

Atyaasaa

KNOWLEDGE BEANS

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HIGHLIGHTS OF THIS ISSUE



THE GLOBAL WORKFORCE

Prof. Shraddha Purandare shares her views on the theme



REACH 'IN' TO REACH 'OUT'

Poonam Joshi illustrates on how the cultural differences can carry a competitive advantage



CROSS CULTURAL DYNAMICS

Gayatri G. Patil elaborates on this



OFF SHORING: CREATING A GLOBAL WORKFORCE

Neha Kamat discusses cross cultural dynamics in - The workshop way



In this era of rapid technological changes, it is important for every organization to get talented pool of resources. Understanding cultural differences is critical for the success of business of an organization because there are roles played by the culture that influences talent management practices at workplace. No company can afford to unnecessarily restrict its ability to attract and retain the very best employees available.

As the economy becomes increasingly global, our workforce becomes increasingly diverse. Being global requires, an act of imagination, being able to see the view from inside another person's culture and using that consciousness to create solutions and bridges. Organizational success and competitiveness depends on the ability to bridge and manage this cultural dynamism. Effective strategies of managing global workforce will give organizations leading edge in employee productivity and retention.

OD CONNOISSEUR'S ORATE

Prof. Shraddha Purandare



THE GLOBAL WORKFORCE - CULTURAL DYNAMICS AND BEYOND

Prof. Purandare is a Lecturer at Vishwakarma Institute of Management, Human Resource & Law Department. Her research interest includes workforce diversity, employee engagement, work life balance, etc. She has developed various HR cases and her work is published in various journals. She has also presented papers at several international as well as national conferences. She received the Best Paper Award at the International Conference on Globalization & Consumer Protection, 2010 held at Madurai for her paper titled - "Consumer Protection in Context of Medical Negligence: A Case Study Approach"



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.

With the world becoming a global village there is a strong cultural exchange and therefore the emphasis on cross cultural sensitivity. Culture is multi-dimensional and includes areas such as attitudes, beliefs, behaviour, hierarchies, politics, faith and lifestyles to name a few. Cross cultural sensitivity is the quality of being aware and accepting of other cultures. This issue of Knowledge Beans will help professionals cultivate cross cultural skills such that they understand and appreciate other cultures by studying various factors that identify and differentiate their culture from other cultures.



NOTES FROM SUB-EDITOR

Khushnawaz Munshi

Khushnawaz Munshi - Associate Consultant 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 and oratory forums.

Every organization has unique training needs that require unique solutions. Content development is a crucial part of instructional designs that deals with imparting knowledge. The impact of any training program is judged by the delivery of the trainer but more so by the content of the program. Share with us your views and opinions on the theme 'Outsourcing content development for training programs'! Send us a 300 word article sharing your insights on the theme, along with your photograph in jpeg format and brief profile.

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.

Write to us

For information : info@atyaasaa.com

For contributing articles : atyaasaaeditor@atyaasaa.com

For suggestions : feedback@atyaasaa.com



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Cultural diversity includes gender, sexual orientation, race, ethnic and age. Diversity management involves creating a supportive culture where all employees can be effective. In creating this culture, it is important that top management strongly supports workforce diversity as a company goal and includes diversity initiatives in their companies' business strategies.

While diversity in the workplace brings about many benefits to an organization, it can also lead to many challenges. It is the responsibility of leaders within organizations to use these dynamics as an influential resource in order to enhance organizational effectiveness. Corporate should develop strategic approach for managing these cultural dynamics like:

- Working in multicultural environment
- Enhancing effective knowledge on inter cultural differences

Some of the imperative things, which organizations can implement at their levels:

- Building good working relationships across cultures
- Improving an understanding on how to listen, what to listen to and how to interpret in multi cultural environments
- Avoid offending people from different cultures

Only when managing diversity becomes a top priority, a visibly significant component of planning and management will be truly effective and significant change will occur.



OD ENTHUSIAST'S ORATE

REACH 'IN' TO REACH 'OUT'



Poonam Joshi is a clinical and cognitive psychologist with a passion for language learning, communication, psycholinguistics and human behaviour. At Atyaasaa, she is interested in teaching and training and is involved in psychometric tool designing.

Poonam Joshi



A study conducted by Towers Watson (2010) with 22,000 employees spread over 22 different markets, suggests a workforce submerged in recession, bruised yet surviving. People have lower expectations coupled with increased anxiety and new priorities. This study concluded that technology will continue to revolutionize not only how work gets done, but also how people access their work and each other. Similar trend continues even in 2011 however, the focus of people development has slowly tipped in favour of cultural diversity. Making this world 'flatter' than it already is!

Failure to pay attention to intricacies of a culture can, in fact, have disastrous consequences. An example of cultural negligence is an incident that occurred in a shoe store in Leicester, England. The advertisement of its footwear was a saying in Arabic, "There is no God but Allah". Soon after, the store faced an arson attack, claimed to be a legit protest. Although the, desire was to attract the local market, the

idea of advertising was half-baked due to lack of understanding that according to culture of the local community, it was insulting to associate the name of Allah with products (shoes) that were to be trampled in the dirt.

Rather than seeing culture as a problem to be solved, there is lot of evidence that culture can provide a source of competitive advantage. One model known as the 'Johari window' provides a way of discussing and 'negotiating' the different perspectives by employing self-disclosure and constructive feedback.

Recognizing cultural differences is the first important step to manage potential failures or problems in business exchanges, but in order to go beyond simple awareness and to create useful interaction, these differences need to be open for discussion and positive intervention.

OD FOLLOWER'S ORATE

Gayatri G. Patil

OFF SHORING: CREATING A GLOBAL WORKFORCE



Gayatri G. Patil is working as a Management Consultant at Capgemini, Pune since the last 2 years. She has completed her BE in Computer Science from VTU, Karnataka. Apart from being a Software techie, her interest lies in playing squash. She is fun loving and has a passion for interacting with people across cultures.

Workforce management is an 'extreme sport' in Hyderabad, a first-tier offshore hotspot where foreign multinationals compete with Indian companies for acquiring talent. This scramble has caused annual salary adjustments to turn to quarterly raises.

Labour cost savings for U.S. based companies operating in India could shrink from 80 percent to 40 percent within a decade, according to Andy Goodman, Executive Vice President of Human Resources at Islandia, New York-based CA Inc., which employs 1,100 workers in its Hyderabad software development centre. "But even so, India will still represent a significant economic value," he says. "It is really a question of exploiting the global talent pool wherever it exists."

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Increasingly, global talent pool lies outside the United States and Europe. Since 2000, U.S. based multinationals have consistently reduced the number of workers employed in the U.S. and increased the number employed abroad. Off shoring is no longer under serious challenge anywhere in the world. According to the Everest Research Institute, off shoring decisions are still driven by cost comparisons. With wages rising 6 percent to 15 percent a year in the first-tier and second-tier locations, multinationals are moving into a third-tier.

India certainly still appeals to companies, which are seeking customers as well as workers here. Dell Inc. announced plans to double its number of employees in India in three years. Most of the new hires were from the company's call centres, but Dell also intended to hire for product testing and possibly manufacturing jobs.

In several organizations, the process for determining which work is to be off shored and where it will be located is a strategic business decision. Human resource departments assist by providing information related to labour markets and skill/competencies required as well as the viability of sending work to a specific location. This opens up myriad choices for talent and companies need to differentiate on the basis of superior career opportunities to become the 'employer-of-choice'.



THE WORKSHOP WAY

CROSS CULTURAL DYNAMICS

Neha Kamat



Neha Kamat - Consultant, Atyaasaa Consulting Pvt. Ltd., has a post graduate diploma and is a Gold medalist in the field of Human Resources. She is also a DISC certified behavioral analyst. She uses her analytical skills to apply management knowledge in dynamic business context and facilitate people to bring out the best in themselves. She aspires to gain expertise and contribute in all facets of HR.

With rapid technological advancements, soaring business aspirations, dynamic economic reforms and global trading policies, the corporate world is moving towards becoming one entity having world-wide network of stakeholders. This evolving scenario not only offers immense opportunities but also poses challenges that need to be tackled proactively. One of the most important aspects, which need to be addressed, is the – Cross Cultural Dynamics.

Each individual comes from a different cultural setting, thus, he/she holds a distinct set of beliefs, values, behavioural patterns, customs and practices. While interacting in the global scenario, the different cultural settings may clash adversely resulting in financial losses and relationship upsets. Thus, professional support is required to ensure that integration of cultures is smooth and constructive.

Atyaasaa offers a wide range of culture related interventions of which one day cross-cultural sensitivity workshop is an indispensable yet independent part. This cross culture sensitivity programme starts with helping the participants appreciate the need to understand the cultural nuances. Further, it sensitizes the participants on cross cultural issues in international dealings. By helping the participants learn more about practices as well as etiquettes of diverse cultures, it



helps them communicate, deal, work, negotiate and partner with people from diverse cultures. Using the experiential pedagogy and adult learning principles the programme presents a simulated environment for participants to effectively deal with complex cross cultural situations. The programme concludes by facilitating participants create a global mindset that helps in cultural amalgamation for accelerating people productivity and building business sustainability.

As professional entities in today's corporate world, all of us - as individuals, teams and organizations - need to imbibe the competence of cross cultural sensitivity, which is an essential element of international diversity management.

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.

BEANSTATEMENT

"Successful organizations capitalize on the diversity and encourage the varied perspectives brought in by the diversity."