



#### ABOUT ATYAASAA

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 and 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. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



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Atyaasaa

# KNOWLEDGE BEANS

A HUMAN RESOURCE NEWSLETTER

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##### FOUNDER'S ARTICLE .....

Niket Karajagi

## VALUE GENERATION ACROSS THE ORGANIZATION

Scaling up from HR processes to organization excellence, business HR has been a strategic team, identified since some time now for managing business related people opportunities. With the evolution of business and innovation in management practices, time is now apt for mounting up HR and business practices to enable business effectiveness and excellence.

This discussion is about a concept that is futuristic and organizations must adopt it as soon as possible to remain competitive in business. *continued next page ►►*

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 & contribution. Niket is an authority on creativity & innovation, emotional intelligence and statistical methodologies apart from his operations background in understanding of management processes



#### THE EDITOR'S MESSAGE

In order for a business enterprise to survive in the existent times of fast changing needs of society and market, a complete refurbishment of the systems and processes needs to be done. The focus should clearly lie on value addition of each and every step to the systems and processes as a whole. Every individual contributing to the organization needs to be aware and competent enough for the role and responsibility that he caters to. While doing so most endeavour to 'please' all which is next to impossible. Managing conflicts arising in such scenarios plays a major role in gauging the productivity of individuals at the workplace.

The theme of the next issue of Knowledge Beans will be *Saying No: For or against work ethics*. If you share a passion for the topic and have a flair for writing, do send us your 300 word article with a brief profile along with your photograph in jpeg format to [atyaasaeditor@atyaasaa.com](mailto:atyaasaeditor@atyaasaa.com)

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Firstly there has to be a HR generalist profile and a business partner HR profile as they are the backbone driving HR practice. While these act as a foundation for any robust HR practice, organizations must also build organization development (OD) practices to deal with issues and opportunities for the current and future needs. Unfortunately OD in a lot of places becomes a glorified HR department or at best learning and development division with not much empowerment.

In the process of execution of OD practices it is imperative that the team comprises of HR and operations professionals who work in tandem with business and HR. The role is all about ensuring team competence and behavioural dynamics which will catalyse effectiveness in execution of current and future projects. In my experience however OD remains in the realm of dealing with current people challenges with no major focus on future trends.

Learning and development for sure is an important practice that must ensure people are up to speed on skill-sets and competencies. This department must roll out calendar and specific need based initiatives which operate at the level of awareness. Selection of right partners and internal talent for this need is crucial for success. The design methodology and delivery of programmes in line with organization culture and business is definitely the key proposition here.



FOUNDER'S ARTICLE VALUE GENERATION ACROSS THE ORGANIZATION - Niket Karajagi



The business excellence and effectiveness team must be a core team comprising of HR, business and leadership whose focus is not on day to day operational issues but on overall development of the organization for the future. This team would need to deal with integration of business, people and process issues for the future.

This team thus emerges as a cross functional team of collaborating performing leaders having the pulse of the organization and acts as stewards shaping up the vision of tomorrow.

These members need to be high on innovation, analytics, communication and teamwork. I do not see too many organizations worldwide implementing this at all. Mostly the senior leadership is trapped in day to day operational issues and meet to deal with such issues only.

In my view should organizations integrate all the above teams and weave people, business, process, product/services and vision initiatives together through cross functional collaborative teams we can look at a business proposition which will propel business outcomes for sure.

Value has to be generated across the business chain. However, if one really audits this chain it will emerge that we do well in some sections. The role for the CEO is to ensure that such collaborative teams are created and value is sustained in all sections. Being ready for the future today is imperative in the dynamics of change in the current world order.

A lot many may look at my concept as utopian and if this happens I can state with confidence that you like the idea but are at sea on how to implement. Where there is a will there is a way. My mantra always has been, be ahead of time and time will give you options to succeed. ■

## OD ENTHUSIAST'S ORATE

# EVOLUTION FROM HR/OD DELIVERY TO VALUE ADDED DELIVERY

There are different schools of thought regarding doing away with the CHRO (Chief Human Resource Officer) designation altogether. I firmly believe CHROs can offer a lot of support to CEOs (Chief Executive Officer). This support and contribution would be much greater without diluting the role of that of a CHRO. This role obviously entails complementing increasing emphasis business leaders are putting on the organizational capabilities and individual capabilities required for business excellence and success.

The above hypothesis however ignores the 20-60-20 rule as explained by Dave Ulrich. The rule states that in HR, Finance or IT, 20% of the professionals are outstanding and 20% have a fixed

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Avisek Dora

Avisek Dora is a Sr. Associate HR with an IT MNC in Pune. He holds an MBA degree in HR and has three years of experience in compensation, benefits and performance appraisal of employees. Avisek holds a B.Tech. degree in Electronics and Telecommunication.



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mind-set and lack either proficiency or pledge to deliver worthwhile results. The rest 60% are in between the two. In my view this 60% group seems to be actively engaged and eager to learn new techniques to improve organization outcomes. The top 20% should be role models and motivation for others. The bottom 20% are less likely to take help.

To develop these massive middles, the focus should be on following three things:

**Talent:** Ensuring delivery, competence, commitment and contribution of all employees throughout the organization.

**Leadership:** Making sure that all leaders at different levels think, feel and act in ways that deliver viable market values to employees, customers, investors, and communities.

**Capability:** Identifying the organization's capabilities which vary according to strategy in culture, system, process and resources that enable organizations to win in a sustained mode.

As the work force demographics has changed significantly and remarkable improvement in technology has taken place, the value proposition has taken a paradigm shift in terms of people, technology and process. ■

OD ENTHUSIAST'S ORATE EVOLUTION FROM HR/OD DELIVERY TO VALUE ADDED DELIVERY - Avisek Dora



## OD FOLLOWER'S ORATE

Dr. Manisha Shukla

## ROADMAP TOWARDS VALUE ADDED DELIVERY

Dr. Manisha Shukla is an academician and researcher with more than nineteen years of teaching experience in various renowned management institutes. She is an expert in organizational behaviour and strategic management and has written several research papers on the same.



"Don't lower your expectations to meet your performance. Raise your level of performance to meet your expectations" - Ralph Marston

Meeting expectations was, is and will always be the purpose of existence of business organizations. The challenge lies in meeting expectations of all stakeholders: employees, customers, clients, investors, suppliers, distributors and government.

Today's volatile and turbulent business environment demands value addition to traditional human resource delivery. The following points highlight the changing face of clients and the steps to be taken to move towards excellence by adding value at every step of delivery:

### → 'Glocal' Approach

The clients have their global presence yet want their services to cater to the local taste of the market. Hence the delivery needs to be the right mix following inverted pyramid approach i.e. from general global to specific local requirements.

### → Empowerment of employees

The administrative flavour of HR functions that enable organizations to achieve their goals needs to be tweaked with activities focussing on employee empowerment. The organizations are demanding interventions which not only build more effective teams but also create a feeling of empowerment in the employees.

### → Versatility

Earlier owing to simple problems traditional HR used to focus on one or very few variables affecting the organization. But in the present scenario the organizations are in a state of flux, webbed with large number of inter-related and interdependent variables. Owing to dynamic environment and the HR issues' becoming more and more complex the value addition needs to be done by focussing on multiple issues through singular remedies. Versatility of the delivery has become the need of the hour, i.e. the impact on overall organization; encompassing various dimensions needs to be considered.

Hence the focus of OD delivery is progressively on value addition, and that too at a pace matching with the turbulent environment, to excel by shifting gears towards proactive approach of partnership. ■



## BEAN STATEMENT

Only the perpetually paranoid organizations create value.