchical ladder, moving from first line supervisor to middle manager to administrator to organizational executive, differing levels of managerial skills are required at each new level. To maximize the opportunities for success for both the individual and the organization, managerial development training should be strategically considered. ■

Suhas Patil is working as a Sr. Software Engineer in Capgemini from June 2010 - for their client, Royal Bank of Scotland. He has completed his Masters in Business Administration in Systems and BE in computers from the University of Pune. Apart from being a software techie, he is into social service, reading and writing articles, travelling, etc.



## THE WORKSHOP WAY

Neha Kamat

# CARVING OUT A PATH THROUGH MDP



Managers require more than technical skills to become successful in the corporate world; they should master the management fundamentals and practice certain behavioural competencies. Expertise in technical skills only helps managers' perform the routine functional task with highest efficacy. However, the behavioural competencies are essential to drive results through people and be able to work under challenging ambiguous situations. Thus, even the best techies need to augment their management knowledge, people skills and success competencies to evolve as proficient managers in the organization.

Atyaasaa presents a specially designed Management Development Programme (MDP) to ensure that you can manage and lead teams/departments in the organization proficiently. This programme is divided into various modules to ensure step wise learning and retention. The first few modules focussing on self development and communication ensure that you exude personal effectiveness. The modules on teams, basic management, result orientation and customer focus makes you proficient in delivering value through people. The last couple of

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modules inculcate the leadership and coaching ability, to ensure that people capability is nurtured to create success for you and the organization.

MDP has been designed taking into cognizance the adult learning principles and developed to be highly experiential in nature. Programme pedagogy is a fusion of e-learning modules and classroom sessions encompassing multimedia tools, case studies, group activities, etc. The duration of this programme ranges between six months to a year.

This intensely rigorous programme helps you discover, develop and nurture the managerial success attributes. Thus, it is recommended for all the technical people who currently are or aspire for management positions in organizations. ■



## PSYCHOMETRIC PROFILING

*A psychometric profiling tool on seven highly researched professional competencies. It aids in exploring your latent strengths and weaknesses and maps your competencies around your personality type. This is a standardized tool validated across multiple geographies and cultures.*

**Find the link to this tool here:**

<http://psychometricprofiling.atyaasaa.com/>

*This is not a paid service. Your feedback on the tool will be greatly appreciated and used to further improve this service.*

## BEAN STATEMENT

***"An increased speed of response and critical thinking is the need of the hour"***