

KNOWLEDGE BEANS



THIS MONTH

OD CONNOISSEURS' ORATE



Mayuresh Deosthale emphasizes on moving from calendar based tick mark training.

OD CASE STUDY



Atyaasaa discusses the various facets of accrued Rol through behavioural interventions.

FOUNDER'S ARTICLE



Niket Karajagi shares thoughts on moving from customized behavioural training to business goals based OD interventions.

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OD CONNOISSEURS' ORATE | Mayuresh Deosthale

MOVING ON FROM CALENDAR BASED TICK MARK TRAINING



Mayuresh Deosthale is a CFO, finance transformation and business leader. Mayuresh has connected his passion with profession through his management consulting venture, focussed on finance transformation and process excellence in enterprises. He delivers enterprise value to corporates by transforming the finance processes and integrating them with business processes viz. Product/Sales/Delivery. In the past he has worked in leadership roles with many multinationals. He is a CA, Management Accountant – CIMA (UK) and under gone his Ex.Ed. from Harvard Business School.

In this age of digital transformation, new businesses are being set up and existing businesses are moving into the next orbit of growth. It has become absolutely critical to manage this growth and build a scalable organization by focussing on goals relating to key dimensions of customers, people, processes and financials. People development is an important lever to achieve business goals by nurturing talent and leadership in any organization. *next page ►►*



THE EDITOR'S MESSAGE

The theme for this month focusses on 'Moving from calendar based tick mark trainings to Rol based behavioural interventions'. Calendar based tick mark trainings have continued to raise questions regarding their usefulness for a long time in the minds of the decision makers. A major shift towards Rol based behavioural interventions are slowly allaying the fears of the erstwhile unproductive investments. Concerted efforts in this direction coupled with focus and tenacity is bound to bring long awaited rich dividends.

The topic for next month is 'Creating Scalable Organizations a Real Time Challenge'. Growth is the primary objective of every business enterprise set up in any part of the world. However, organizations thus created reach a 'steady state' in good time and then grapple with the innumerable challenges of growth. There certainly would be many ways to deal with these challenges.

If you share a passion for the topic, have a flair for writing and would like to share your views, you can send us a 300 word article with your brief profile along with your photograph in jpeg format to atyaasaaeditor@atyaasaa.com

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One natural and logical approach to meet this, is by setting up L&D process within the HR function laying an annual training calendar. Well, this is very useful. The question is, is it enough? Do we need to go further and beyond this approach?

Yes, it is imperative to move away from calendar based trainings to Rol based business and OD interventions. Focus to build competencies/behavioural skills within team is differentiating training from an OD intervention. Harvard Business School study points out that success of any business is to the tune of 33% from skills and 67% from competencies.



In most cases however, the focus is more on developing skills and not competencies. To amend this:

- Identify an OD partner.
- Have vision, mission, values laid down, well documented and communicated within the organization, starting with core group, then with the top leaders and then to all employees. OD intervention facilitates, but more importantly creates a buy in at all levels.
- Identify key strategic initiatives that will take the organization into the next orbit of growth.
- Create cross functional teams and run projects around these strategic initiatives.
- Identify competencies required to achieve business goals for next twelve months.
- Build an OD plan that will augment and enhance these competencies at all levels.

This approach is recommended and followed by HR leaders with a strategic and business mindset. In fact, CEO's, CFO's and board members are sponsoring initiatives while looking at the returns that it generates by making the investment. Undoubtedly an OD intervention is a powerful tool in building a scalable and sustainable business. **E**

ACCRUED ROI THROUGH BEHAVIOURAL INTERVENTIONS

OD CASE STUDY



Rol based training has always been a matter of concern, debate and self-deceit. There is hope that people will change once they undergo training, leaving people wondering. It further discourages managements from investing in training especially at the bottom of the pyramid. Focussed behavioural interventions have proved their benefits beyond doubt.

In the present case, a large manufacturing organization faced a huge challenge in the form of lack of responsibility, accountability and ownership coupled with marked indifference amongst their blue collared. They being elderly and unionized, augmented the challenge.

Affecting a mind-set change was strongly desired. Cost consideration as always was the clinching factor. An elaborate four days equivalent behavioural intervention was conceived and delivered over an elapsed time of forty five days.

Unique features:

- Participants' immediate supervisors were apprised about the inputs being given and the expected behavioural change, with a clear message that they need to demand demonstration of those changed behaviours.
- Primary concern of 'what's in it for me' was addressed first. Emphasis was laid on the personal gains benefitting them in their personal life.
- Behavioural challenges faced by them at work were dealt with squarely through established behavioural models, simulations and group activities.
- Specific inputs on expected shift in behaviour were given during debrief.
- Immediate supervisors were again engaged for a feedback on the observed behavioural changes, and specific inputs were given on how to respond to those changes with a clear intent of reinforcing them.
- Participants were re-engaged during three more contact sessions at regular intervals for reinforcing their changed behaviours while addressing their concerns.
- Supervisors and managers were delightfully surprised on the outcome when a majority of participants began demonstrating improved communication with their superiors and peers; increased initiative; greater ownership in their work reducing short stoppages; enhanced assertiveness on quality issues thereby creating an environment for better productivity.

There may seldom be a better Rol than this!!! **E**



FOUNDER'S ARTICLE | Niket Karajagi

MOVING FROM CUSTOMIZED BEHAVIOURAL TRAINING TO BUSINESS GOALS BASED OD INTERVENTIONS

Trainings create limited awareness. They do not guarantee visible change, as their implementation may not be supported by practiced culture. Moreover, realization is now setting in, that capability and attitudes cannot be changed through trainings alone.

It is time now that organizations move from generic trainings to serious goal oriented change interventions. Let's discuss how these "Organization Development" interventions are designed, delivered and their results measured:

- Determine the problem and it must be the one that is creating a serious impediment to accomplishment of organization's vision and strategic goals. Generic needs and symptoms just won't do.
- Assess the root cause/causes that create this problem. Some may be related to processes while others will be to do with skills, competencies and attitude.
- Design a tool to measure the current situation and then determine an action plan based intervention. This process must initiate and consolidate the desired change by working on creating the environment as a project and skills and attitude as learning proposition.
- After the outcome is discussed with stakeholders, a goal based individual change plan must be designed by the participants along with a collective project plan to address the identified problem.
- Based on the change plan, the intervention unfolds through awareness training, focus group discussions, one on one coaching and feedback sessions, and group work based project interactions at various levels.
- The sponsor (internal to the organization) always, must track the project at each stage and update the facilitator conducting the intervention.
- Actionable inputs, and not the philosophical guidance, are to be provided to the participants during each contact session, enabling them to deal with real-time issues faced based on facts and research.
- The intervention must focus on change goals as well as providing the necessary environment for people to succeed. Inputs to augment skills and competencies only work, when the environment is appropriately laid for implementation. Management must play a key role in this.
- At specific intervals during intervention, check for change measurement through a customized tool separate for each cluster and at the organizational level for its correct understanding.
- Closing the intervention by publishing change results is a must.

Interventions have a very high rate of success since they are directly linked to productivity and performance and thus ROI can be measured. ■

Niket Karajagi is the Founder Director of Atyaasaa which contributes to the top corporate brands globally. He is a business psychologist, a coach and an organization transformation facilitator with niche areas of expertise and contributions. Niket is an authority on creativity and innovation, emotional intelligence and statistical methodologies apart from his operations background in understanding management processes.



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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BEANSTATEMENT

Training may fulfill the individuals' quest for intellectual gratification however, an OD intervention always contributes to augmenting collective wisdom of an organization.