



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Developing HR professionals and enhancing HR professionalism

THE ODYSSEY, AUGUST 2008

	CONTENTS
Live @ Board Room	2
Snapshots @ MDPs Conducted	3
First Contact Classes of the F&A 2008-11 Batch	5
Fellow and Associate Programs in HR & OD-Value Proposition of the Day	7
Leadership Towards Unprecedented Results- A Case Study	13
Forthcoming Programs	17
Leadership for Performance	18
HR Humor!	23
Food for Thought!	25
Other Important HR News	26
Ask AHRD	27

ACADEMY of HRD,
AYANA COMPLEX, 2nd Floor,
Thaltej-Hebatpur 100 Ft. Road, Thaltej,
Ahmedabad – 380 059
● Tel.: 079-29297325/26
● Fax:079-26856106
Web: www.acadmyofhrd.org

Editors: Dr. Hardik Shah & Mr. Piyush Dwivedi

Live @ Board Room

The Governing Board Meeting of the Academy of HRD was held on July 26, 2008, under the Chairmanship of Dr. Anil K Khandelwal. The meeting was attended by Dr. Gita Piramal, Mr. Aquil Busrai, Mr. S.P Agarwal, Mr. Harish Mehta, and Mr. K.K Verma, the Director. Mr. V.G. Subramanian, Advisor, AHRD was also invited. The Chairman introduced Mr. Aquil Busrai, a great HR Leader who attended the Board Meet first time.

The meeting was highly interactive with the exchange of many great ideas. Dr. Piramal offered to publish Academy's intellectual capital contributions in her bi-monthly journal "The Smart Manager". The contribution would be Academy's copyright. The 1500 words column will be enriched by HR experts and CEOs closely associated with the Academy and enhance mileage to Academy. Those included so far are:

Anil K Khandelwal on "**The Board and the CEO from the HR Angle**"

Harish Mehta on "**Managing Attrition**"

Aquil Busrai on "**No HR! Or Industry and Academia Interface**"

S P Agarwal on "**What Makes HR Effective and Non-Effective**"

Dr. Piramal's gesture of offering six columns in her bi-monthly journal "The Smart Manager" was appreciated. Dr. Piramal also suggested that the Academy offered an HR program for faculty on important modules, as a large number of modules the Academy has conceptualized would help HR faculty of B-Schools. The details of the said suggestion needed to be worked out.

Snapshots @ MDPs Conducted

8th Experiential Workshop: Learning Instruments in HRD & OD

As a part of its commitment to develop HRD professionals and to focus on HRD professionalism, the Academy of HRD had designed this workshop to provide basic knowledge and experience of certain selected instruments in the field of HRD and OD.

The workshop was for the assessment and development of personal and interpersonal orientation, managerial effectiveness, and development of personality, leadership, team building and assessment of organizational climate.

Experience with a variety of instruments develops insights and create testing skills. The instruments focused in this program included MBTI, 16 PF, 360 Degree Feedback, Managerial Style Questionnaire (SPIRO), Transactional Style Inventory (TSI), Team Effectiveness Assessment Measure, Occupational Personality Questionnaire (OPQ) and OCTAPACE.

The workshop was marked by the presence of 29 participants (from 25 organizations) from various sectors of the business and service. To add to the variety of the group there were three participants from NGOs. The knowledge transfer was facilitated by the top Gurus of HR in India- Dr. Udai Pareek, Dr. Anup Singh, Dr. Satish Kalra, Dr. Rajen Gupta, Dr. Radha Sharma, Dr. Seema Sanghi, Mr. Prem Swarup and young minds: Dr. Hardik Shah and Mr. Seetharaman. The program was held at India Habitat Centre, New Delhi 28th-31st May 2008.

The feedback received from the participants was very encouraging. The participants found that the instruments learned during the program could very well be implemented back home as the faculties covered the theoretical as well as designing and implementation parts in elaborate ways.

Snapshots @ MDPs Conducted...

5th Experiential Workshop on Appreciative Inquiry for Organizational Change

The Academy of HRD organized jointly with the Indian Society for Applied Behavioural Science (ISABS), a 3-day experiential workshop at its new premises in Thaltej. It was a non-residential program in which 15 participants from different companies attended the workshop under the facilitation of Prof. R. Sankarasubramanyan and Dr. Wasundhara Kanbur, Facilitators-ISABS. The participant group was very diverse with the experience of different sectors like the NGOs, educational institutes, corporates and banks.

As regards the feedback, it speaks a lot to share that the participants were of the view that they will advise their colleagues and other professionals to participate in future.

First Contact Classes of the F&A 2008-11 Batch

First Contact Classes of the Fellow and Associate Programs 2008-11 Batch

The Academy organized the first contact program for students of Fellow and Associate Programs Batch 2008-11 from June 10, 2008 to June 25, 2008. The venue for the program was the Academy's Campus at Thaltej. The contact program was a part of the preparatory stage of the Fellow and Associate Programs. Seven students from the current batch of Fellow and Associate Programs 2008-11, and one of previous batch 2007-10 attended the program.

Inaugural function of the program was held on 10th June. Dr. Tejas Desai from IIM-A was the Guest of Honor and delivered the inaugural speech. Dr. Pradip N. Khandwalla, former Director, IIMP-A and Chairperson, Academic Committee was also invited to bestow his blessings on the occasion. A welcome lunch was arranged on the same day to welcome the new batch. This gave the students an opportunity to establish rapport among themselves as well as with the teaching faculty members and other HRD professionals connected with the Academy.

Out of the nine modules of the program, four modules were covered in first contact classes of this year, which include Macro Perspectives on HRD, Statistical Tools and Usage, Research Methods and Techniques and Research Studies on HRD.

Prof. Biju Varkey (IIM-A), Prof. C. Reddy (S K Patel Institute of Management), Prof. Arnab Laha (IIM-A) and Prof. Mallikarjun (Nirma Institute of Management), Prof. Pradyumana Khokle (IIM-A) and Prof. Manjari Singh (IIM-A) were the distinguished visiting faculty invited to take sessions during the contact program and they provided their valuable guidance to the students. Dr. Dipti Sethi also enlightened the participants as a guest lecture on the issue of Empowerment. Mr. Verma and Dr. Pestonjee took the concluding session and enlightened the participants about the future course of action. The participants expressed overall satisfaction.

First Contact Classes of the F&A 2008-11 Batch...

“Indeed it was a learning experience of one of its kind. I shared it ISB with some Professors and Directors as well. I enjoyed the whole program to the fullest. All AHRD staff was very helpful. My sincere gratitude for providing such a enriching environment to all of us”

Pallavi Awasthi, F&A Student 2008-11Batch

The Academy is grateful to all the faculty members for providing their valuable time for this venture to enhance the quality of HRD profession in the country.

Get Together with the Old Fellow Students from Bangalore!

On 28th June, 2008 the Academy organized a breakfast meet involving the old as well as the current students of the Fellow Program. The meet was aimed not only to give an insight to the students regarding the Academy and promote the fruitful association with the Academy but also promote networking amongst the students and the F&A awardees. 9 participants attended the meet. Everyone was satisfied and happy with the initiatives of the Academy and bestowed their full support to champion the cause of the Academy. Rekha, a student of F&A 2007-10 batch offered and is coordinating the occasion meet the 11 students at Bangalore.

Fellow and Associate Programs in HR & OD-Value Proposition of the Day

*Piyush Dwivedi**

Time had never been so critical to appreciate why world-class programs turn out high quality PhDs. We clearly know and yet ignore the requirement of educational institutions and universities that can be met. However, we yet don't know and hence don't care about the needs that can be met in work organizations: be they Corporate, Government or Social organizations.

We shall first deal with the latter. Management is one field where practice precedes theory and management theories are largely built on practices that are successful. We, the Indian managers are highly action-oriented. A lot of data is generated, but we the Indians are sitting on bundles of data unlike in the West. Indian managers do not have adequate training or opportunity to document scientifically their experience and add it to the management knowledge. We do have top class experiences but not converted into a system for worldwide sharing. We need to recognize this as a major gap in our educational system aimed at integrating academia-industry for a purposive education.

We all know that strategic decisions in learning organizations can no longer be based on hunches or gut feelings. Organizations need to have brain trust and rely on scientific analysis of data the organizations generate. HR data related to core competencies, organizational performance, employee skills and competencies could be crucial in formulating and implementing effective strategies for corporate plans, including diversifications and expansions. When organizational experiences are systematically researched and analyzed, they facilitate organizational change processes viz. restructuring, right sizing, process improvement, etc. Internal research, process analysis, and HRD audit have become absolutely essential for validating and evaluating the effectiveness of HR policies, systems and interventions, particularly to ensure that they are people focused and business driven. In the absence of quality researchers the work organizations struggle and a vast majority remain ignorant about the learning from the insightful and appreciative experiences of the good work done in the past by their colleagues. The Academy of HRD, Ahmedabad recognized the need for research orientation and competencies for HR and other business executives.

***The Author is an Academic Associate, AHRD**

Fellow and Associate Programs in HR & OD-Value Proposition of the Day...

The Academy also recognized that competent management faculty are required in universities as well as the corporate learning and development function. The requirement is continuously rising since the liberalization of technical/management education in India and the growth of the industry since the opening of the economy. However, quality institutions as well as PhD graduates are too scarce. The supply line provides for only a fraction of the rising requirement. There is need to build Harvards in India when 12 new world-class Universities, in addition to 16 Central Universities have been planned to be set up (How to build Harvards by Pratap Bhanu Mehta, The Indian Express, August 26, 2008). The acute shortage of good faculty and researchers exists in all disciplines, but more acutely in HR due to the steeply rising complexities in the management of human resources.

To share a successful experience, the Academy of HRD and the Xavier Labour Relations Institute (XLRI), Jamshedpur recognized the seriousness of the issue right from 1994; they took the initiative to offer joint Fellow Program for the industry as well as promoting a supply line for the management schools. The two institutions joined hands for offering a common program right from 1995. A very distinctive feature of the program was that the Fellow Program and the Associate Program were designed primarily to suit the working professionals. Such a facility was not available at any of the schools or academies. Later, the joint programs were made independent and offered separately by the two institutions.

Recently enrolled Fellow Students

2008-2011 Batch are from Wipro, Metro Cash & Carry, ISB, Govt. of Andhra, Nalco, Delphi, Microsoft, DNA

2007-10 Batch from ONGC, Aricent, Sasken Comm., Global Steel holding, CAE Solution Technologies

2006-09 Batch from Taj Air Catering, Birlasoft, C-DAC, Ideaz Unlimited, Pegasus Institute, Birlasoft Insurance, ExLENT Consulting, IDBI, Avineon India and ING Vysya

Fellow and Associate Programs in HR & OD-Value Proposition of the Day...

The question of need for such programs should be seen in the above perspectives.

Titles awarded

The Fellow Program in HR & OD is a doctoral level program equivalent to Ph.D. level of a University while the Associate Program is comparable to M Phil. level of a university. Fellow Program students after qualifying are offered title of “Fellow, Academy of Human Resources Development” and the Associate Program students “Associate, Academy of Human Resources Development”.

Research Areas of the Fellow Awardees:

The Fellow Awardees had done research in different HRD and allied areas exploring cotemporary HRD topics like Strategic HRM, Employee Commitment, Managerial Leadership, Change and Organizational transformation, Performance Management, Competency Measurement, Stress, Alienation, Motivation, Sensitivity Training and Bank Officers performance, Career Planning, HRD for Empowerment (women), Mentoring, etc. They made significant contribution through their original research work towards knowledge building in HR practices and organizational effectiveness areas. Hopefully, by exploring dark/blind areas in sample organizations, the organizations moved towards interventions of organizational excellence

These programs enhance research aptitude and inquiry mind in areas of HR and OD. They also update knowledge and understanding of the concepts, theories, and practices in the HR, OD and OB areas which prepare the students for improving and realigning organizational and human processes, both for successful practice and preaching.

Eminent Faculty with Commitment

World-class faculty, with very strong commitment to the cause of PhD level resource creation teaches the Fellow and Associate Programs at the Academy. Dominatingly, the faculties who teach are from the Indian Institute of Management, Ahmedabad, retired professors of IIM-A included. A few other eminent academicians from other institutions and Academy’s faculty also teach.

Fellow and Associate Program in HR & OD-Value Proposition of the Day...

Fellow title awardees' improved effectiveness:

Between 1999 and 2007, twenty-four scholars have been awarded Fellow titles jointly or independent of XLRI. It is heartening to know that the Fellows enjoy very prominent positions. Most of them have improved professional orientation of their job profiles, some shifted from business side to learning and development roles in their companies or to teaching institutions such as IRMA, NIRMA, XLRI, MIT (Manipal), etc. In corporate, they are enjoying prestigious positions such as VP-HR, President-HR, Senior Director–HR, etc. Often they have reported that their research abilities aid their superior performance and stand by them.

The three year duration program, though often takes longer due to its rigor and the workplace complexities of the students, taught by world-class faculty and guided by the approved guides (from IIM-A, MDI, NITIE, XLRI, IIM-B, HR Corporate Leaders and AHRD), is by all standards one of the best in the country for working professionals in the areas of HRD and OD. 24 scholars have been offered the title of “Fellow” and are making distinct achievements. They often report that the rigor of the Fellow program and the research ability acquired have helped them through out. Many have reported that during the course of this education, they realized that doing some in-house research and using data and the findings for evolving HR policy and improved practices have strengthened their credibility in the organization. For a few reflections of their satisfaction, please see the adjacent table.

Fellow and Associate Program in HR & OD-Value Proposition of the Day...

“Indeed it was a learning experience of one of its kind. I shared it ISB with some Professors and Directors as well. I enjoyed the whole program to the fullest. All AHRD staff was very helpful. My sincere gratitude for providing such a enriching environment to all of us”

Pallavi Awasthi, F&A Student 2008-11Batch

“The AHRD made this more than a Contact Program for Fellow students. It served the purpose of also a Management Development Program for Practitioners/ working executives in HRD.

I learnt a few things about how to explore new things either in real life situations or work places; the spirit of enquiry was awakened. All these are necessary for researchers so that they can base their findings upon scientific research, get it validated and leave no scope for ambiguity.”

P L Chavan, F&A Student 2002-05Batch

“The discussions cover everything starting from personal experiences to spiritual lectures. The day I came to Contact Program research seemed so heavy and more of a can't reach thing. But after ten days in the Academy, research seems more interesting and enthusiastic”

Harit N, F&A Student 2002-05Batch

*“Learning with instruments, tools and technique
Explorations, experiences, feelings, emotions galore
To cap with cases researching all the way
Emerging with problem statements
Hypothesis, variables and solutions
Surely to be a fellow in HRD and OD
The journey so eventful!”*

N K Prabhu, F&A Student 2002-05Batch



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Announces

2nd Program

PERFORMANCE IMPROVEMENT & MANAGEMENT Creating Strategy & Process

A Two-Day Experience Sharing and Learning Program (Non-Residential)

DATES:
October 17-18, 2008

VENUE:
Hotel Best Western the Emerald, Juhu, MUMBAI

SEEKS TO ADDRESS SOME KEY QUESTIONS:

- How do different organizations define 'performance'?
- How do organizations demonstrate ownership of performance management practices?
- What are the different strategy and design frameworks for PMS in HPOs? How are they customized and aligned with the organization's business purpose and strategy?
- How does process impact the effectiveness of the performance management system?
- How do organizations address process issues: care taken by them to ensure that the process experience is supportive of the system and its spirit?
- How can other human resource sub-systems support the performance management?
- What are the roles of line and human resource managers in making the system effective?
- How performance and feedback culture created?

FOR

- ❖ Senior managers irrespective of any functional affiliation
- ❖ Senior human resource management executives and other professionals
- ❖ Owners and entrepreneurs of small and medium enterprises
- ❖ Management teachers and practicing consultants

As an improvement plan of performance management requires strategic alliances, it is suggested that organizations consider sponsoring teams of two or more comprising of human resource managers and line managers.

METHODOLOGY

- Participative, particularly discussions on successful case studies such as Infosys, NTPC, Wipro, Godrej, Aditya Birla Group, RPG, Axis Bank and presentations from Hewitt Associates & AHRD.
- A CD on performance review.

RESOURCE PERSONS

- Dr. Anil K. Khandelwal**
Executive Chairman, Baroda Pioneer Asset Management Company Ltd and Chairperson, AHRD; Fmr. CMD, BoB; Fmr. CMD, Dena Bank
- Mr. Amrut Rath**
Head HR, Godrej Sara Lee Ltd., Mumbai
- Mr. Aquil Busrai**
Executive Director, IBM India Pvt. Ltd., Gurgaon
- Prof. Dipti Sethi**
Professor, Academy of HRD, Ahmedabad
- Mr. G K Agarwal**
Executive Director, NTPC, New Delhi
- Mr. H R Shashikant**
President Corporate HR, Aditya Birla Management Corp. Ltd.
- Mr. Harsh Bhosale**
Sr. VP-Group HR, RPG Enterprise, Mumbai
- Mr. Raj Reddy**
Head—Organizational Effectiveness, Infosys Technologies Ltd.
- Mr. Rajesh Dhar**
Head (Mid Cap Segment), Hewitt Associates, Mumbai
- Mr. Ranjan Acharya**
Senior Vice President HR, Wipro Technologies Ltd.
- Mr. Snehomoy Bhattacharya ***
President HR, AXIS Bank, Mumbai
- Prof. Sunil Maheshwari**
Professor, IIM, Ahmedabad

* Confirmation awaited.

FEES:

Rs. 22, 000/- per participant.
Avail discount for early birds and multiple nominations from same company/group.

For any enquiries, contact Prof. Dipti Sethi - 098240 96015,
Phone: (079) 2909 6183 / 2929 7325 / 2908 6075
E-mail: ahrdad1@academyofhrd.org, director@academyofhrd.org
visit us at : www.academyofhrd.org

ACADEMY of HUMAN RESOURCES DEVELOPMENT

Ayana Complex, 2nd Floor, Thaltej-Hebatpur 100 Ft Road, Opp. Suvarnavilla Bunglows. Thaltej, Ahmedabad - 380 054, Gujarat, India

*Leadership Towards Unprecedented Results-A Case Study**

The Situation:

In 2005, Mr.Saha, President and Chief Operating Officer of INAR Ltd., was the leader of a company at a critical juncture. From the time INAR was founded in the early 1975s, the company had maintained a strong reputation for leading-edge research and technology in the Defense industry. In post-Cold War years, the company had remained competitive by applying its expertise to new sectors. Beyond the warfare signal processing technology INAR supplied to the Indian Navy and other military customers, the company began to develop and market applications in the Information Assurance and Intelligence sectors. During 2000, INAR's Board of Directors decided to refocus its efforts as a business by redefining the company's strategic plan. Their directive was that INAR should not only fine tune its diversification efforts, but do so for the purpose of positioning the company for a liquidity event—e.g., being acquired by another company or going public with an Initial Public Offering. The Board reinforced their plan of action by putting a new senior management team in place— including Mr.Saha, who came on board in 2002 and was quickly charged with leading the team to its new future.

The Challenge:

On the one hand, the strategic decisions by the Board of Directors played to the company's strengths. INAR was a business founded by three engineering professors intent on developing new technology, and had become known for its pioneering, imaginative and innovative work. The Board members believed that INAR's talented employee base—27% of them PhDs and the majority of them engineers, scientists, and IT professionals—could develop more high-end solutions and produce greater market visibility for the company and, in the process, drive dramatically increased revenues and shareholder value. On the other hand, in Mr.Saha's view, the very culture at INAR that had engendered product innovations—and which had made the company highly reputable and profitable—was at risk as the company embarked on its new mission. “We were a new, hand-picked leadership team installed in a company that had done things a certain

Adapted from www.jmw.com

Leadership Towards Unprecedented Results-A Case Study...

way for 25 years, and done them very well, with great success,” explains Mr.Saha. “Yet the Board had charged us with taking the business down a certain path. And we had to do that without breaking the culture of the company.” In addition, Mr.Saha’s leadership team faced tactical challenges. In recent years the company had successfully diversified, but largely in terms of its customer base, rather than the types of solutions it was marketing. Dramatically increasing the company’s value would mean refocusing its diversification efforts toward in-demand technologies and high-return revenue opportunities. Finally, INAR’s leaders faced challenges as a team. “Each one of us had been asked to join the company because we had the skills, experience and knowledge to do what had to be done,” says Mr.Saha. “As individual leaders, our respective instincts were, to some degree, to just get started and make things happen. Each of us knew what we were doing; there was no question about that. But there was a question about the best way for us to go about leading the company through this defining point in time. And that’s what brought us to ABC Inc.”

The Work:

The work with ABC Inc. began with a referral from one of INAR’s Board members who had participated in an ABC Inc. leadership program conducted for another company. At his recommendation, INAR’s founder and Chairman enrolled in the ABC Inc. *Leader of the 21st Centaury* program during 2000. In early 2005, at the Chairman’s urging, Mr.Saha and two other senior leaders at INAR who participated in the same program. “In a sense, taking the time to participate in an executive development program was a tough sell for us at the beginning,” recalls Mr.Saha. “I was there because people I respected tremendously believed it was the thing to do. But I was also very focused on the mission at hand for my company. Fortunately, I soon realized that participating in the program with ABC Inc. didn’t preclude making great progress with my company. In fact, the two went very much hand in hand.” Over the course of the program, Mr.Saha and his peers developed a new sense of perspective on the changes they were implementing at INAR—specifically, what those changes would mean for employees, as well as key leaders. They also developed a new sense of what was possible for their company. “I think each of us came to understand there’s a difference between being motivated and being committed,”

Leadership Towards Unprecedented Results-A Case Study...

recounts Mr.Saha. “When you’re committed, you truly ‘stand for’ what you’re pursuing. And there’s a difference between trying to lead people and genuinely engaging and enrolling them in your mission. I think we took those distinctions to heart and began to use them in our work right away.” In late 2005, Mr.Saha arranged for the rest of his senior team to participate in an intensive course customized for INAR by ABC Inc. called *Leading the Future*. By late 2006, a total of 18 INAR senior leaders had completed ABC Inc. leadership development courses—including the presidents and chief operating officers of three business units, as well as senior leaders in Human Resources and Corporate Development.

The Results:

The work with ABC Inc. came at a time of extraordinary change and challenge for INAR. The company’s Board had decided to give greater priority to its Intelligence and Information Assurance (data security and intrusion detection) operations and, after completing a major acquisition of intelligence systems engineering company, INAR adjusted its resources accordingly. Although the company had made its mark in the Defense industry with warfare signal processing technology and devoted 90% of its operations to this work, the senior team altered that allocation significantly. Moving forward, INAR would dedicate 50% of its resources to Defense technologies, and roughly 25% to both its Intelligence and Information Assurance business units. This marked a fundamental shift—not only in the company’s operations, but also its identity. “We had already begun to do a number of things we hadn’t done before as a company,” recalls Mr.Saha. “In 2005 and 2006, we began to make changes to our approach that would help us preserve our culture as a company, despite the fact that this was a company in the midst of change—change that, after 25 years, was hitting some people pretty hard.” For example, in 2000 the company had granted stock options to all employees in an effort to reinforce their critical role in the company’s plan for the future. In 2001 and 2002, INAR further invested in its employee-focused efforts with an extensive communication plan, including the installation of video teleconferencing equipment at various sites. As the company pursued an aggressive growth strategy—nearly doubling its employee base and increasing its total sites from two to nine—it grew company-wide employee

Leadership Towards Unprecedented Results-A Case Study...

communications capabilities as well, holding regular “all-hands” video conferences that gave employees a sense of the overall progress they were achieving. In the five-year period from 2001 to 2006, INAR’s attrition rate remained below 6% as its workforce nearly doubled and annual sales surged from \$17 million to \$60 million. By the close of 2007, the company began to receive acquisition inquiries from larger corporate competitors. A total of four large-logo suitors began what soon escalated into a bidding war to acquire INAR. In January 2008 came the official announcement of INAR meeting its top objective: Mr.Saha and his team announced a buy-out deal with Defense industry powerhouse XYZ Ltd.

Lesions Learned:

Leading better gets results. “We thought that pursuing our goals of value growth and eventual liquidity would take seven to 10 years,” says Mr.Saha. “It took less than five years. I believe the work we did—to make ourselves better leaders—made the difference. I’m not saying that we wouldn’t have realized our objective without it, but I think it would have probably taken longer, and it would have been much, much harder for the people in our company.”

Alignment is critical. “We leveraged the strengths we already had in our company—the innovative spirit and expertise that was there from the beginning,” explains Mr.Saha. “Doing that, and communicating to our employees that we were doing that, was critical. The mission we described was a mission most of them could support.”

You don’t know what you don’t know. “We transcended our limits,” says Mr.Saha. “We were as capable a team of professionals and leaders as you’ll find anywhere, but we didn’t know everything. We knew how to make things happen—but we learned some critical lessons about the importance of how we made them happen, and that adjustment resulted in incredible returns for our company.”

The returns continue. “I think it’s a natural inclination, when people are geared up for a certain event, not to look much beyond that event,” adds Mr.Saha. “At INAR, we’re beyond that big event now, and there’s plenty of work ahead. As a part of a much larger corporation, the challenges and adjustments continue. And we find ourselves again using the leadership lessons and resources that helped get us here—so the work continues, as do the returns on our investment in our leadership.”

Forthcoming Programs

1. **2ND PROGRAM ON PERFORMANCE IMPROVEMENT AND MANAGEMENT: CREATING STRATEGY AND PROCESS.** **Dates:** October 17-18, 2008 **at** Hotel Best Western the Emerald, Juhu, Mumbai
Target Group: Senior Managers, HRM Executives, Owners and Entrepreneurs of Small and Medium Enterprise, Management Teachers and Consultants

2. **EXCELLENCE IN MANAGING SERVICES: HR AGENDA** by Prof. Sunil Maheshwari, IIM-A. **Dates:** November 29-30, 2008 **at** Academy's Campus, Ahmedabad
Target Group: Senior and Middle Level HR Managers

3. **9TH EXPERIENTIAL WORKSHOP: LEARNING INSTRUMENTS IN HRD & OD.**
Dates: 1st week of December 2008 **at** India Habitat Centre, Lodhi Road, New Delhi
Target Group: HRD Professionals, Line Managers, Change Agents in HRD/OD, Consultants and Management Teachers, Functionaries of Social Sectors and Other Professionals interested in using instruments in organizations

4. **2ND CONTACT CLASSES OF THE FELLOW AND ASSOCIATE PROGRAMS 2008-11 BATCH.** **Dates:** January 5-21, 2009 **at** Academy's Campus, Ahmedabad

5. **4TH PROGRAM ON HR FOR SUSTAINABLE COMPETITIVE ADVANTAGE.** **Dates:** January 2009 **at** Fariyas Holiday Resort, Lonavala, Pune
Target Group: HR Heads, Senior HR Professionals, Next Generation HR Leaders, Senior Line Professionals, CEOs of SMEs, Management Teachers and Consultants

6. **6TH EXPERIENTIAL WORKSHOP ON APPRECIATIVE INQUIRY FOR ORGANIZATIONAL CHANGE.** **Dates:** January 29-31, 2009 **at** Academy's Campus, Ahmedabad
Target Group: Line and HR Executives

*Leadership for Performance**

Introduction:

As Doug Ivestor, the former CEO of the Coca-Cola Corporation pointed out, “as economic borders come down, cultural barriers go up, presenting new challenges and opportunities in business for performance”. If a few decades ago leaders could operate in the relative isolation of their home countries, today they are increasingly exposed to various cultures with different lifestyles, and different management and leadership practices. The situations that global leaders and would-be leaders must face are highly complex, constantly changing, and difficult to interpret. As conceptual level as well as implication and execution level it is becoming the need of the day for managers to lead towards performance excellence through different strategies, which unfolds the people potential towards achieving the goals and objectives. It is one such paradox challenge needing critical attention and balance contributing towards performance effectiveness. It has slowly but surely gained hundreds of thousands of adherents over the past 10 years. The seeds that have been planted have begun to sprout in many organizations, as well as in the hearts of many managers who long to improve the human condition. Leadership is providing a framework from which many thousands of known and unknown managers to understand and improve how they treat those who implement the work within organization to serve different stakeholders starting from CEOs to Customers leading to performance excellence. The question I would like to put here in the article is, can we have balanced Leadership in terms of leading front-end and back-end or balancing influencing others, creativity, thoughts, motivation employees, making committed employees vis-à-vis executing plans and policies for achieving organizational vision, mission and objectives? Can we combine or adapt both to move towards performance excellence? The article explained how balanced leadership to be created for performance excellence within organizations with one such case situation.

The Leadership Pathway:

Laotzu in his words of wisdom put it as "A leader is best when people barely know he exists, not so good when people obey and acclaim him, worse when they despise him.... But of a good leader who talks little when his work is done, his aim fulfilled, they will say, “*We did it ourselves*”. If we as managers and business leaders introspect and wove different competencies of effective leaders

Leadership for Performance...

in our life then it will be an effective intervention for successful and effective change in new era in human development, and for creation of more caring organizations which excel through performance. The art of mastering Leadership goes with the emotion of serving 'the others' for their success to be the leader and lead for lifetime in true spirit by appropriately focusing and addressing their current and future with balanced approach to the individuals. The key to effective leadership today is to meet this challenge through leading people by creating and integrating their shared values to achieve the performance objectives. As we know that there are many theories of leadership, each contributing and giving different insights into different dimensions of leadership phenomenon and leadership traits or competencies in order transform the organization through change interventions. In recent years “neocharismatic leadership theories” such as transformational leadership theory (Burns, 1978; Bass, 1985) and visionary leadership theory (Bennis & Nanus, 1985; Kouzes & Posner, 1987; Sashkin, 1988) have gained widespread acceptance, both with scholars and practitioners alike. House and Aditya (1997) note that these theories are all of a common type and have several common characteristics or competencies. First, they all “attempt to explain how leaders are able to lead organizations to attain outstanding accomplishments such as the founding and growing of successful entrepreneurial firms, corporate turnarounds in the face of overwhelming competition, military victories in the face of superior forces, and leadership of successful social reform for independence from colonial rule or political tyranny. Second, these theories also attempt to explain how certain leaders are able to achieve extraordinary levels of follower motivation, admiration, respect, trust, commitment, dedication, loyalty, and performance. Third, they stress symbolic and emotionally appealing leader behaviors, such as visionary, frame alignment, empowering, role modeling, image building, exceptional, risk taking, and supportive behaviors, as well as cognitively oriented behavior, such as adapting, showing versatility and environmental sensitivity, and intellectual stimulation. Finally, the leader effects specified in these theories include follower self esteem, motive arousal and emotions, and identification with the leader’s vision, values, and the collective, as well as the traditional dependent variables of earlier leadership theories: follower satisfaction and performance” (House & Aditya, 1997). In their study Kouzes and Posner’s (1987) analyzed more than 1,200 “personal best leadership experiences” of managers and executives from various industries in the United States based on extensive case studies and interviews, have identified five practices that are common to successful business leaders:

Leadership for Performance...

1. Challenging the Process (CP): Searching for challenging opportunities, questioning the status quo, experimenting, and taking risks
2. Inspiring a Shared Vision (ISV): Envisioning an exciting future and enlisting others to pursue that future
3. Enabling Others to Act (EOA): Fostering collaboration, and empowering and strengthening others
4. Modeling the Way (MW): Consistently practicing one's own espoused values, setting the example, planning small wins
5. Encouraging the Hearth (EH): Giving positive feedback, recognizing individual contributions, and celebrating team accomplishments

Similarly, Ramcharan (2007) concluded that leaders develop their talent and competencies through practice and self-correction. He addresses a pressing problem – a shortfall of leaders prepared to face today's complex challenges. He also presented a radical and controversial remedy for the crisis in terms of "Apprenticeship Model". This is new approach to succession and leadership development makes it a hands-on activity for leaders, their bosses and subordinates. Literature on leadership has broaden the area with focus on contingencies theories, benchmarking competencies, traits etc. but the integration is the need of the day to have performance excellence by balancing approaches to have effective performance for the organisation.

A Case for Performance Excellence through Balanced Leadership:

In this era of rapid globalization and the increasing interdependence of the world's economies, culture is paradoxically becoming more, rather than less, important. Ms.Kerry, now a EMPOWER vice president, who was transformed by the year she spent at a camcorder factory in rural Japan, where she faced both estrangement and sexism. It was, says Kerry, "by far, the hardest thing I've ever done." The foreign culture – particularly its emphasis on groups over individuals – was both a shock and a challenge to a young American woman. But she lead the people trough understanding issues at workplace, designed strategies for tacking roadblocks and especially through her unique way of addressing 'Anti-Semitism'. She focused on understanding the values that they respect as well as on performance targets simultaneously. She quieted the offensive comments of her peers without destroying the relationships and creating deep respect for differences. Her balanced and

Leadership for Performance...

focused approach towards understanding, respecting and handling individual and cultural differences as well as doing the job effectively made the crisis blown away. She led people through encountering the differences in terms of culture, behavior patterns, working flow, and process by creating synergy as well as led them through winning their trust and hearts of people by giving them respect and their space to work. Following were the leadership strategies she used for achieving high performance workplace:

Developed understanding about the values that people holds and binds them

Working through a model of cross-cultural integration through focused and balanced way towards leadership

Respected the individual differences

Developed mindset to focus on continuous performance enhancement

Emphasizing “relational” skills to relate with employees

Created trust by acting empathetically with employees and respecting their culture and values

Developed shared ownership for performance among the employees

‘GLOBAL’ approach to design tailor-made subsystems which has delivered the results

The above case situation provided excellent illustration for explaining the critical role of leadership for performance excellence. Although she started with people understanding, values they hold and respecting the differences at the same time leading through innovative and benchmarking processes through the balanced leadership approach which helped her to meet the challenges of business, encountering the issues effectively and leading employees with trust and commitment towards performance excellence.

Conclusion:

Leaders need not only advocate or envision, but they also insert themselves in execution, management development and take on the development of their own people-related skills as well. The strong commitment to professional development expressed by leaders who serve on various leadership positions like board of directors points to new promise and possibilities for companies—not only because there is inherent value in strengthening an organization’s leadership ranks, but also because more developed and effective leaders perform more productively and

Leadership for Performance...

and effectively. They are far more likely to come with capacities and competencies that will enable them to contribute towards performance excellence and to embrace and nurture contributions as part of a high performance effort. To move an organization forward, they don't always have to get along, but they have to know how to talk with one another and how to have the most productive process ensuring performance excellence. The observations from the case are also highlighting and supporting the argument that balanced leadership is essential for performance effectiveness and achieving organizational objectives by working together toward the ideal of high-performance.

Academy's "Professional Pillars" has been strengthened with the induction of **Dr. Dipti Sethi (Fellow, IIM-A), Professor** and **Mr. V G Subramanian, Advisor**. With the induction of these two professionals, Academy's activities are expected to accelerate and pick up the momentum.

AHRD Welcomes it's new Crew Members and wishes them success in their future endeavors.



ACADEMY OF HUMAN RESOURCES DEVELOPMENT

Ahmedabad

Membership for Professionals

Academy of Human Resources Development (AHRD)'s mission is **"To develop HRD professionals and focus on HRD professionalism"**. It endeavors to enable its members to transform HRD policy and practice.

The Academy membership is open to individual HRD Professionals, HRD Students and all other managers and professionals who are concerned about HRD and apply it in their work and life. The membership with the Academy will be a catalyst for staying in touch with the field and contribute to the field of HRD by sharing experiences in various forums/publications.

Membership Facilities

Concessional fees for self-sponsored professional members of the Academy
Discount on the purchase of Academy's Publications
Free copy of AHRD Newsletters
Life Membership will be accompanied by a gift of two Academy Publications
Free Membership of the AHRD library (for reference only)

Membership Details

Category	Annual	Life
Professionals	800/-	5,000/-
Students of PGDBM/MBA	500/-	-

How to Apply

Please send your applications enclosing a DD (for the amount applicable) in favor of Academy of HRD, payable at Ahmedabad to:

The Co-ordinator – Memberships
ACADEMY of HRD, AYANA COMPLEX, 2nd Floor, Thaltej-Hebatpur 100 Ft. Road, Thaltej,
Ahmedabad – 380 059

• Tel.: 079-29297326/25 • Fax: 079-26856106 • Email:

ahrdad1@academyofhrd.org

Food for Thought!

A newly joined trainee engineer asks his Boss “what is the meaning of appraisal?”

Boss: “Do you know the meaning of resignation?”

Trainee: “Yes! I do”

Boss: “So let me make you understand what appraisal is by comparing it with resignation”

Appraisal	Resignation
In appraisal meeting they will speak only about your weakness, errors and failures	In resignation meeting they will speak only about your strengths, past achievements and success
In appraisal you may need to cry and beg for even 10% hike	In resignation you can easily demand (or get even without asking) more than 50-60% hike
During appraisal, they will deny promotion saying you didn't meet the expectation, you don't have leadership qualities, and you had several drawbacks in your objective/goal	During resignation, they will say you are the core member of team; you are the vision of the company how can you go, you have to take the project in shoulder and lead your juniors to success
There is 90% chance for not getting any significant incentives after appraisal	There is 100% chance of getting immediate hike after you put the resignation

Trainee: “Yes boss enough, now I understand my future. For a good appraisal I will have to resign... !!!”

Readers requested to send in their punch-line type of expression on “Becoming Employer of Choice” to Hardik/Piyush at hardik@academyofhrd.org or piyush@academyofhrd.org . The selected write-ups would be published in different editions of the newsletter. The respondents will be given a Certificate of Appreciation by the Academy of AHRD, Ahmedabad.

Rush in your responses at the earliest!

Other Important HR News!

- Fr. EJ Abraham, Director, XLRI, Jamshedpur has accepted the Invitation to be on the Board of the Academy of HRD.
- Dr TV Rao to release his book “**HRD Score Card 2500**” on September 09, 2008 at AMA, Ahmedabad at 18:30 hrs. The book presents for the first time a systematic and scientific way of measuring the maturity level of HRD, its systems and strategies, competencies, culture and values, and business impact through a scorecard. The book provides a set of easily available guidelines for assessing HRD with the help of a 2500 point score card. It will serve as an invaluable guide to the CEOs and HR Chiefs to evaluate and improve the HR function and make it a strategic business partner.
- A team headed by Satya Prakash Patnaik , ED, HRD, SAIL visited AHRD on August 16, 2008 just on a social interaction.
- Dr. P. Sethu Madhavan, former Director, AHRD after for more than a decade abroad, has returned to India as Senior DGM and Head (Research and Development), Corporate HR and Personnel at India’s most sophisticated and renowned engineering and construction company, Larsen and Toubro Limited, Corporate HRD, Mumbai. We welcome Dr. Madhavan back to India.

Ask AHRD?

For any queries please feel free to contact

ACADEMY of HRD, AYANA COMPLEX, 2nd
Floor, Thaltej-Hebatpur 100 Ft. Road, Thaltej,
Ahmedabad – 380 059

● Tel.: 079-29297325/26 ● Fax: 26856106

Web: www.acadmyofhrd.org

Email: ahrdad1@academyofhrd.org
director@academyofhrd.org

We would appreciate feedback on this issue of newsletter and would like to have suggestions to make it better. Please send your suggestions/write-ups to Hardik / Piyush at hardik@academyofhrd.org or piyush@academyofhrd.org .