

THIS MONTH FEATURES...



ATYAASAA SPEAKS
Thoughts on charting out behavioural AOP.



FOUNDER'S ARTICLE
Niket Karajagi shares his insights on building high performance teams.



OD ENTHUSIAST'S ORATE
Astha Virmani expounds how to trigger high performance in teams.

Atyaasaa

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KNOWLEDGE BEANS

A HUMAN RESOURCE NEWSLETTER



ATYAASAA SPEAKS

BEHAVIOURAL ANNUAL OPERATING PLAN

It's time to combine annual operating plans to behavioural plans. It is based on the premise that leadership behaviours create organization culture which impacts the top line and bottom line of the organizations. Thus it can be said that behaviours are ROI based.

The steps involved in behaviours based operating plans are as under :

1. Identify the behavioural patterns of your customer. The behaviours of the customers can give you an insight on the client's organization behaviours.

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THE EDITOR'S MESSAGE

This issue focusses on **Triggering High Performance in Teams**. We live in turbulent and demanding business scenario. It thus becomes imperative to focus on building high performance teams. It requires techniques and nurturing to build such teams. Once these teams get going all breakthrough performances are possible. Most of the organizations of today are investing time, money and effort in creation of such teams.

This issue of Knowledge Beans also dwells in to the role of behaviours in performance. However, for success behaviours to become a habit, organizations need to move from managers to coaches. We are now entering an era of advanced managerial capabilities. Intelligent people need Masterful Coaches. Performance is no longer an outcome of plans alone. The next issue **Creating Business Success through Coaching** will explore the magnificent world of coaching. The past belonged to material effectiveness; and the future belongs to managers who act as coaches. We will be bringing you our experiential insights from the world of coaching.

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 350 word article with your brief profile along with your photograph in jpeg format to atyaasaaeditor@atyaasaa.com



TITLE OF THE MONTH
DEALING WITH DISGRUNTLED AND TOXIC EMPLOYEES

BUSINESS COACH
Niket Karajagi

LOCATION
Webinar

TIME / DATE
3PM-4PM, May 11, 2017

WHO SHOULD ATTEND
Inspired and Aspirational
Business Heads & HR Leaders

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◀ from previous page | **ATYAASAA SPEAKS** : BEHAVIOURAL ANNUAL OPERATING PLAN

2. The distilled behaviours of each client are more predictable than the number forecast through the trends. It will give you an insight into new horizons of business opportunities and the type of partnership.
3. Define the behaviours your organization needs to show at each level. These become your behavioural anchors for the year to approach the business opportunities.
4. Once these behaviours are established then the supportive ecosystem must be designed for creating a strong foundation for behaviours to be demonstrated.
5. Establish a feedback and feedforward system to keep the behaviours on track. It is important to create dashboards to ensure the deviations of behaviours are correctly measured.
6. The role of the leadership then becomes as that of behavioural coaches. These coaches must be trained on developing and controlling behaviours correctly so as to ensure that the organization goals are achieved.
7. Lastly reward behaviours and not results alone.

We have been testing this approach for some time now and the findings are interesting. Organizations do not test their behaviours, which are essentially the causation of business. Thus, they rely on the environmental forces for accomplishing success. This approach is flawed because here the environment becomes the trigger for organizations' success and thus organization is prone to business uncertainties. In behavioural approach it is the organization that starts triggering the environmental response. Thus, the organization operates from its internal power of behaviours.



We have seen customers tend to develop trust based on behaviours of the organization. It is ultimately the behaviour that gets rewarded by the customer. So go ahead with Behavioural Annual Operating Plans. **E**

FOUNDER'S ARTICLE



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.

BUILDING HIGH PERFORMANCE TEAMS

High-performance teams don't shape up in a vacuum. It needs focus and a thoughtful plan. At the outset always hire for attitude and not for skills. This ensures a strong foundation, and then rest follows quickly. The problem starts when toxic elements wreck the momentum that the team gathers at each stage of the business cycle. Always ensure that the team remains clean of toxicity by acting on contaminated elements immediately. This is essential.

Now that the basics are done we can start working on the creation of high performance teams. The steps are seemingly simple but not easy. It requires a continual focus on the following elements:

1. Do ensure that the team has at least five percent of members whose passion lies in the area of the domain that they are in. This brings ownership amongst the best and inspiration across the teams with relative ease.
2. Fifteen percent must be members who wish to build a career in a specific area of interest. Ensure that they are correctly adapted through their "natural type" for the job that they are in. Psychometric profiling helps here.
3. Sixty five percent of the critical majority must be the members who are strong in facts and analytical approach. They do well in critical functional support.
4. The rest of the minority will tag along with the momentum of the team.
5. Define a "Purpose" for the team. Goals are very material in nature; a purpose is always grand. It rallies members around a cause.
6. Bring in ethical practices in the team. Lack of ethics is the death of conscience which leads to decline in the value system. Corrupt values will surely ruin your team. Have zero tolerance to ethical deviations.
7. Work on developing behaviours in line with the traits. These behaviours must be the ones that suit the grand purpose of the team. Traits can be easily identified through trait tools. Determine the gaps and then invest in their capability building.
8. Bring in a culture of feedback and feed forward. A performance culture is always better than a pure harmony culture. It is turbulent in character but surely enjoyable and challenging. Challenge keeps people together. Excess harmony promotes disharmony and breeds ethical compromises. People must also audit and correct their time stealers.

The above may not be exhaustive but will help create the necessary foundation. Rest of the customization can be based on domain and job roles. It takes time to build teams. But once in place acceleration of business and shift of business orbits is easy. **E**



OD ENTHUSIAST'S ORATE



Astha Virmani is a MBA with specialization in HR. She has a deep affinity towards reading 'human' faces and empathy is one trait she possesses deeply. She has been an HR professional since last seven years moving from retail sector to consulting. Presently, she is employed with a global consulting firm with pan India presence. Her profile includes talent acquisition, management and performance management.

TRIGGERING HIGH PERFORMANCE IN TEAMS

Humans are born prodigies. Challenging this fact would amount to closing your eyes during daytime to claim night has arrived. The question is how to trigger the exemplar behaviours in a team.

Unlike the Spiderman who received extra ordinary powers after having been bitten by a radioactive spider only once; our very own Hanuman was a born highbrow erudite. It was the curse that made him forget his powers, but the stroke is – that he forgot his gargantuan powers, doesn't imply he lost those stimuluses. They were very much in him ever since he descended on earth.

We too carry congruent traits. Our minds are no less than the Milky Way with infinite capabilities, consequently our brain can easily revolutionize and regulate homo sapiens to the extent of influencing the most challenging community that multiples extensively (as we move up on the career ladder) called – Bosses. Like our ancestor(s) we also carry the intrinsic attributes of forgetting our innate cosmic powers. The differentiating element here is the presence of a mentor - Jamvant, who helped Hanuman realize his hidden veracity.

All we need is that one mentor/guide or that eureka moment when apple falls - that awakens the inherent potential enscenced in us. We certainly are not expected to lift the Dronagiri mountain, but the key to trigger high performance is by setting the expectations right at initial phase of assignment along with empowerment of people aligned to their passion.

This can lead to an output which is soul satisfying just like juicy ripe mangoes. To add on, three pragmatic ways to metamorphose – T (team) to HPT (High performing team) are:

- 1. Feed-forward** - Initiate your annual goal setting/KRA discussions with forward moving crusade - replace 'ALL' the negatives with positive - that's the key to human motivation.
- 2. Simulation** - A tool for redefining success by apprehending impediments and then minimizing the risks of failure. It makes people deal with real life scenarios in a controlled environment in the presence of a mentor/guide. This reinstates the forgotten powers inherent to people.
- 3. Feedback** - Real time and systematic feedback rationalizes the course of work in a tangible mode.

To sum it up, it's the leader who destines the evolvement of a high performance team!! **E**



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

Define and support success behaviours accurately to derive the best performance out of teams.