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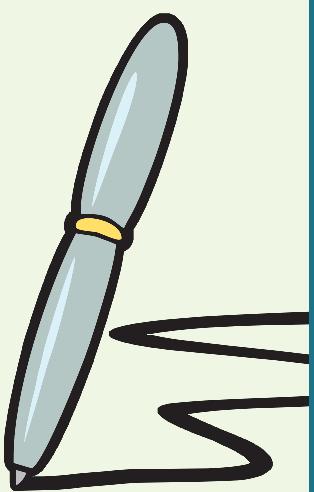

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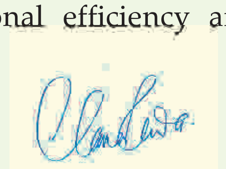
Contents

Few Thoughts

Indian steel industry has witnessed reduction of entry barrier to the industry, increased rivalry among companies, and superior bargaining power of both suppliers and buyers. This has contributed to pressure on profitability for the companies. Further, due to the system of standardization of product grades, creating product differentiation becomes exceedingly difficult. Therefore, the possible means for steel companies to deliver superior performance is by achieving and exploiting a sustainable product cost advantage. However, given that the process technology for making steel is widely known and readily available, this strategy of competing based on cost advantage will become difficult to sustain unless we can focus on utilisation, exploitation and absorption of technology in a cost effective manner. In this context, enhancing people competency in organisations is the key lever for achieving cost leadership position.

In order to enhance people competency in organisations we face several challenges. For matured organisations, separation of skilled people leading to skill erosion is a major challenge. Therefore, time to time competency mapping, skill gap analysis and training of people in the identified areas to bridge the skill gap needs to be carried out. Another challenge of technical competence is ensuring technological discipline. Technological discipline ensures that products of highest quality are produced with minimum cost. Since people are the drivers of technological discipline, managers have a responsibility to influence the attitude and beliefs of people to be self disciplined, ethically strong and motivated by an inner drive to excel. Lastly, with the rise in number of skilled manpower and their growing expectation, containing manpower cost has become another challenge. Multi-skilling of workforce through training and development make the workforce deployment flexible and lean and therefore, is an integral strategy for achieving cost leadership. So every manager should focus on planning and developing their people to enhance their competence, as it is one of the important lever in ensuring operational efficiency and controlling the cost.



(Manas R Panda)
Executive Director (HRD)

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Feature Article

Human Resource Audit of Compensation Management : New Imperative for Organizational Effectiveness

Nitesh Bhatia *, Dr. Hari Haran ** and Dr. Pranab Kumar ***

"Compensation management of a company is one of the key determiners for attracting and retaining talent as well as motivating them for enhancement in their performance."

ABSTRACT

The current competitive environment in many sectors is leading to the adjustment and changes in the entire compensation structure and strategy. Companies are observing a shift towards performance contingent pay that might be enduring as corporate hierarchies are flattened and career ladders shortened. With the emergence of new methods for rewarding employees which have become prominent in past few years like employee stocks option, profit sharing, executive allowances etc., companies are now forced to emphasize more on performance rather than position for pay determination and thus making the compensation structure more intricate. Compensation management of a company is one of the key determiners for attracting and retaining talent as well as motivating them for enhancement in their performance. It becomes of utmost importance to audit the human resource function of compensation with the emergence of high level of accountability towards the entire compensation structure, strategy and policy and its implementation at social, legal and economic levels. The research study attempts to empirically analyze the response from 83 respondents from various companies to identify the key set of areas under compensation function where there is a significant gap between existing and expected levels. It also describes the impact of Human Resource audit of compensation management on organizational effectiveness.

Introduction :

It has become a necessity now to have an effective compensation management for organizational effectiveness. The emergence of service sector has brought the key features of intangibility, simultaneous production and consumption, non-inventorial and low entry barriers along with a whole set of external factors to influence organizations. Although being effective seems an obvious requirement of staying in business, organizational effectiveness has been defined by variety of effectiveness attributes (Campbell, 1997). Managing human resources has become critical to the success of all companies, large and small, regardless of industry (Ulrich, 1997) and an effective compensation structure and strategy would definitely support in doing so.

Human Resource Management can help the company to enhance organizational effectiveness and thereby have a determining effect on whether or not the company is good enough, fast enough, and competitive enough not only to survive but also to

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thrive (Schuler and Jackson, 2000). It is now impossible to have an effective Human Resource Management ignoring the major human resource function of compensation management. Today, it would be difficult to imagine any organization achieving and sustaining effectiveness without efficient human resource management programs and activities (Schuler, 2000). In order to survive and grow in this competitive environment, human resource audit can definitely act as a tool for enhancing organizational effectiveness through an effective compensation management.

Objective

There are many fields under compensation mangement, which have the potential to have a direct impact on the organizational effectiveness. With regard to promotion rewards, research has often looked at opportunity structures in isolation from human resource policies (Stewman, 1986). This loop-hole in the compensation strategy and structure needs to be identified and taken up for rectification. Human resource audit attempts to identify the various key aspects related to compensation structure, strategy and implementation. This is being the major objective of the paper along with identification of gap between the stated policies and the actual satisfaction with respect to the compensation function of Human Resource Management.

Literature Review :

Human Resource Audit : Human resource audit is a systematic assessment of the strengths, limitation and developmental needs of its existing human resources in the context of organizational performance (Flamholtz, 1987). It is basically a process in which policies, procedures, documentation, systems and practices concerning various arenas of human resource management are examined. There are three basic approaches to carry out the process of human resource audit namely, individualistic approach, departmental approach and organizational approach.

Organizational Effectiveness : Organizational effectiveness can be judged by increased productivity, higher level of customer satisfaction, increased profitability and survival of the organization. An effective Human Resource Management is now viewed as the source for achieving organizational effectiveness. Compensation management being one of the prime human resource functions automatically becomes a key contributor towards organizational effectiveness. Thus it becomes of utmost importance to carry out human resource audit of compensation management to have an effective compensation structure and strategy contributing towards organizational effectiveness.

The construct of the organizational effectiveness refers to human judgments about the desirability of the outcomes of organizational performance from the vantage point of the varied constituencies directly and indirectly affected the organization (Zammuto, 1984: 614). Cameron and Whetton (1983) suggest that it may be necessary to have multiple models of organizational effectiveness because the conception of effectiveness depends on how the organization is viewed. Steers (1977) goes on to argue that an analysis of organizational effectiveness will likely to focus on four domains of effectiveness, irrespective of whether the perspective is on goal optimization, the organization system, or employee behavior. These domains are: organizational characteristics, environmental characteristics, employee characteristics, and managerial policies and practices.

Organizations today must grapple with revolutionary trends – accelerating product and technological change, international competition, deregulation, demographic changes, and a shift towards service society. These trends have increased dramatically the degree of competition in virtually all industries. Companies in such an environment either become competitive high performers or they vanish (Dessler, 2000)

Significance of an effective Compensation Management : In general compensation is what employees get in exchange for the services rendered in the organization. Compensation refers to various sets of financial returns and tangible benefits that employees receive as a part of their employment with the organizations. The prime objective of any compensation management is fairness or equity on all the parameters concerned with compensation. The paper here makes an attempt to empirically identify those parameters and analyze the current scenario and the gap regarding them. Compensation management needs to be directed towards fulfilling the three major aspects of equity namely internal equity, external equity and individual equity.

An effective compensation plays a significant role in :

- Attracting fresh and skilled talent
- Retaining employees of significance
- Maintaining and enhancing employee morale
- Rewarding and encouraging top performance
- Reducing employee turnover rate and enhancing loyalty

From employer's point of view, an expectation from employees on the following aspects needs to be addressed cautiously :

- Job security
- Career growth opportunities
- Compliance
- Commitment
- Loyalty

Data Collection and Analysis

A depth questionnaire was prepared after literature review and a series of interviews from experts. A list of 15 in-depth statements were prepared and the respondents were asked to rate them on a scale of 1 to 5 with respect to the present situation in the company and the significance of these statements for organizational effectiveness. A sample size of 83 respondents belonging to 42 different service sector companies was taken.

Reliability and Validity:

An examination has been carried out to test the reliability of the data in order to check whether random error causing inconsistency and in turn lower reliability is at a manageable level or not, by running various reliability tests.

Cronbach's alpha estimates the degree to which the items in a scale are representative of the domain of the construct being measured (Pedhazur and Schmelkin, 1991). This technique requires only one administration of the instruments to provide an estimation of internal consistency reliability (Pallant, 2011). Advantages in using Cronbach's alpha are that it is easily calculated by computer and provides a conservative estimate of a measure's reliability (Carmines and Zeller, 1979). According to Nunnally (1978), internal consistency values should be in excess of 0.70, which is the lower bound for an acceptable value in research.

A face validity exercise was carried to test the constructs appropriateness, through 15 experts from industry and academics.

Cronbach's Alpha value for data of *existing satisfaction level* with respect to compensation related policies and practices comes out to be *0.893*.

Cronbach's Alpha value for data of *expectation* regarding compensation related policies and practices for organizational effectiveness comes out to be *0.888*.

The Cronbach's alpha value of nearly 0.9 for both the sets of data signifies that the instruments have been reliable enough for data collection and is fit for carrying out further analysis on it. Existing satisfaction level of variables c1 to c15 and expected level on

Table-1 : Descriptive Statistics

Existing Satisfaction Level			Expectation Level		
	N	Mean		N	Mean
c1	83	3.6747	cc1	83	4.2410
c2	83	3.5904	cc2	83	4.2530
c3	83	3. 2771	cc3	83	4.1446
c4	83	3.5542	cc4	83	4.2651
c5	83	4.1446	cc5	83	4.2530
c6	83	3.4940	cc6	83	4.3253
c7	83	3.9157	cc7	83	4.2048
c8	83	3.9157	cc8	83	4.2410
c9	83	3.8916	cc9	83	4.2892
c10	83	3.5542	cc10	83	3.9398
c11	83	3.6506	cc11	83	3.9518
c12	83	3.1807	cc12	83	3.9398
c13	83	3.3253	cc13	83	3.9398
c14	83	3.6747	cc14	83	3.9639
c15	83	3.5542	cc15	83	3.9036
Valid N (listwise)	83		Valid N (listwise)	83	

corresponding variables cc1 to cc15 are comparatively shown in Table-1.

Results of KMO (Kaiser-Meyer-Olkin) Measure of Sampling Adequacy and Bartlett's test of Sphericity was been conducted (Table-2).

Table-2 : KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.838
Bartlett's Test of Sphericity	Approx. Chi-Square	615.861
	df	105
	Sig.	.000

The K-M-O statistics ranges between 0 to 1.Where 0 signifies that the sum of partial correlations is largely relative to the sum of correlations, representing diffusions in the pattern of correlations, making factor analysis likely to be inappropriate to be executed. A value of 1 states relative compactness, stating factor analysis should yield distinct and reliable factors.

Kaiser (1974) recommends accepting the value greater than 0.5. However, in our study this value comes around 0.838, which is highly acceptable. Table-3 indicates communalities for the expectation level for the corresponding variables.

Table-3 : Communalities

	Initial	Extraction
cc1	1.000	.812
cc1	1.000	.666
cc1	1.000	.727
cc1	1.000	.683
cc1	1.000	.602
cc1	1.000	.614
cc1	1.000	.798
cc1	1.000	.726
cc1	1.000	.483
cc1	1.000	.841
cc1	1.000	.662
cc1	1.000	.726
cc1	1.000	.606
cc1	1.000	.700
cc1	1.000	.722

The output states the Eigen values related with each linear component before extraction, after extraction

Table-4 : Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.144	40.960	40.960	6.144	40.960	40.960	3.393	22.620	22.620
2	1.602	10.678	51.638	1.602	10.678	51.638	2.993	19.956	42.576
3	1.516	10.105	61.743	1.516	10.105	61.743	2.325	15.502	58.077
4	1.106	7.376	69.119	1.106	7.376	69.119	1.656	11.042	69.119
5	.851	5.672	74.790						
6	.729	4.860	79.651						
7	.634	4.225	83.876						
8	.488	3.250	87.126						
9	.388	2.589	89.715						
10	.341	2.275	91.990						
11	.307	2.048	94.038						
12	.258	1.721	95.759						
13	.251	1.673	97.432						
14	.206	1.373	98.805						
15	.179	1.195	100.000						

Extraction Method : Principal Component Analysis and rotation (Table-4). The Eigen value associated with each variable states the variance explained by that particular linear component and their percentage of variance along with it.

SPSS extracts all the components with an Eigen value greater than 1, leaving us with 4 factors.

A principal component approach for extraction is adopted with varimax rotation with Kaiser Normalization (Table-5).

Table 5 : Rotated Component Matrix*

	Component			
	1	2	3	4
cc1	.885	.149	.075	.027
cc2	.7000	.239	.295	.057
cc3	.754	.238	.094	.305
cc4	.808	.161	.068	.012
cc5	.445	.570	.252	.124
cc6	.265	.654	.216	.262
cc7	.181	.873	.041	.018
cc8	.306	.770	.174	.098
cc9	.502	.277	.385	.082
cc10	.209	.048	.892	.010
cc11	.123	.419	.684	.057
cc12	.409	.266	.539	.444
cc13	.139	.348	.320	.602
cc14	.032	.494	.518	.432
cc15	.074	.051	.069	.842

Extraction Method : Principal Component Analysis.
Rotation Method : Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations

Taking 0.684 as a cut-off point for factor loading for naming the factors, Compensation Management Audit Model for Organizational Effectiveness has been developed (Figure-1). In this model, following four factors have been identified based on data obtained in Rotated Component Matrix table :-

Factor 1 referred as *Standardized fair & effectively communicated compensation structure* and it consists of variables cc1, cc2, cc3and cc4 which are shown correspondingly on left side with arrows pointing towards factor 1.

Factor 2 referred as *Structured online compensation documentation* and it consists of variables cc7 and cc8 which are shown correspondingly on left side with arrows pointing towards factor 2.

Factor 3 referred as *Smooth handling of compensation issues with accountability* and it consists of variables cc10 and cc11 which are shown correspondingly on left side with arrows pointing towards factor 3.

Factor 4 referred as *Confidentiality regarding employee's compensation Plan* and it consists of single variable cc15 which is represented same as factor 4.

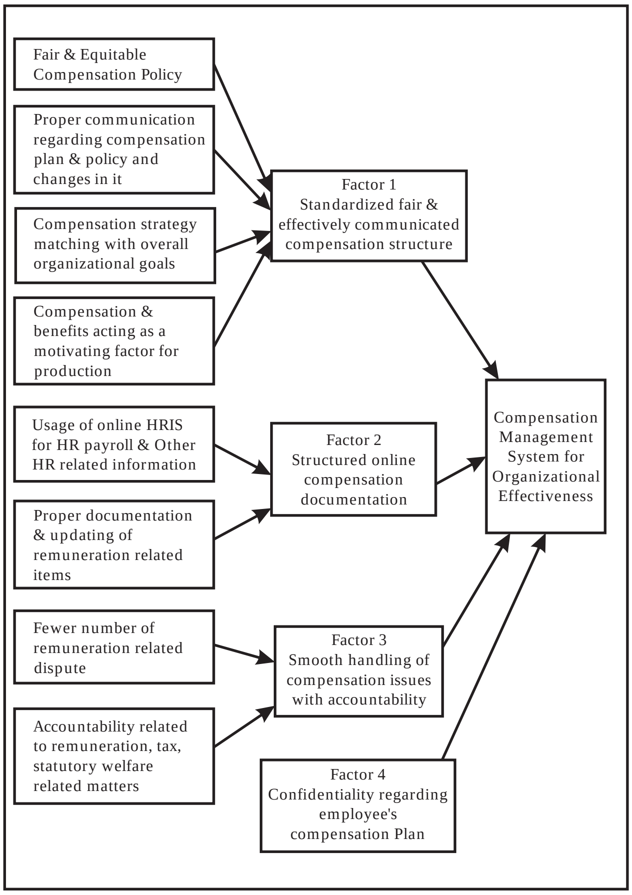

Figure 1 : Compensation Management Audit Model for Organizational Effectiveness

Along with the model as a significant output of the study, there was another aspect revealed while comparing the means for the statements. Significant gap between the existing satisfaction and expectation level regarding the following aspects of compensation policies and practices were observed :

- Compensation strategy matching with the overall organizational goals.
- Compensation and benefits as motivating factors for production.

- Duly & timely payment of salary and other benefits.
- Attractive reward and bonus structure.
- Regular re-evaluation of jobs for fair compensation policy.

Conclusion :

Human resource audit has the potential to act as a tool for identifying the key areas linked to the various parameters of compensation management, which are having significant impact on organizational effectiveness. The study explains the key parameters representing the arenas to be audited on critical basis namely :

1. Standardized fair & effectively communicated compensation structure
2. Structured online compensation documentation
3. Smooth handling of compensation issues with accountability
4. Confidentiality regarding employee's compensation Plan

It has added a new perspective to the study of human resource audit with prime focus on the upcoming issues concerning effective compensation management leading to overall organizational effectiveness.

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Scope of Work –
A Strong Beginning towards Project Success

Susmit Roy

"The deficiency in the formulation of the scope of work results in several types of problems. While time and cost overrun resulting from scope related issues are very obvious, there are several other effects that were ...."

ABSTRACT

It is often seen that a project which is otherwise well defined and managed turns into a failure at the end or become a challenged project in mid course. Among the many reasons one that deserves special mention is the Scope of Work. It is because of either a wrongly drafted scope of work or due to some missing points in the scope of work that the project gets affected. An inadequate assessment of scope can lead to a number of problems like Scope Creep, Rework, Improper selection of facilities/ equipment and even to the extent of Contractor Default which finally affects the time schedule, budget and performance of the project. The concept of project success has evolved over the years. While it was determined based on the "iron triangle" of cost, time and scope in the initial period, researchers in the later period pooled in a wide range of factors , termed them as "critical success factors" and established through survey and analysis that these factors have a strong impact on project success. A study of these factors in different literature and experiences in projects establishes that scope of work is an important contributor among these factors and proper scope formulation is the stepping stone towards project success.

Introduction

In different literature and research articles on Project Management we often come across a term "Statement of Work" (SOW) related to the project. This term "Statement of Work" has been defined or rather interpreted in a number of different ways by different experts / organizations according to their convenience, since very little has been written and delivered on this subject. However, a classic definition has been given by Project Management Institute's (PMI®'s) Project Management Body of Knowledge (PMBOK®) as "a narrative description of products and services to be supplied under the contract"[1].This definition resembles the usual terminology "Scope of Work" used in Contracts for any project. According to Lockyer & Gordon[2] the definition of statement of work is found to be more "holistic" in nature as they describe it as "For each task 'statement of work' is required which describes the activities in the task in sufficient detail to provide an unambiguous statement of the task owners commitment to the project and thus enable the activity list data to be complete." A further guideline in defining Statement of Work is suggested by G. Indelicato[3] which reads as "The SOW represents 100% of the work necessary to successfully deliver the product or service." i.e the whole range of supplies and services that are required for a project. From all these definitions it can be said that SOW consists of several components and the present topic "Scope of Work" is one of those.

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According to Lewis[4] the four constraints that a project manager faces in a handling a project are performance, time, cost and the scope of work and among them scope influences the project in a way that it affects the other three factors considerably. This is also evident when he observes - "Defining requirements in a project is a major part of project definition, and doing so incorrectly or inadequately is – I believe – the single most common cause of project failure.". While failure of a project is a readily acceptable outcome based on the above factors of performance , time , cost and scope , views on project success have changed over the years from definitions that were limited to the implementation phase of the project life cycle to definitions that reflect an appreciation of success over the project life cycle. Kam Jugdev and Ralph Mueller5 in their research pointed out that project success criteria have long gone ahead of the traditional "iron triangle" of time , cost and scope to the concept of critical success factors and project success framework and has taken a more holistic view of the project management success and the project success as well.

In the present article effort is made to establish, based on the available literature and personal experience in project, the utility of having a detailed scope of work and formulation of scope, types of failure in the project due to wrong formulation of scope and how a clear scope of work contributes towards project success.

Formulation of Scope of work

Stephen R. Covey in his book "Seven Habits of Highly Effective People"[6] has spelt out the second habit as "To Begin with the end in Mind" and went on to explain " To Begin with the End in Mind means to start with a clear understanding of your destination. It means to know where you're going so that you better understand where you are now and so that steps you take are always in the right direction."A project, as we all know is a collection of related activities carried out to reach the project goal/objective within constraints of time, cost and resources. Therefore, a project manager must have a clear understanding of what the project objective is? What the project is going to achieve? Within what time limit and using what sort of resources? With that understanding he can concentrate on the activities that are required to be undertaken to achieve the project goal. The Scope of Work is an account of all such activities.

The development of Scope of Work, involves basically two steps:

a) Firming up the project objective – based on the requirement indicated by Client.

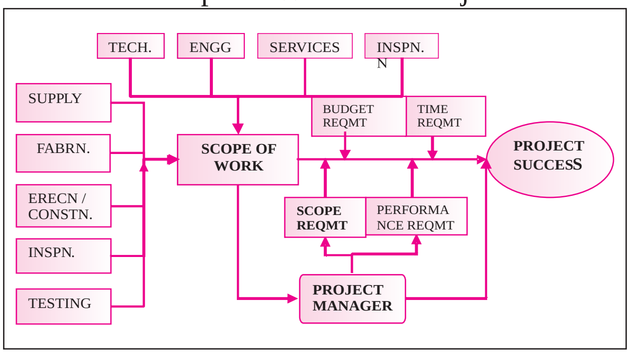
b) Data Collection, involves collection of the following data

- Requirement of the Client
- Location of the project, whether the project is greenfield or brownfield
- Site condition & soil data, this influences the basic design
- Data regarding technological requirement
- Equipment data
- Data regarding the infrastructural facilities
- Data regarding logistics

The data collection is usually done through discussion with the customer as well as any statutory authorities, locally available drawings and other documents and also through site visits and independent enquiry from the operating personnel as may be required. The performance of the above activities to ascertain the total scope is what has been termed by Martin[7] as "Performing Due Dilligence". Based on the "Due Dilligence Report" the scope in its entirety gets finalized.

The diagram below gives some idea about what goes inside the Scope of Work and how does it enable the project manager to achieve project success.

Exhibit – 1: Scope of Work and Project Success



The different contributing groups like Technology, Engineering, Services and Inspection groups frame their portion of the requirement from the project in the input areas of supply, fabrication, erection or construction, inspection and testing to formulate the scope of work for the project. It is the job of the Project Manager to oversee the process of execution of the project in line with time schedule, budget, scope and performance requirement. Among these four constraints it has been observed that the Scope of Work invariably figures out as one of the key factors in a project success or failure.

In projects those are carried out on the basis of competitive bidding always require a very well drafted Scope of work. In some cases, where the client/ consultant entrusted with the duty of preparing a Scope of work but don't have the requisite qualification or knowledge to prepare it, can take help of experts or the service provider. In one such case, a project required preparation of specification and scope of work for a portion of the total job of the Slag Granulation Plant in a Copper Smelter Project at Dahej, Gujarat in Fibre Resistant Plastic of which no idea or expertise was available with the consultant. The consultant drafted the scope and specification in consultation with the Indian Institute of Technology, Madras at Chennai. The Institute, which was considered pioneer in the design aspect of installations using such material and the specialised service provider selected by the contractor furnished the relevant inputs. The Scope of work was finally drafted on the basis of the inputs supplied by these two specialist agencies.

While handling projects it has been observed that a well defined Scope of Work in a large project has given less trouble than a comparatively smaller project with a vaguely defined one. The problem of a vaguely defined scope is that, in some cases it misses out an important work element or it remains open ended with regard to the responsibility of the parties.

Deficiency in Scope formulation & Project Failures

Sheila Wilson[8] in her study on "Failed IT Projects (The Human Factor)" found that in IT industry behind every project success the "Clear Statement of Requirements" is an important factor. At the same time behind the failure of such projects "Incomplete Requirements & Specifications" and "Changing Requirements and Specifications" are the main contributing factors. Surprisingly, she found out that more than the human factors the reasons above contribute more towards the failure of the projects.

Further Surveys carried out on the failure of IT projects like the KPMG Canada Survey (1997), The Chaos Report (1995), The OASIG Study (1995)[9] have all pointed out the "Weak Definition of Requirements" or "Incomplete Requirements" or "Poor Articulation of User Requirements" as one of the root causes of failure of a project.

These factors are further corroborated by D Sommer[10] in his article "Avoiding Project Failure" where he pointed out 12 (twelve) "mistakes" which are to be mitigated to avoid project failure. Among these he stressed on proper evaluation of the requirements through "intensive due diligence" rather than believing "hypes from vendors and industry media".

Michael G. Martin[7], on the basis of a survey conducted by him, has suggested three major contributing factors for any failed or challenged projects. These factors are also in line with the factors indicated by the above writers:

- Lack of user input.
- Incomplete requirements and specifications.
- Changing requirements and specifications.

Careful studies of these factors reveal that they can be attributed to one major reason i.e the lack of proper Scope of work.

Exhibit -2: Different types of project failure due to deficiency in Scope of Work

Types of Failures	Scope Creep	Rework	Wrong selection of Eqpt./ facilities	Contractor default
Percentage of Projects failed/challenged	85	10	2	3

The deficiency in the formulation of the scope of work results in several types of problems. While time and cost overrun resulting from scope related issues are very obvious, there are several other effects that were observed while working on different projects. The effects are as below :

a) Scope Creep – Gradual addition of work in the scope without corresponding change in the original time schedule, budget and other effects. As observed by the author this has been a single most common factor endangering any project. According to Turk[11] the reasons for scope creep are – Poor, initial requirements, unwilling ness to say no to a client, No formal review and approval process for change , Allowing people who do not do the work to accept the changes, Ego of the project manager and above all the thinking that one little change won't matter.

b) Rework – The amount of rework depends on the nature of addition or deletion in the scope. Some times this change may require reworking on the scope that is already there in order to match with the addition or deletion.

c) Wrong selection of equipments/facilities – This is one of the most significant or rather dangerous consequences of formulating the scope without much study or fact finding. In some cases it is found that (although rare) the equipment/ facility based on which the project is conceived and got started are not available at the mid stage of the project.

d) Contractor defaulting or not agreeing to carry out the work – This can be caused when the contractor's offer is based on a vague description in the scope of work and subsequently it is found that an important work element is missed out and the contractor is not in a position to carry out this element within his contract. Sometimes these are items of technological/ safety and requirement that have to be provided.

The author in his career has encountered these types of failure problems in the projects which can be attributed basically to the deficiency in the formulation of the scope of work. The following table gives the relative percentage of the different type of failures as given above in the total number of projects in steel plants that have experienced failure as far as scope of work is concerned.

While it has been observed that the major reason for a troubled project remains the scope creep, the issue of rework or wrong selection of facility based on improper assessment of scope also contributes to failure at times. It was also observed that in some cases due to some addition in the scope of work at a later stage in the project required considerable amount of reworking in the original scope and that in a way contributed to project and cost overruns. Contractor default usually occurs with small contractor taking up jobs without properly assessing the quantity of the job and their responsibility. In a project in one of the steel plants, a Contractor , who was till then carrying out smaller jobs in the same plant, got selected for the project on the basis of their lower estimate of the quantity and their resulting offer. In that turnkey type job, the steel plant had to take special sanction and supply additional material (to offset the shortfall in their assessment and also to fulfil the requirement of the scope) to the tune of about 400 tonnes just to get the job completed. Although the Contractor was blacklisted after this incident but such type of incidents occur in projects.

Inadequate assessment of the scope can also lead to improper or inadequate selection of facilities which finally has a bearing on the project and has the capacity to put the project in trouble. An example of a small project in one of the integrated steel plants of the country can be cited where inadequate detailing of the scope of work landed the project into trouble. The project was that of an augmentation of Iron Ore Screening facility in an existing Screen House in the plant. The scope of work suggested that the existing Screen House has to be modified and strengthened in view of the new screens of higher capacity to be installed in the building. The consultant, who was entrusted with the responsibility of preparing the tender specification, had a lot of deliberations, discussions and site visits before drafting the scope of work and also worked out the time and the cost estimate. But, while carrying out these activities it was never considered that there might arise a possibility of extending the existing building to accommodate new screens in the building. Though it was considered that the existing floor beams and columns and floor bracings need to be modified and strengthened according to the new screen but no extension! During project execution, it was found that the screen suppliers (the same supplier of the existing screen long back) had supplied new screens which were of much bigger size than the existing ones. On enquiry, they came out with the explanation that in spite of their best effort, they cannot squeeze the screen size due to the requirement of screening capacity and the technology available with them at that point of time. The result – two new screens could not be accommodated in the existing building. The extension of the building became inevitable. This resulted in a deviation in the scope of work, cost and time requirement. The Contractor, finding this as an opportunity, indicated that this extension of the building was outside their stated scope of work and as a result beyond their cost and time consideration of the present project and the project landed into trouble. The trouble was due to the fact that there was no mention of the possible extension of the building earlier in the Scope of Work.

Sometimes, this Contractor default takes place with the Contractor while dealing with his sub-contractor, which may result in sudden exit of the sub-contractor from the job scene. However, after analyzing some of such cases it is felt that apart from other considerations lack of clarity in their respective scope and responsibilities plays a significant role.

Clarity in Scope of Work and Project Success

Understanding Success as an outcome has evolved over the years particularly with respect to the projects. In the earlier periods according to Atkinson[12], Cooke-Davies[13] & Hartman[14] the success criteria was based on the "iron triangle" of time, cost and specification. However, in the later periods a more holistic understanding of the project success included the view point of stakeholders and correlated project management success with the project success. In the later periods the project management laid emphasis on developing factors called Critical Success Factors (CSF). According to Kerzner15 CSFs are " elements required to create an environment where projects are managed consistently with excellence". The first application of CSF in project management according to Zwaikael and Globerson16 was made by Rubin & Seeling17 who investigated the impact of project experience and the size of the previously managed project, on project success.

Researchers like Pinto & Slevin[18] in subsequent years identified ten CSFs and studied their impact on project success. Apart from them several researchers both before and after studied different factors and their effects on project success. Zwaikael & Globerson[16] in their writing compared CSF in selected project management literature sorted by the frequency of their quotation of each success factor. From amongst these success factors the following ten are the most frequently quoted:

Exhibit -3 : Critical Success Factors and their Frequency of Quotation in different Literatures

Critical Success Factors	Frequency of Quotation in Literature (9 literature considered)
Project Plan	7
Top Management Support	6
Personnel Requirement	6
Monitoring and Feedback	6
Customer Involvement	5
Project Requirement & Objectives	5
Adequate spending	5
Technical Tasks	4
Communication	4
Project Strategy	3

(Note: The number 7 for example denotes that out of 9 literatures 7 has considered "Project Plan" as success factor)

The Standish Group Chaos report[19] on success and Failure of IT projects in 1995 has listed ten factors for project success based on their survey as below:

Exhibit -4 : Standish Report (1995) – Responses against different Project Success Factors

Project Success Factors	% age of Responses
User Involvement	15.9
Executive Management Support	13.9
Clear Statement of Requirements	13.0
Proper planning	9.6
Realistic Expectations	8.2
Smaller Project Milestones	7.7
Competent Staff	7.2
Owner ship	5.3
Clear Vision & Objectives	2.9
Hard-working & Focussed Staff	2.4
Other	13.9

(Note: The responses are from the executive managers in IT Industry- consisting of large, medium and small companies)

From the literature and surveys conducted over the years on the projects it is quite evident that in project success the Scope of Work comes out as a key ingredient. Whether it is in the form of "Project Requirements and Objectives" or "Technical tasks" or "Clear Statement of Requirements" as in the Standish Report of which scope of work is a part stands much above the other factors contributing towards the success of a project clearly indicating the importance of scope of work.

Conclusion

Nadim F. Matta and Ronald N. Ashkenas20 in their article "Why Good Projects Fail Anyway" pointed out that "Unless the end product is very well understood, as it is in highly technical engineering projects such as building an airplane, it's almost inevitable that some things will be left off the plan." A well drafted Scope of Work, according to Matta and Ashkenas reduces the "White Space Risk" i.e leaving out some activities in the total scope of activities and the "Integration Risk" i.e pieces are not knit together although they are individually performed well within time and budget. Considering the benefits that we derive from a detail Scope of Work, the cost associated with developing it is worth incurring. Like cost, the Scope of Work also requires considerable amount of time and effort, but once prepared it can be used as device to measure the success or failure of any project. Therefore, in order to have "Project Success" as the end product and not a "Failed or Challenged Project" requires a good beginning with a very sound and detailed Scope of Work.

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Enhancing Employee Work Engagement : Issues and Challenges

Satyajit Jena*

"Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their organization, going extra mile beyond the employment contractual agreement."

ABSTRACT

This paper provides a review of the literature on employee engagement, based on studies from academic and business sources. Areas of focus include defining the concept of employee work engagement, components of employee work engagement, impact on business performance, drivers of employee engagement and issues and challenges of enhancing employee work engagement. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their organization, going extra mile beyond the employment contractual agreement. Based on the findings from the literature a model is proposed which depicts the antecedent and consequence of employee engagement. The paper also identifies the issues and challenges before organizations for enhancing employee work engagement.

Understanding employee engagement

According to Buckingham (1999), who first compiled the results from the Gallup research on engagement; less than one in every five workers is actively engaged in their work. This low rate of engagement has continued to be found on many other surveys conducted in the past years and represents a global crisis in productivity and worker well-being. According to a survey of 656 chief executive officers (CEOs) from countries around the world (Wah,1999), engaging employees has emerged as one of the top five most important challenges for management.

To date, there is no generally accepted definition for the term employee engagement. Perrin's Global Workforce Study (2003) uses the definition "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." According to the study, engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience. Gallup organization, defines employee engagement as the involvement with and enthusiasm for work. Gallup as cited by Demovsek (2008) equates employee engagement to a positive employees' emotional attachment and employees' commitment. Robinson et al. (2004) define employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee." This verdict and definition forwarded by Institute of Employment

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Studies gives a clear insight that employee engagement is the result of two-way relationship between employer and employee pointing out that there are things to be done by both sides. Furthermore, Fernandez (2007) shows the distinction between job satisfaction and engagement and contend that employee satisfaction is not the same as employee engagement. Managers cannot rely on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical concept. Other researchers take job satisfaction as a part of engagement, but it can merely reflect a superficial, transactional relationship; engagement is about passion and commitment - the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment or basic loyalty to the employer (Blessing White, 2008; Macey and Schnieder,2008). Therefore, the full engagement equation is obtained by aligning maximum job satisfaction and maximum job contribution. Stephen Young, also distinguishes between job satisfaction and engagement contending that only engagement (not satisfaction) is the strongest predictor of organizational performance (Human Resources, 2007).

Components of employee engagement & measurement

Most efforts to measure engagement have been at the level of the individual worker. These individual-level scores can be aggregated to measure engagement at the organizational or work group level as well. The Utrecht Work Engagement Scale (UWES) is a popular tool that measures three areas of work engagement representing behavioral, emotional, and cognitive dimensions (Schaufeli, Bakker, & Salanova, 2006). These three dimensions correspond to worker engagement themes of vigor, dedication, and absorption in one's work. The emotional vigor component of worker well-being has proven to be especially important in explaining why employees give extra effort at work (Robinson, Perryman, & Hayday, 2004; Towers Perrin, 2008) and can be measured by a 12-item scale (Shirom, 2003; Smith, Wefald, Downey, & Gopalan, 2008). Leading international business consulting companies have also developed their own proprietary survey tools and processes for measuring work engagement that address similar themes. Some of these consulting organizations include Blessing White, Gallup, Hewitt, Sirota, Towers Perrin, Valtera, and Watson Wyatt Worldwide. One of the more influential approaches in this area comes from the Gallup Organization (Harter, Schmidt, & Keyes, 2003; Harter & Schmidt, 2008). Over the past 30 years, Gallup researchers have qualitatively and quantitatively assessed the most salient employee perceptions of management practices across a wide variety of industries. The methodology underlying this research has been centered on the study of success—the study of productive work groups and individuals—rather than the study of failure in organizations. Results of this work have yielded a 12-item Worker Engagement Index. Sample items from the Q12 index include ''Is there someone at work who encourages your development?'' ''In the last seven days, have you received recognition or praise for doing good work?'' and ''Do you have a best friend at work?''

If looked at the available literatures on measuring employee engagement, one would get surprisingly several measurement items to the extent that it seems different constructs are being measured (Robinson et al, 2004; Cohen and Higgins, 2007; Ellis and Sorenson, 2007). Future researches are expected to come up with clear definition and dimensions of employee engagement on basis of which the level of engagement can be measured thereby pointing out to managers the roadmap for fully engaging employees in their job.

Impact on business performance

Towers Perrin (2006) study compared groups of highly engaged workers with groups of less engaged employees. Key findings of these comparisons show that, highly engaged employees believe that they can positively affect the quality of their company's products, customer service, costs in their job and perform better on the job.

Gallup organization has provided perhaps the most convincing evidence of the link between engagement and company financial profits due to large number of studies conducted, the large sample sizes used in the studies and the advanced methodologies that were employed to collect ''hard data'' from company records and archival databases (Harter et al., 2003). A meta-analysis of dozens of different Gallup studies compared results from business units within large companies and also compared companies with other companies. The findings showed that having a work environment that promoted positive employee engagement was consistently associated with beneficial business outcomes, including reduced employee turnover, customer satisfaction, employee productivity, and company profit. Thus, better employee engagement is related to lower levels of employee absenteeism and higher levels of other positive business outcomes. The human capital studies by Watson Wyatt (2002) examined company stock performance over time and the company's use of various human capital (engagement enhancing) practices at 51 companies in the United States and Canada. The results showed that a ''Human Capital Index'' score from the year 1999 was significantly correlated with future financial performance 2 years later in 2001 and that this effect was four times stronger than the correlation of company financial performance from 1999. Thus, future business success was predicted relatively better by how the company treated its people than by its own past financial performance. Two other later studies replicated these primary results and enlarged the sample to include European companies (Watson Wyatt, 2004, 2005b).

Study by Baumruk and Gorman (2006) report that engaged employee consistently demonstrates three general behaviors which improve organizational performance :

- Say - the employee advocates for the organization to co-workers, and refers potential employees and customers
- Stay - the employee has an intense desire to be a member of the organization despite opportunities to work elsewhere and,
- Strive - the employee exerts extra time, effort and initiative to contribute to the success of the business.

Drivers of employee engagement

Many researchers have tried to identify factors leading to employee engagement and developed models to draw implications for managers. Their diagnosis aims to determine the drivers that will increase employee engagement level. According to Penna research report (2007) *meaning at work* has the potential to be valuable way of bringing employers and employees closer together to the benefit of both where employees experience a sense of community, the space to be themselves and the opportunity to make a contribution, they find meaning. Employees want to work in the organizations in which they find meaning at work. Penna (2007) researchers have also come up with a new model they called "Hierarchy of engagement" which resembles Maslow's need hierarchy model. In the bottom there are basic needs of pay and benefits. Once an employee satisfied these needs, then the employee looks to development opportunities, the possibility for promotion and then leadership style. Finally, when the lower level aspirations have been satisfied the employee looks to alignment, which is displayed by a true sense of connection, a common purpose and a shared sense of meaning at work. The employee work engagement hierarchy is given at figure 1.

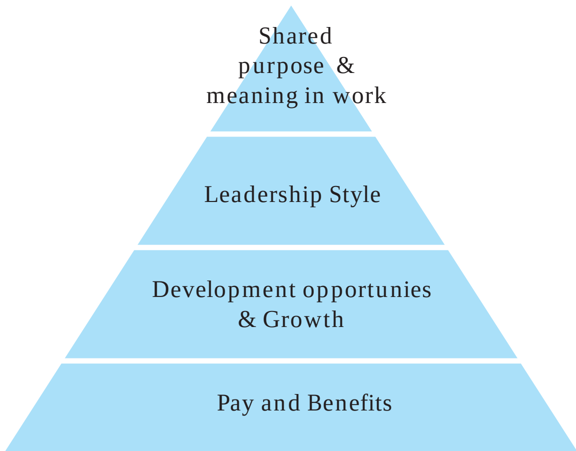

Figure 1 : The Employee work engagement Hierarchy

The Blessing White (2006) study has found that almost two third's (60%) of the surveyed employees want more opportunities to grow forward to remain satisfied in their jobs. Strong manager-employee relationship is a crucial ingredient in the employee engagement and retention formula.

Development Dimensions International (DDI, 2005) states that a organisations must do five things to create a highly engaged workforce. These are :

- Align efforts with strategy
- Empower
- Promote and encourage teamwork and collaboration
- Help people grow and develop
- Provide support and recognition where appropriate

Towers Perrin Talent Report (2003) identifies the top ten work place attributes which will result in employee engagement. The top three among the ten drivers listed by Perrin are : Senior management's interest in employees 'well-being, Challenging work and Decision making authority. After surveying 10,000 NHS employees in Great Britain, Institute of Employment Studies (Robinson et al., 2004) points out that the key driver of employee engagement is a *sense* of feeling valued and involved, which has the components such as involvement in decision making, the extent to which employees feel able to voice their ideas, the opportunities employees have to develop their jobs and the extent to which the organization is concerned for employees' health and well-being.

Research studies found that low levels of perceived organizational support predicted increased job strain symptoms among employees, such as feeling fatigued or anxious or having headaches (Rhoades & Eisenberger, 2002). Providing relevant kinds of job resources can buffer the negative impact of stressful job demands and poor working conditions and thus increase employee work engagement. Organisations that communicated effectively with their employees were four times more likely to also have high levels of employee engagement, compared to firms that communicated less effectively (Watson Wyatt, 2007). Clear and consistent communication of what is expected of them paves the way for engaged workforce.

Gallup has found that HR practice is the key to an engaged work force. Vance (2006) explains the fact that employee engagement is inextricably linked with employer practices. According to him, employee engagement is the outcome of personal attributes such as knowledge, skills, abilities, temperament, attitudes and personality, organizational context which includes leadership, physical setting and social setting and HR practices that directly affect the person, process and context components of job performance.

Issues and challenges

A model depicting the antecedent and consequence of employee work engagement based on preceding deliberations is proposed at Figure 2. As per this model the HR practices such as recruitment process, role & talent fit, job design, development opportunities, pay & compensation management should be aligned to the organizational context and employee characteristics. Thus when the alignment is strong, it will lead to greater employee engagement.

We now discuss the issues and challenges for organizations to enhance employee work engagement.

Leadership style

Leadership style and support is crucial for encouraging employee engagement. Employee engagement requires leadership commitment through establishing clear mission, vision and values. Unless the people at the top believe in it, own it, pass it down to managers and employees, and enhance their leadership, employee engagement will never be more than just a "corporate fad" or "another HR thing". Employee engagement does not need lip-service rather dedicated heart and action-oriented service from top management. It requires "Leading by Being ". Such a leader provides a clear vision, inspires and motivates, offers intellectual challenges, and shows real interest in the needs of the workers. This kind of leader elevates the personal status of workers through his or her ability to demonstrate humility, values, and concern for others. Other important leadership attributes include being authentic and showing emotional competence with others. The result of this style of leadership is often that employees develop greater trust in management and have an improved sense of self-efficacy, both of which are factors that are strongly associated with well-being and productivity.

Organisation Culture

The culture of an organization can also be changed to recognize and reduce the organizational conditions that lead to work stress and disengagement. Winners of the Healthy Workplace Awards from the American

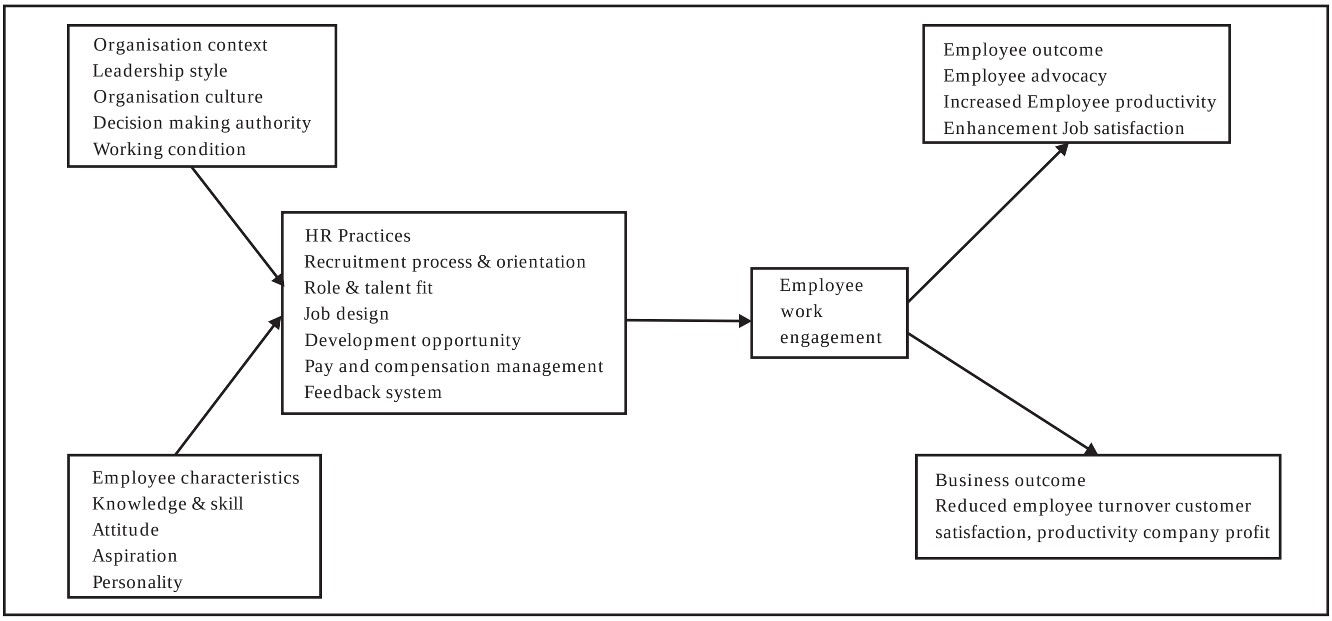

Figure 2: A model of antecedent and consequence of employee engagement

Psychological Association are based on the following five factors that contribute to a healthy workplace culture: Supporting work–life balance, fostering employee growth and development, encouraging health and safety on the job, praise and recognition, and employee involvement & engagement (Grawitch, Gottschalk, & Munz, 2006). There are also certain management principles that facilitate community-building efforts in organizations (Gravenkemper, 2007). Some of these principles include having a compelling company vision, creating guidelines for decision making and work behaviors that are based on principles and ethics rather than on rules and punishments, and enacting assimilation strategies for new staff so that they can understand the culture of the organization.

Decision making Authority

Organizations should encourage independent thinking in employees by giving them more job autonomy. Employees should have the freedom to choose their own best of doing their job as long as they are producing satisfactory results. Thus organizations should encourage managing through results rather than trying to manage all the processes by which result is achieved. When employees are involved in decision making process, they feel a sense of belongingness thereby increasing their engagement. On the contrary, psychologically demanding work coupled with little opportunity for decisions or use personal skill can result in low level of work engagement.

Working Conditions

Organizations should also attempt to minimize stressful working conditions, as these factors are the main predictors of employee exhaustion and burnout. Such efforts can include removing problematic or disliked parts of job tasks and technical operations, adopting more ergonomic workplace equipment, adding some flexibility to work schedules and workload, improving role clarity and decision-making authority of workers, and fostering opportunities for positive social relationships at work.

Recruitment process & Orientation

Effective recruitment and orientation programs are the first building blocks to be laid on the first day of the new employee. Organizations should have objective recruitment template in terms of the desired knowledge, skill and attitude requirement of its employees. The newly hired employee should be given both general orientation which is related to the company mission, vision, values, policies and procedures and job-specific orientation such as his/her job duties, and responsibilities, goals and current priorities of the department to which the employee belongs in order to enable him/her to develop realistic job expectations and reduce role conflict that might arise in the future.

Role and talent fit

After the hiring decision is made, the challenge for the organization is to ensure role-talent fit when placing an employee in a certain position and exert all managerial efforts needed to retain that talent in the organization. The specific elements and tasks of work can be redesigned to use the employee's strengths and employees can be placed into jobs that better match their abilities and talents.

Job design

The specific elements and tasks of work can be redesigned to use the employee's strengths. Employees having higher skill levels should be assigned more challenging jobs as opposed to employees having less skill. Similarly employees have their own likes and dislikes. Some employees like planning types of jobs while some others like action oriented jobs. Ergonomic is an important element of job design. It helps to design jobs in such a way that employees' physical abilities and job demands are balanced. It does not alter the nature of job tasks, but alters the location of tools, switches and other facilities, keeping in view that handling the job is the primary consideration.The challenge before the organisation is to place employees into the jobs that better match their abilities and talents.

Development opportunity

Organisations should help employees update their knowledge and skills through giving appropriate training. Generally it is understood that when employees get to know more about their job, their confidence increases which enable them to work without much supervision from their immediate managers leading to their self-efficacy and commitment. Opportunity for learning and development is a key factor for enhancing employee engagement.

Pay and compensation management

It can be said that compensation is the "glue" that binds the employee and the employer together is generally codified in the form of a contract or a mutually binding legal document that spells out exactly how much should be paid to the employee and the components of the compensation package. Though, in the employee engagement hierarchy (Fig 1) compensation is at the bottom rung of the pyramid, for a majority of employees, getting the right compensation is by itself a motivating factor. Organisations should treat the employees as "creators and drivers of value" rather than one more factor of production and pay close attention to how much they pay, the kind of components that this pay includes and whether they are offering competitive compensation to attract the best talent. The pay and compensation management should be in line with the organizational contextual factors such as type of industry, availability of skill, nature of the job and employee characteristics like the nature of knowledge and skill and employee aspiration. Unless the employer and the employee are in broad agreement, the net result is dissatisfaction from the employee's perspective and friction in the relationship.

Effective Feedback System

Conducting regular survey of employee engagement level helps in identifying factors that make employees engaged. After finalizing the survey, it is advisable to determine all the factors that are driving engagement in the organization and then narrow down the list of factors to focus on two or three areas. Initial survey might throw up many factors which the organization may find difficult to handle. It is important that organizations begin with a concentration on the factors that will make the most difference to the employees and put energy around improving these areas as it may be difficult to address all factors at once. Managers should be behind such survey results and develop action oriented plans that are specific, measurable, accountable and timebound.

Conclusion

From the review of literature, we can find that, there is no generally accepted definition for employee engagement. However, there is growing consensus among the authors that the construct is distinguishable from related concepts in management such as employee commitment, organizational citizenship behavior and job satisfaction and it has stretched meaning beyond the aforementioned constructs. Literature has indicated that employee engagement is closely linked with organizational performance outcomes. Companies with engaged employees have higher employee retention as a result of reduced turnover and reduced intention to leave the company, productivity, profitability, growth and customer satisfaction. On the other hand, companies with disengaged employees suffer from waste of effort and bleed talent, earn less commitment from the employees, face increased absenteeism and have less customer orientation, less productivity, and reduced operating margins and net profit margins.

Most drivers that lead to employee engagement are non-financial in nature. This is simply to repeat the old saying which goes "as social being, human resource is not motivated by money alone." As Buckingham and Coffman (2005) said, pay and benefits are equally important to every employee, good or bad. A company's pay should at least be comparable to the market average. However, bringing pay and benefits package up to market levels, which is the first step, will not take a company very far- they are like tickets to the tournament -they can get the company into the game, but can't help it win. Therefore, any organization who has committed leadership can achieve the desired level of work engagement with less cost of doing it by aligning its HR practices such as recruitment process, role & talent fit, job design, development opportunities, pay & compensation management with the organizational context and employee characteristics.

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Rationality in Decision-Making

Bishwajit Chowdhury*

"Optimists are more psychologically resilient, have stronger immune systems, and live longer on average than their more reality-based counterparts."

ABSTRACT

The rational model of judgment and decision making is one of our most important managerial theories. This idea had a profound and widely regarded impact on many fields—including economics, business and human behavior. But many years of research and thinking is challenging this idea. A groundbreaking theory explains the two systems that drive the way we think. System 1 is fast, intuitive, and emotional; System 2 is slower, more deliberative, and more logical. The impact of loss aversion and overconfidence on corporate strategies, the difficulties of predicting what will make us happy in the future, the challenges of properly framing risks at work and business, the profound effect of cognitive biases on everything from playing the stock market to planning a project can be understood by knowing how the two systems work together to shape our judgments and decisions.

Human irrationality is a great theme in management science. A series of experiments have revealed "cognitive biases" which are unconscious errors of reasoning that distort our judgment of the world. Typical of these is the "anchoring effect": our tendency to be influenced by irrelevant numbers that we happen to be exposed to. In one experiment, for instance, it was shown that people making decisions under uncertain conditions do not behave in the way that economic models have traditionally assumed. They do not "maximize utility."

For the last decade or so a band of scholars has been trying to cast off the long-accepted "rational agent" theory of economic behavior—the one that says that people, in their economic lives, behave like calculating robots, making rational decisions when they buy a stock, take out a mortgage, or go to the track. These scholars have offered a trove of evidence that people, far from being the rational agents of textbook lore, are often inconsistent, emotional, and biased. Surprisingly , the pioneers of this field were not economists. Daniel Kahneman and Amos Tversky were psychologists who noticed that real people often do not make decisions as economists say they do. The two then developed an alternative account of decision making, one more faithful to human psychology, which they called "prospect theory." It was for this achievement that Kahneman was awarded the Nobel in 2002.

Kahneman has a lot to say about how we think, react, and reach—rather, jump to—conclusions in all spheres. What most interests Kahneman are the predictable ways that errors of judgment occur. Synthesizing decades of his research, as well as that of colleagues, Kahneman lays out an architecture of human decision-making—a map of the mind that resembles a finely tuned machine with some notable trapdoors and faulty wiring. Prior to him other behavioral economists have been cataloging people's systematic mistakes and non-logical patterns for years. A few of the examples are :

1. Framing :

Test subjects are more likely to opt for surgery if told that the "survival" rate is 90 percent, rather than that the mortality rate is 10 percent.

2. The sunk-cost fallacy :

People seek to avoid feelings of regret; thus, they invest more money and time in a project with dubious results rather than give it up and admit they were wrong.

3. Loss aversion :

In experiments, most subjects would prefer to receive a sure Rs46 than have a 50 percent chance of making Rs100. A rational agent would take the bet.

Kahneman's major contribution is to build a framework for how, or why, the mind reasons as it does. He introduced his central theme —using two fictional "characters," which he refers to as *System 1* and *System 2*.

System 1 (*Thinking Fast*) is unconscious, intuitive and effort-free. System 2 (*Thinking Slow*) is conscious, uses deductive reasoning and is an awful lot of work. System 2 likes to think it is in charge but it's really the irrepressible System 1 that runs the show. There is simply too much going on in our lives for System 2 to analyze everything. System 2 has to pick its moments with care; it is "lazy" out of necessity.

System 2 is the conscious, thinking mind. We conceive of this active consciousness as the principal actor, the "decider" in our lives. System 2 thinks slowly; it considers, evaluates, reasons. Its work requires mental effort—multiplying 24 by 17 or turning left at a busy intersection. We attribute most of our opinions and decisions to this thinking, reasonable fellow.

For Kahneman, however, the main protagonist is System 1. This is the agent of our automatic and effortless mental responses. System 1 can add single-digit numbers and fill in the phrase "bread and —." It is equipped with a nuanced picture of the world, the product of retained memory and learned patterns of association (There is a little bit of SAIL…..) that enable it to spew out a stream of reactions, judgments, opinions. System 1 can detect a note of anger in a voice on the telephone; it forms snap judgments about those we meet, investments that we might be considering.

The flaw in this remarkable machine is that System 1 works with as little or as much information as it has. System 1 simplifies, confirms—it looks for, and believes it sees, narrative coherence in an often random world. It does not perform complicated feats of logic or statistical evaluations. You hear about a terrorist incident and want to avoid all buses and trains; only if you slow down, employ the tools of System 2, do you realize that the risks of terrorism affecting you are very slight.

Willpower requires effort. It is a feature of System 2. Kahneman suggests that the ability to switch to System 2 is a sign of an "active mind" and a predictor of success. This framework is remarkably effective in describing how we think; we believe we are creatures of our thinking selves, but many of our opinions merely ratify our automatic responses. In contrast to Malcolm Gladwell, Kahneman is telling us not to blink.

Thinking, Fast and Slow(1) his recent book is rife with lessons on how to overcome bias in daily life. Kahneman advises that "recognize the signs that you are in a cognitive minefield, slow down, and ask for reinforcement from System 2." The next time a friend pops off about the stock market or cricket , I will wonder: Does he know? Or is this just his reflexive self? I will never think about thinking quite the same. Kahneman distils a lifetime of research into an encyclopedic coverage of both the surprising miracles and the equally surprising mistakes of our conscious and unconscious thinking.

Psychologists generally tend to emphasise the failings of System 1 intuition, creating an impression of vast human irrationality. But Kahneman dislikes the word "irrationality" and one of the signal strengths of decision-making is to combine the positive and negative views of intuition into one coherent whole. In Kahneman's words, System 1 is "indeed the origin of much that we do wrong" but it is critical to understand that "it is also the origin of most of what we do right – which is most of what we do".

Recognize Patterns :

The "marvels" of System 1 include an ability to recognise patterns in a fraction of a second, so that it will "automatically produce adequate solutions to challenges". An even more remarkable accomplishment is "expert intuition", in which after much practice a trained expert, such as a doctor or a firefighter, can unconsciously produce the right response to complex emergencies. The classic example is the firefighting captain who correctly anticipates that a factory on fire is about to explode and gets his team out in time yet cannot articulate why he knew that.

Over-confidence :

However, we get probability and uncertainty terribly wrong, usually leading to overconfidence and mistaken decisions. We react to identical situations differently depending on what is already on our minds. The related "planning fallacy" is excess optimism on projects. In a classic case, planners estimated that the new Scottish parliament building in Edinburgh would cost up to £40m in 1997; the final cost on completion in 2004 was £431m. We also fail to cut our losses as we realize how mistaken our expectations were. We ignore the possibility of rare events, except when such an event has occurred recently, and then we vastly overstate the likelihood of it happening again.

Even the experts are prone to the mistakes of System 1 listed above. Expertise can be learnt by prolonged exposure to situations that are "sufficiently regular to be predictable", and in which the expert gets quick and decisive feedback on whether he did the right or the wrong thing. Experts can thus train their unconscious "pattern recognition" mechanism to produce the right answer quickly.

Halo Effect :

Another classic bias is called the "halo effect", when somebody very good at some things is falsely assumed to be good at everything. All of us, and especially experts, are prone to an exaggerated sense of how well we understand the world. Despite all the cognitive biases, fallacies and illusions influence decisions. There are "systematic errors in the thinking of normal people": errors arising not from the corrupting effects of emotion, but built into our evolved cognitive machinery.

Conclusion :

System 1 uses association and metaphor to produce a quick and dirty draft of reality, which System 2 draws on to arrive at explicit beliefs and reasoned choices. System 1 proposes, System 2 disposes. So System 2 would seem to be the boss, right? In principle, yes. But System 2, in addition to being more deliberate and rational, is also lazy. And it tires easily. Too often, instead of slowing things down and analyzing them, System 2 is content to accept the easy but unreliable story about the world that System 1 feeds to it.

The planning fallacy is "only one of the manifestations of a pervasive optimistic bias," which "may well be the most significant of the cognitive biases." Now, in one sense, a bias toward optimism is obviously bad, since it generates false beliefs — like the belief that we are in control, and not the playthings of luck. But without this "illusion of control," would we even be able to get out of bed in the morning? Optimists are more psychologically resilient, have stronger immune systems, and live longer on average than their more reality-based counterparts. Moreover, exaggerated optimism serves to protect both individuals and organizations from the paralyzing effects of another bias, "loss aversion": our tendency to fear losses more than we value gains. It was exaggerated optimism that John Maynard Keynes had in mind when he talked of the "animal spirits"(2,3) that drive capitalism.

Even if we could rid ourselves of the biases and it is by no means clear that this would make our lives go better. And that raises a fundamental question: What is the point of rationality? We are, after all, Darwinian(4) survivors. Our everyday reasoning abilities have evolved to cope efficiently with a complex and dynamic environment. They are thus likely to be adaptive in this environment.

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Managing Talent: Converging Organizational and Individual Perspective

Sanjay Dhar*

" The ability to sustain a steady supply of critical talent is a challenge facing all organizations worldwide. At a time when organizations need to optimize their workforces, most agree that talent management is of strategic importance."

ABSTRACT

This article explains how talent management is a process which leverages the differences between people and provides individuals to align their specific talents towards the organizational goals. The author argues that rather than trying to create a model organization should harness the diversity that exists in the workforce and enable different people to contribute their talents towards achieving organizational goals. Systematic processes of hiring talent, developing and deploying people keeping their talent in view have also been discussed.

Introduction

Companies today face formidable talent challenges. The ability to sustain a steady supply of critical talent is a challenge facing all organizations worldwide. At a time when organizations need to optimize their workforces, most agree that talent management is of strategic importance. These concerns are reflected consistently in research and the tenor of issues raised in literature on HR which discuss issues like “The War for Talent”, “Managing the Human Sigma”, “Leadership Pipeline” , “ending the CEO succession crisis”, “winning the race for talent” and so on. Organizations face many challenges when it comes to developing a talent management strategy.

Talent is a much bandied about term in organizations, especially in HR professionals and senior leadership positions, but it requires a deeper understanding before any attempt to “manage” it are made. The questions posed above are addressed in a fair and humanistic manner that does not make a few people feel like stars and others feel that they don’t have a chance of making it big. There is also a need for “managing” talent in a manner that takes advantage of differentiating between people without excluding people from opportunities to shine, so that an organization can leverage the capabilities of all its people and not just a select few.

Talent- Individual Perspective

Let’s start with Webster’s definition of talent as “any natural ability or power.” When we talk about “talent,” we mean those natural tendencies that exist deep within us. These are the aspects of our personality or behavior most resistant to change. This is a much more precise usage of the word “talent” than is generally meant in common parlance where one’s natural abilities and traits are considered together with acquired skills, experience, and attitudes. Talent reflects how we’re hardwired. Talent dictates our moment-by-moment reactions to our environment — there’s an

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instinctiveness, an immediacy implied. Talent reflects in consistently recurring patterns of thought or behavior. To deviate from those patterns requires conscious effort, and such deviations are difficult to sustain. Talent is much more than just attitude, because it relies not only on psychological predispositions but also inherent tacit skills, many of which are independent of attitude.

Knowledge and skills, on the other hand, imply learned behavior, actions that require more active cognitive processing. What we know reveals more about our experiences and education than about who we are at the core. Behavior derived from knowledge and skills can be changed far more easily than talent-based behavior, as new information subordinates old in an individual's consciousness.

Does this mean that a given talent or trait is absolutely fixed? Not necessarily. But it does mean that our genes and our physical and social development all impose some boundary conditions on what we either can or choose to learn easily. In some respects, those relatively fixed talents are what define us as individuals in that they represent the product of all the billions of choices and circumstances that brought us to the present moment. If we ignore the impact of effort and practice, we might be tempted to think performance is all about raw talent. If we ignore that raw talent, we might be tempted to think performance is instead all about effort. But when we remember to consider both aspects, we begin to understand how talent and effort combined, contribute to results.

Thus our talent profile can be seen as a configuration of three zones in terms of capability

- The zone of comparative advantage- where we can learn faster and display higher levels of proficiency than most other people
- The zone of adaptive behaviour- where we can catch up and mitigate the limitations by effort, training and practice, and be able to do reasonably well so as not to get limited
- The zone of non- talent- where we either are not able to cope or have to make disproportionately large amount of effort to just cope.

How talent evolves

Our talent gets more visible as a competency through a process of positive affirmations that play out over a period of time. Our initial predisposition makes it easier to learn and do some things, and we identify them as our "strengths". We use our "strengths" to get results more effectively and efficiently in certain task, or roles. Application of "strengths" and fine tuning them in more complex tasks leads to reinforcement and development of expertise. Our expertise gives an impression of effortlessness, which is seen as "talent", especially in an organizational context. Nature may provide some initial advantage in terms of making some things easier for us to do some things exceptionally easily or exceptionally well, but a great amount of nurture too is involved in crafting a talent into something useful. Additional knowledge and skills provided through experience and training & development are needed to fructify talent. It is possible to squander talent through lack of use or refining and it is possible to catch up with a "talented" person by sheer determination, discipline and hard work, but the disciplined, person consciously crafting his talent through increasingly complex application does have the edge. So the winning formula for the individual is to identify his or her talent and craft a self development strategy that leverages it. Talent is like a muscle- it has to be both nourished and exercised- or it atrophies.

An appreciation of our personal talent profile helps us to craft our personal growth and career strategy by gravitating towards jobs and assignments where our zone of comparative advantage is most relevant and fall within our zone of adaptive behaviour, and where our zone of non-talent is irrelevant. Finding such a sweet spot is easier said than done, and it is in this quest that we need organizational support.

Talent- Organizational Perspective

When organizations discuss about talent, they usually refer to capabilities residing in people that provide strategic advantage to the company. It refers to those employees whose contributions are vital to the organization's competitiveness. Organizations evaluate people through the lens of competencies. A competency is "a capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results" or "any individual characteristic that can be measured or counted reliably and that can be shown to differentiate significantly between effective and ineffective performance Thus "talent", from an organizational perspective, is a bundle of competencies strategically relevant to the organization. Thus, when organizations claim to develop talent, they are actually developing competencies and leveraging individual talent by focusing on competency development consistent with the natural talent of individuals

However, the possible nature of situations and variety of talents is not so easily predictable, as we are living in dynamic times and the past is rarely an indicator of the future. An organization looks at talent from a much more open lens where a variety of talents are needed, hence the need for "talent pools". Thus "talent" from an organizational perspective is closely linked with organizational strategy. The strategic relevance of different "Talents" changes if the context changes hence the talent pool is continuously evolving. Talent from an organizational perspective is contextual, as is non-talent. "Non-talents" are harmless when the role does not require them, but become weaknesses in roles where they are essentially. In such cases non-talents derail people previously considered "talented". One needs to view "business decisions" and "talent decisions" as one. To begin translating talent strategy into action, leaders need to build consensus about how to mobilize the energy of the organization in a common direction and clarify accountabilities. This can be accomplished through a clear definition of the following elements:

- Key strategic priorities (the Whats) : These are the handful of highest impact priorities, which provide focus for people's energy and drive key business initiatives that will expand business, increase market share, or improve profitability—in short, propel your organization ahead of the competition.
- Cultural priorities (the Hows) : These are the core organizational values, beliefs, and expected behaviours that define how work is being accomplished, and how employees interact with one another and customers.
- Business drivers : These are the broad challenges to which leaders must step up to drive the successful execution of the strategic and cultural priorities (e.g., driving change, penetrating new markets, controlling cost, etc.). They may be common across levels and units; alternatively they may be different in different markets or segments.

These aspects need to be captured in a framework which using blocks of capabilities which can be mapped to individual talents. Competency frameworks act as this common denominator. A well design competency framework breaks down the capabilities required for organizational success into smaller and more coherent bundles which can be mapped to individuals and thus help map individuals to role requirements. A transparently communicated competency framework also helps as a guide to for measuring talent gaps and identifying talent pools for various key positions, both for the individual to find possible career options for him as well as the organization to find possible candidates for various positions. As strategies change the criticality of different talents would possibly change and having structured data on the talent pool provides for adjustments either through development, movement of talent or even hiring new talent.

Having appreciated Talent from both an individual and organizational perspective, we can now appreciate "talent management" as a process of merging the individual and organizational perspectives of talent and devising mechanisms where individual talent is harnessed for achieving organizational goals and individual fulfillment.

Talent Management - Merging individual and organizational perspectives of talent

According to the Society for Human Resource Management, talent management is "The implementation of an integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs." A structured talent management process will systematically close the gap between the human capital an organization currently has and the leadership talent it will eventually need to respond to tomorrow's business challenges.

Organizations achieve excellence when the individual know and have opportunities to be the best of what they are, and the organization is able to harness the best of what a person has to offer. Talent management is essentially the process of merging these two goals. An organization provides the context for talents to be developed and leveraged through opportunities for individuals to harness their talents. Organizations also provide avenues for learning and growth through a large variety of developmental initiatives, which could be in many more forms than just formal training. Talent Management is thus a holistic and interdependent process that includes most HR programs, linked with organizational culture and integrative in that it involves all departments. Organization and Individual fulfill each other and it is in this mutual fulfillment that the seed of talent management lie.

Systems and Processes for Talent Management

Talent Management needs a robust and systematic process to support continuous identification and development of talent. A typical talent management process would consist of systematically hiring, developing deploying and engaging talent aligned with the organizational strategy.

Hiring Right Talent

During hiring, the selection criteria should follow a methodical approach that minimizes the amount of molding that needs to be done to make a person valuable to the organization. Some of the key points that need to be kept in mind when hiring a person are

- Does the person's natural talent align with the competencies required for success of the organization in future? These competencies may be different from the competencies already existing in the company. Many managers tend to recruit people who are like them whereas strategies for the future demand competencies unlike the past. This bias can lead to talent bottlenecks in the future. The benchmark for fit should be the organizational requirements of the

Hire	• Hire for attitude and value fit • Hire for talents (competencies difficult to develop) • Hire for diversity
Develop	• Develop through formal training (mainly knowledge and skill) • Develop through on the job inputs, collaborating. • Develop through coaching and mentoring, shadowing, understudy. • Develop for adequacy (ensure removal of derailing competence gap in non - talent areas • Develop for leverage (further strengthen talents areas) • Provide competency based training
Deploy	• Right person for the right jobs - leverage strengthens of individuals • Planned transitions for individuals between role, and successors for key positions • Develop people with complementary talents in teams
Engage	• High engagement practices like recognitions and rewards, openness, equal opportunities, proper supervision and leadership, work-life balance, fun@work, • Provide meaningful work assignments • Provide clear career pathways

Figure 1: Talent management Process Overviev

future and not likeness to people successful in the past. This also means that if the future challenges demand diverse talent sets, the recruitment pool should also be form diverse backgrounds and experiences.

- Are the values of the person aligned with the organizational culture? Values are very difficult to change and practically untrainable, so fit on this account is very important.
- Does the person have a strong learning capability and a zone of adaptation which is wide enough for

him to cope with changing demands? People who have strong learning skills and thereby a large zone of adaptive behavior should be preferred. “what he can learn” should outweigh “what he knows”, as a criterion because knowledge can be imparted relatively easily, but learning abilities are much more difficult to develop.

Developing Talent Right

The key to talent development is to provide a basket of interventions for homing talent. The 70-20-10 development strategy is best suited for effective talent management. Formal classroom training constitutes only 20% of this process. 70% of the learning of people in organizations happens experientially, by actively reflecting on their experiences, and applying the lessons learnt to future tasks demanding greater mastery. Stretch with support is a key to making this happen. High potentials consistently need to be challenged with tasks and projects just beyond their comfort zone, and supplemented by providing learning resources that help them overcome the gap. Access to libraries, just-in-time training or workshops, reference materials etc. are very effective strategies. The remaining 10% can be provided by mentors and coaches who polish up the talent and provide the subtle but critical skills required to excel. Mentors provide the vital but unstructured inputs that help the potential leaders not only to learn the finer points, but also stay away from career derailers.

Training and Development also needs to be crafted around two objectives

- Developing people for leverage - these are specialized interventions and a fit case for disproportionate investments, as they generate higher returns. A lot of high-potential training address this issue. Most of this development is on the job through special projects and mentoring.
- Training for adequacy - this aspect of training might seem low impact and not so glamorous, but if limitations are not adequately addressed, some people despite raw talent in some areas might get stuck because their competence in some other relevant competencies are below the threshold for their future positions. This sort of training is also required to ensure that the organizational threshold level on each competency remains adequately high, otherwise it has the potential of dragging even talented people down.

Both types of development are necessary and complement each other. Competency based training provides a coherent framework for developing people both for leverage and adequacy.

Deploying Talent Right

Einstein is quoted to have said “Everybody is a genius but if you judge a fish by its ability to climb a tree, it will live its whole life believing it is stupid”. Right deployment is very essential for utilization and fine tuning of talent. An important intervention in this area is job crafting, and team design. Job crafting involves redefining jobs to incorporate motives, strengths, and passions of people and team design involves getting people with compatible and complementary talents on to the team so that the team as a whole is adequately equipped for a challenge. This process not only helps in leveraging talents but also helps in developing the people on those competencies which need strengthening. Moving an individual through a series of assignments, some where he provides leverage through his talents, and others where his talents which are just at an adequacy level get further enhanced without jeopardising organizational performance enables development of a talent pool for replenishing the positions vacated by existing talent as they move on to other assignments.

One of the biggest overarching mistakes organizations make is confusing performance, potential, and readiness. It’s important to understand that each has a distinct definition:

- Performance is how one is performing now in his or her current role.
- Potential is one’s likelihood of leadership growth.
- Readiness is one’s fit with a specific role, job, or job family.

Those who perform effectively in one job won’t necessarily succeed in a job at the next level. Those with potential need to be developed. And even those who have been identified as having potential may still not be ready to take on a challenging role or job, as they don’t have adequate relevant experience. Any effective talent management strategy will consider all three aspects distinctly so as to ensure both current and future performance. Organizations need to plot a transition from current positions assessed on performance to future positions suited to the potential through a systematic process of development and movement through various jobs and teams.

Engaging Talent

Organizations need to provide a climate where motivation, opportunities and support for developing and using talent are high. This will happen when the leadership sees every employee as talented and cultivates a variety of talents enabling people to be themselves and not straitjacket people into conforming to one model of excellence. The fulcrum of leverage that individuals provide to the organizational goals may vary, but the leadership has to unequivocally communicate the belief that different people can contribute equally in different ways to the organizational goals. This leads to a culture of appreciation of differences and provides strength to the talent pool.

Respect for Diversity:

Using an analogy of a garden, an organization is like a garden of talent which needs many flowers of many kinds, arranged in harmony to enhance its beauty. Respect for diversity in the workplace also enables to create bundles of talent which would not be possible in a uniform talent pool. Ashby's law of requisite variety, which states that "The larger the variety of actions available to a control system, the larger the variety of perturbations it is able to compensate." This law has significant implications for organizations, as they are operating in a complex environment with a large variety of factors affecting their performance. Coupled with the complexity is the dynamic nature of the environment which is changing quite rapidly and in many cases unpredictably forcing organizations to respond in newer ways. The effect of complexity and dynamicity is increasingly affecting all organizations with increasing globalization. The challenge of talent management becomes a challenge of maintaining requisite variety and adaptability in the talent pool available to organization to meet the complexity and dynamicity of its environment. Thus two principle challenges for talent management emerge as

- Having enough variety in the talent pool available to it
- Having enough adaptability in reconfiguring the talent pool to meet changing circumstances

Culture of Appreciation

Organizations also need a culture of appreciation for talent to thrive. Employees join organizations for the rewards and opportunities, but they stay for the people and the organizational environment. Rewards and Recognitions (R&R) are an important element of keeping talent engaged and spurring further commitment. An effective R&R process which keeps creating heroes at all levels provides and feedback for each level of achievements provides the energy to scale new heights. For talent to be exhibited it needs positive affirmation, especially since it will normally be exhibited in areas where no guidelines exist and taking initiatives in such areas is fraught with risk of rebuke or ridicule. Recognition builds a bridge between the managers and the managed by shifting the focus from transaction based management to emotion based management, and also enables the workforce to operate more at the level of self actualization. Rather than seeing the company as a separate and competing entity (thus leading to work-life balance conflicts and stress), they view it as a partner in a journey to a more fulfilling life. The model for recognition thus shifts from a traditional approach where commitment to performance leads to recognition which leads to business results to a more powerful model where opportunities to use talent leads to self actualization which leads to mutually beneficial success for the employee and the company.

Performance Ethic

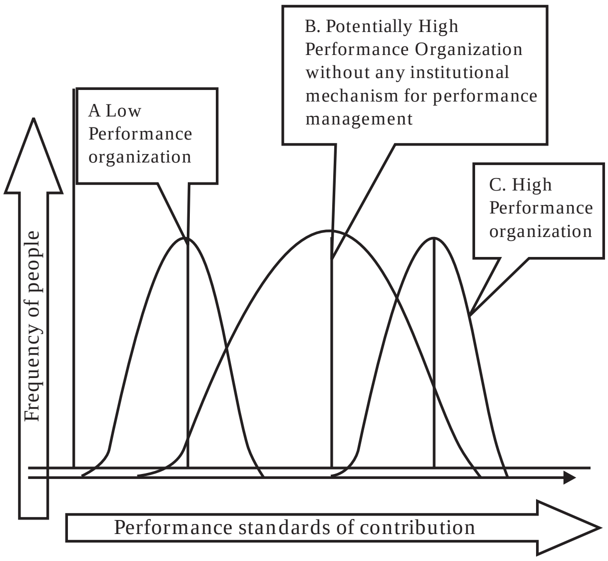
For effective talent management, the linkage between talent and results should be very clear to all employees. Fair process in the evaluation of merit, along with respect for diversity, is very important for people to behave authentically and invest in developing their talent. A competitive context where everyone is expected to excel is much more favorable for talents to emerge as people stretch themselves beyond the routine and draw upon their innate strengths. This effort will be made only where a strong performance ethic exists. The performance ethic also has strong implications for contribution of individuals to team efforts. Research indicates that individuals are likely to reduce their efforts in a team if they perceive that others in the team are not putting in commensurate effort. "Social Loafing" the phenomenon of people exerting less effort to achieve a goal when they work in a group than when they work alone is seen as one of the main reasons groups are sometimes less productive than the combined performance of their members working as individuals. People do not want to feel like the "sucker," so they wait to see how much effort others will put into a group before they put any in. If all the members try to avoid being the sucker, then everyone's effort will be significantly lower than it would be if all of them were working as hard as they could. However, individuals reduce social loafing when working with acquaintances and do not loaf at all when they work in highly valued groups or in an organization with a strong work ethic.

For developing a high performance organization, the norm for acceptable performance has to be sufficiently higher to encourage best contributions, as large variations in contributions in the long run lead to a deterioration of performance since the high contributors shift towards the mean.

Respect for talent at all levels

Many organizations equate the concept of talent management with senior leadership succession management. While succession planning is obviously important, talent management must encompass a far broader portion of the employee population. Value creation does not come from senior leadership alone.

Distribution of contribution of individuals an organisation



The best ideas come from people who are in a "transaction zone" where customers come in contact with the organization. When good ideas are thought to come only from the top, the organization is losing invaluable insights from this zone.

Conclusion

Underlying the surfeit of mechanism and processes of talent management is the simple principle of an organization knowing where it wants to go and how it can reach there and consciously finding and nurturing people who want the same thing. If we can internalize the principle, the mechanisms can always be developed.

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Feature Article

Building Relationship with Employees : An Employee Relationship Management Model

Alok Kumar Rai* & Vandana Pareek**

" In intensive organizations the quality of service is determined mostly by the skills and attitudes of the people producing the services."

ABSTRACT

Economic growth of the country especially in the services sector has created options not only in front of the external customers but internal customers as well. Customer Relationship Management (CRM) emerged as a tool used by marketers to counter fickle customer loyalty resulting out of increased options. Researchers found that success of CRM programs could only be achieved by employees willing involvement (Rai 2010). This has challenged the erstwhile tenure of stay and form of administration and governance of organisations. The felt resultant is selling CRM programs to the employees and motivating them to implement it. This brought the need and importance the concept of Employee Relationship Management and devising a comprehensive and suitable program for the same. The paper discusses on how important building relationship with employees has become and what can be done by the companies towards building a lasting relationship with them?

Introduction :

Introduction of Liberalisation, Privatisation and Globalisation has brought about many changes in the way Indian companies have been operating. This marketing dynamics has created huge options before the customers and the net result was a fickle customer loyalty. This developed the need and importance of Customers and subsequently Customer Service. The brought the emergence of the concept of Customer Relationship Management (CRM). The concept of CRM was designed to cater to the modern marketing dynamics that involved various newer facets and dimensions. A crucial aspect came out of researches was that the success of CRM lies in the way it has been implemented. Thus, selling the CRM program to the internal customers i.e. the employees and motivating them to implement CRM programs has become an important issue of research for marketers.

In modern business, it is believed that employees are the key drivers for marketing success not just because they generate sale but also because they play a vital role in deciding how long will the customer stay with the company and what will be his pattern of transaction with the company. If customer is the purpose of business, employees are the means to achieve the purpose. The fact is that without employee relationship, there is no customer relationship. Hence came the concept of Employee Relationship Management in the literature of Marketing.

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Review of Literature :

The concept of internal marketing emerged in the literature of marketing in last 15 years as a way of enabling companies to get, motivate and retain customer-conscious employees, and was then described more widely in the services management literature. However, there were some early works emphasizing on relationship between employee satisfaction and customer retention. Schneider and Bowen (1985) have found that when employees identify with the norms and values of an organization, they are less inclined to leave and furthermore, customers are likely to be more satisfied with the service. In addition to this '…when employee turnover is minimized, service values and norms are more transmitted to newcomers and successive generations of service employees' (Bowen and Schneider, 1988).

Lewis (1989) pointed out that emphasizing service is one thing; delivering it is another. Little evidence has emerged in the literature of research into the relationship between employee satisfaction and customer retention. The aims of internal marketing are to improve internal marketing relationships, quality and customer service in order to satisfy internal and external customer needs (Helman and Payne, 1991).

Reichheld maintained that there are: powerful insights available from probing into root causes of customer and employee defections. This is the most powerful pool of untapped insight in any business. It clarified what is and what is not working in the business system and this is the first step towards a meaningful and measurable improvement program.

In intensive organizations the quality of service is determined mostly by the skills and attitudes of the people producing the services. All employees are part of the process, which connects with the customer at the point of sale. The extent to which these organizations can attract, keep and motivate quality personnel would influence their capability to offer quality services to their customers. Consistently offering services that match the requirements of the external customer will be an important factor in building strong long-lasting customer relationships.

Employee satisfaction in internal markets is therefore a prerequisite to customer satisfaction in external markets. The basic philosophy is that if management wants its employees to do a great job with customers, then it must be prepared to do a great job with its employees (George, 1990). Unhappy employees will make for unhappy customers so unless employees can be successfully taken care of, the success of the organization in its ultimate, external markets, will be jeopardized.

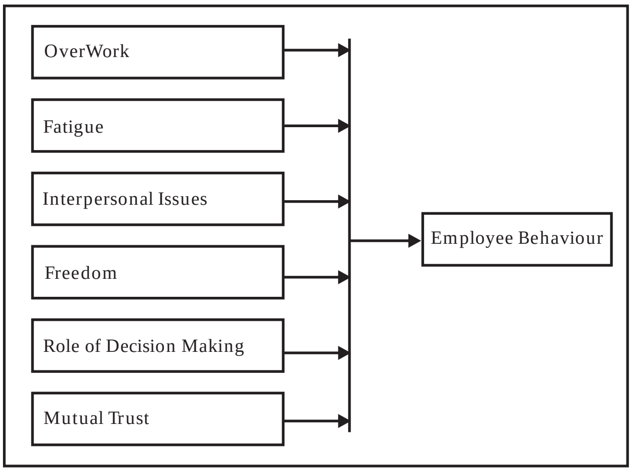
Internal marketing therefore involves creating, developing, and maintaining an organizational service culture that will lead to the right service personnel performing in the right way. It tells employees how to respond to new, unforeseen and even awkward situations (Schneider, 1986). The service culture has a vital impact on how service-oriented employees act and thus how well they perform their tasks as 'part-time marketers' (Bowen and Schneider, 1988). 'When internal customers perform, the likelihood of external customers continuing to buy is increased' (Berry, 1981). Lewis (1989) argues that the success of the internal marketing concept ultimately lies with management. It is unreasonable to expect lower level employees to be customer oriented if management is not customer oriented.

Factors Effecting Employee Behaviour towards Customers :

The employees behaviour towards customers are guided by several factors. Following are the factors that effect employee's performance in the organisation :

1. Overwork : It has been realised that many of the organisation leave no room for the employees to settle in their day's schedule and this effect poorly in their customer interface. When the employees are occupied with excess work, their behaviour towards the customers is not always in conformance with the company's laid down processes and procedures. Ex. State Bank of India introduced the concept of relationship managers but initially it did not work well as the relationship managers were too much occupied with the routine banking activity and they rarely get time to build relationship with the customers.

2. Fatigue : The nature of the job also effects employee's performance. Doing the same work



continuously over a period of time in a routine fashion creates fatigue among the employees. This fatigue does not permit them to create any service innovation. Employees cannot function to their full capacity only on orders. Under the circumstances, they would merely conduct the transactions they were trained to do- but they will not care. Eg. A call centre employee doing the same monotonous job throughout suffers from the fatigue factor and this effects his attention towards the customer's queries and complaints. This fatigue often makes his behaviour mechanised and subsequently defeats the very objectives of building customer relationship management.

3. Freedom: Organisations rarely are of the nature of granting enough of freedom to the employees to initiate something new towards superior customer service. In most of the cases they are of the view that the employees should strictly do what they are asked to do. Many a time this liberty and freedom is considered as threat to discipline and challenge to authority.

4. Interpersonal Issues: People working in the organisation do get trapped in some interpersonal issues quite often. If these issues are not resolved timely and effectively, it spoils the work environment of the organisation and subsequently affects the employee's performance.

5. Role in Decision Making: Lower level employees, who actually are responsible for implementation of the CRM programs and practices, are rarely taken into confidence and are encouraged to provide their suggestions. While they are the ones, who actually interact with the customers and have huge bearing of the final customer experience with the company. If managements factor in relationship management practices that engage people in the change process, they can circumvent significant resistance and actually speed up implementation of corporate goals.

6. Mutual Trust: Organisations need to understand and assimilate the employee's needs, develop a programme that would ensure total participation from all employees. For, mutual trust between the company and the employees is a must.

Employee Relationship Management Practices in IT Companies

Cognizant Technologies is a leading IT company. It celebrates its major milestones with employees, usually by giving them a choice of gifts such as TVs, DVD players, music systems etc. this is because the company believes that Employee Delight is the basis for Customer Delight in a service company.

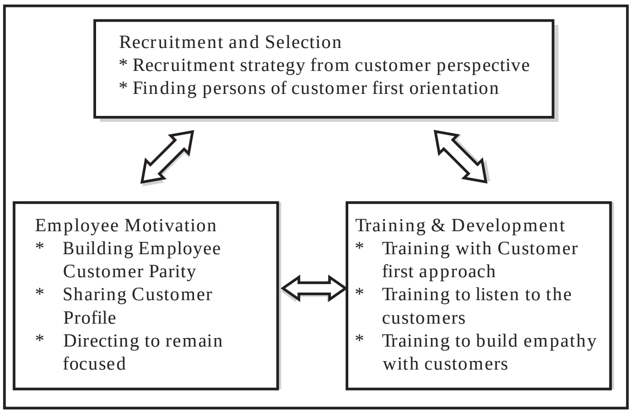
Cognizant believes this is the only way to keep employees happy and feeling a part of the company, which may otherwise seem impersonal to most employees if they only maintain an arm's length relationship.

Essentials of Building Relationship with Employees through Employee Relationship Management :

Since the employees are the pillars for the companies building of relationship with the customers, a deliberate and well thought out initiative is required by the companies to build foundation for strong relationship of employees with the organisation. The steps may be as follows:

1. Finding right person of customer first orientation: The process of getting closer to the customers starts with the company management and grows with every employee across the organisation. Superior service is crucial to customer satisfaction, but it comes through the people hired. This approach has forced companies incorporate personality tests in the hiring process. There is an imperative to hire the right temperament for the job, for the company culture and also for the mix of clients.

2. Establishing Employee – Customer Parity: There are companies who request their valued customers to help them hire right kind of employee. It is all about



matching up the right employees with the right customers and the right job. To get fruitful results, the company may provide a forum for employees and customers to become mutually acquainted. ProDriver Leasing Systems help employees get to know his customers through a quarterly newsletter in which customers also get the scoop on the company's drivers. Each edition of "The ProDriver Times" includes a customer's business, the owner and more. Driver profiles include career highlights as well as personal information on hobbies. This helps bring the drivers and customers together in a friendly atmosphere and he believes that it is one of the reasons many of his clients continually requests certain drivers.

3. Designing recruitment strategy from customer perspective: The quest to match the employees to the best customers is critical in building *customer relationship management*. It may at times require revamp the recruitment strategy from the customer perspective.

4. Training the employees with customer first approach: Hiring customer oriented employees is important from the perspective of strong customer relationship management. But organisation also needs to provide staff with training and support they require to make good decisions, asks good questions in a nice manner, give customers satisfying answers, be courteous in behaving with the employees and most of all readily present themselves before the customers to address their problems. Beyond training employees to feel for the customers, the company should target them to be particularly sensitive to the needs of specific customers.

5. Educating employees about listening the customer first: One of the greatest things the company can teach new recruits is to listen to the customer first. There have been companies who created night classes. Some companies follow the practice of "Don't try to solve someone else's problem; help the person arrive at their own solution". This model is based on the principle of "Making assumption about a customer's needs does not get you the sale. Listening does".

6. Imbibing Empathy for Customers: To help build empathy for customers, people working in whatever department can be made to experience the environment and the conditions with which the customers undergo. This on one hand enables employees understand the customers problems better and generate a feel for it, on the other helps in creating an enterprise wide CRM orientation.

7. Sharing the customer profile with the employees: Communicating employees about the profile of the best customers is a best because segmentation is a key in implementing CRM program. So, the employees must be aware of who "butters their bread" and accordingly they need to reciprocate. Hence, along with the company, employees should also be actively engaged in exploring the characteristics of the top customers. One needs to understand an important aspect in customer profiling, there are customer doing high volume business with the bank and there are customers who presently are not doing very high turnover with the bank but has the potential of getting bigger over time. These customers should also be taken care of. Such customers' black book needs to be prepared which may contain all information about him, his family, profession and even personal details.

8. Directing employees to remain focused: Mere hiring good employee or teaching and training them to be customer oriented would not suffice. As one moves further in the job, the work environment be it monotony or any other thing distracts them from the focus generated initially. It is a difficult task to keep that focus alive and sustained.

Creating Superior Employee Experience Through Employee Relationship Management

ERM is all about effective organisational communications, which can build employee confidence, trust and loyalty, enabling managements to realise the potential of the skills and knowledge within the organisation. It is a powerful business tool that enables employees to do their job better. The emerging discipline of ERM allows organisations to identify, differentiate, interact and personalise the relationship with their employees, providing much of the same benefits as a successful Customer Relationship Management solution. There are several initiatives that may be taken by the service companies for Employees Relationship Management, which has emerged as a key for a successful customer relationship management model.

1. Employee Referrals in Recruitment: Many of the service organisations have started using employee references in recruitment. Such referred candidates are preferred during selections. The rationale behind this has been alluded as, the existing employees is fully aware of the work condition, job description, job specification and above all the manager has to extract work from them so why not provide them the staff they are most comfortable with. This on one level increases the participation of the organisation at more personal level and also provides them an opportunity of earning more as incentive. This is hugely prevalent in service organisations as IT, banking and financials, retail etc. ICICI Bank has one such scheme called "*Employee employ Employee*".

2. Employees participation in decision making: Gone are the days when bosses use to decide and pass it on to the employees spread across the country for implementation. Employees especially of the knowledge economy are not ready to accept things at face value. Their participation is a must for real success of the plan. Because they are the people entrusted with the responsibility of execution. On inviting their opinion, they might let the management know about various intricacies of the decision. The employees may also let the management know about the probable problems coming in the way of implementing the programs. After all they are the people who deal with the customers and implement the programs.

3. Proper communication about the strategic views of the management: Employees should be tried to be updated and informed about the strategic intent of the management. This gives them a clearer picture of the program to be implemented and the benefit the organisation may accrue out of that. Thus proper and timely communication leads to greater and willing acceptability by the employees and reduces resistances.

4. Making Customer satisfaction as a parameter in employees' appraisal: Feedback system is prevalent with almost all the service providers. Railways, Post offices, Public and private sector banks, courier companies, automobile service centers they all have a customary feedback form and a drop box. Either the forms are not available or no one ever bothers to open the drop box. Even if in some cases, the feedback forms are to be shown to higher officials or to be send to the head offices, they are mostly fake or manipulated. To ensure the result and the true spirit of the program, few private banks including ICICI Bank has started conducting random customer satisfaction test by neutral agencies and incorporated them in the annual appraisal system of the bank employees entrusted with the responsibility of the customer relationship management.

5. Motivating them for innovating with customer service: Modern businesses do not function on the typical top-down approach. It is the era of initiations and innovations. Knowledge and skill does not just get confined to few select people sitting on top. Modern companies recognize the talent and give them due recognition. This often results in coming up with various schemes for the rewarding employees to innovate and initiate newer *customer service forms*. These schemes are meant to motivate employees and give them a sense of belongingness.

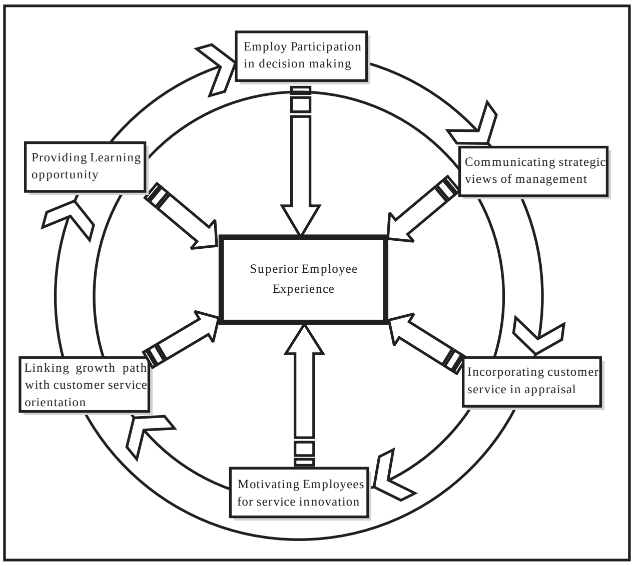
6. Providing them ample learning opportunity: To actually invite deliberate participation from the employees, the most ideal form is to educate and train them. This is possible only through constant learning. This learning may be either through senior company officials or through industry experts or through both. This exercise on one hand enables them to understand the rationale of the programs or the ways to implement and also acts as a platform to share their views and get the queries clarified.

7. Carving out a proper growth path: To enable the employees to be enthused and enthralled about the customer service, organisations need to keep them

motivated. Designing their career path in such a manner can become very handy in that as it lets the employees relate to their efforts leading fruits.

CONCLUSION :

Customer Relationship Management is not all about schemes and technologies. It is the people, which is the most important factor in effective and successful CRM program implementation, because they are the ones who actually have to carry out the plans designed by the management. People need to be handled with care because there are so many factors that creep into the system of human. They need to be motivated such that they are themselves interested in their dealing with the customers and an external system for watching the activities is not at all required. The implementation of CRM program would lead to customer loyalty if and only if the organisation enjoys employee loyalty for which *Employee relationship Management* is a must.



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The Challenges and Issues of H.R.D.

Chinmay Kumar Podder*

" HRD will continue to advance as a field both locally and globally as long as there are hardworking professionals making progress and delivering exceptional work and value to business."

ABSTRACT

The business landscape across the globe is fast changing. To survive and succeed in the changing environment calls for reshaping the skills and knowledge bank of the organisation on a continuous basis and hence poses lot of challenges to HRD professionals. In this article based on author's practical experience and literature surveys, an attempt has been made to explain those challenges which encompass technology of training, cultural change, rapid obsolescence of knowledge, changing structure/work patterns, changes owing to development of virtual organisation, changing workplace demographics, lifestyle change, lack of commitment to training, lack of intellectual levels of HR professionals etc

In the second part the article outlines the prominent issues in HRD which are basically the problems, disagreements between practitioners, researchers and experts. These are absence of one dominant professional organisation, absence of professional accreditation for HRD curricula, absence of a set of defined terms specific to the field, gap existing between research and practice, unrestricted claim by anyone to be called HRD professional etc.

The author however concludes by saying that HRD will continue to advance as a field both locally and globally as long as there are hardworking professionals making progress and delivering exceptional work and value to business. Evolution of the field of HRD professionals will coincide with the quickly transforming atmosphere of business.

The business landscape across the globe is fast changing. To survive in this fast changing environment require reshaping the skills and knowledge bank of the organization. HRD professional has to change the tools of his compass to influence the knowledge workers very effectively. In such situations the HRD professional has to equip himself with new technology and new philosophy to inspire the knowledge workers to achieve common goals.HRD professionals will face following challenges in coming times.

Technology :- Whatever changes world has seen in preceding hundred years more than those changes world is seeing in last ten years. ATM machine has replaced pay order in bank, same way new technology has also changed old technology of training. Web course, video conferencing and e-learning are the best examples of distance learning.HRD professionals have to gear up for the emerging changes in technology of training.

Cultural Change :- World has become a global village. We find cultural changes in each country and benchmarking on a global scale is the only way to compete

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internationally. Each country is now moving towards global practices.

Rapid knowledge Obsolescence :- The exponential growth of knowledge and the rapid change of science and technology is another global trend. Knowledge is doubling every 7 to 10 years. Given the rapid obsolescence of knowledge and the fast change in technology there is a need for continuing education and training on the part of all employees whether they are managers or supervisors or rank and file workers. Greater attention need to be paid to continuing education and training. It will have to be looked at holistically and systematically and improve and expand.

Changing Organisational Structures/Work Patterns :- Changing Organisational Structures/Work Patterns are another trend. The company of the future according to Charles Handy will be a shamrock organization. The shamrock organization will have the following elements:-

Small and essential core group of professionals, technicians and managers.

A group of sub-contractors who produce goods and services which the core group doesn't.

A growing group of temporary/part-time workers who are hired to provide specialized services or to help in case of overload.

The small core of professional technicians will need to be focus of HRM. More investment in the management and training of more temporary /part-time workers will be required.

Development of Virtual Organization :- Virtual corporate need workers who are highly skirted, reliable and educated and able to understand the new forms of information, adaptable and can work efficiently with others. Employees need not just technical skills but the skills to cope with continuous and radical change of virtual business. New forms of training which are flexible available on demand and interactive will have to be designed for employees of virtual enterprise. The work pattern changes are taking place all across the globe.HRD policies and programmes will have to change in response to these changes.

Learning, Training and Motivation :- Turning to the transfer of learning, the extent to which employees are able to apply the knowledge skills and attitude acquired during any HRD intervention into the job market is viewed as a key consideration in HRD practice. This is a great challenge for all HRD practitioners. It is suggested in the strategic framework of HRD practice that top management support and Line managers involvement is an important feature in the effective management of HR T&D efforts.

Workforce Demographics :- Another trend which will be a challenge for HRD professional is increasing the ageing workforce. The so-called baby boomers and also the exponential entrance of elite workers are also known as Generation-X and gold collar workforce.

Lifestyle Trend (Habit) :- New generation is a smart and fast and transparent generation. Lifestyle of knowledge workers is changing (Ex-Call centres). HRD professionals have to understand new habits first before imparting training to bring a change in the habits of knowledge workers.

Global Practice :- Dignity of individual, simple rules, retention of an employee, leadership by example, clear conscience, and relationship with employer, stake holder, vendor suppliers, customers and society at large are the new practices. Global rules are to be learned by HRD professionals to conduct an effective session.

Environment :- The only context-invariant and time-invariant attributes of a successful corporation are an open environment. Meritocracy, fairness, justice, speed, imagination, accountability and excellence in execution are current environment. HRD professional has to inspire knowledge workers to perform in the above environment.

Lack of Commitment :- Another challenge often confronted by HRD professional is the lack of commitment. Lack of commitment towards training can be seen throughout the organization from top management to shop floor employees. The top management and managerial level employees are found to be uncooperative with T&D whilst the lower level employees may have embedded pessimistic attitude towards training and are fundamentally resistant to change.

Lack of Intellectual HR Professionals :- In general the challenges faced by employees and organization in the effective management of HR training and development vary from concerns about lack of intellectual HR professional to coping with demand for knowledge workers and fostering learning an development in the workforce. The one and focal challenge is the lack of intellectual HRD professional particularly in the manufacturing farms and thus suggest that employees view HR T&D as a function secondary to HRM and perhaps consider as being of lesser importance. The implication could lead to ineffective implementation of training and development activities and increase ambiguity and factions in effectively managing HR T&D as a whole.

ISSUES IN HRD

Issues are proposed as problems, disagreements between practitioners, researchers, experts and or other disciplines.

Several articles outline the following as prominent issues in HRD.

There is not one dominant professional organisation or publication.

There is no professional accreditation for HRD curricula.

The field lacks a set of defined terms specified to the field.

Anyone can claim to be professional in HRD.

Gap exists between research findings and practice and vice-versa.

The HRD community agrees that the field is emerging and multi-disciplinary. Not everyone agrees on which disciplines are involved or how we can become one of our own. Many of the other professional with defined disciplines have body knowledge unique to their own. The body of knowledge in HRD is still forming. Also unlike other disciplines there is not a single professional association with a majority of HRD identified members. It has also been alleged that HRD cannot be distinguished as an established profession because there is no accreditation or defined body of knowledge unique to HRD practitioners. Professional, practitioners and educationists need to join to resolve these issues.

The faulty practitioner is another issue in HRD. There are no formal barriers and no educational requirements to prevent an individual from claiming to be an HRD professional. Without professional certification available for those in the field, the practice is susceptible to situation that could cause conflict of interest or violate ethical standards.

Another set of issue involves the relationship between adult education and HRD. Adult education claims a humanistic, learner centric, self directed focus on transforming individual, HRD is oriented towards bottom line, behaviourist, performance improvement aimed at organisational goals. A trend towards aligning vocational education and HRD is however emerging in recognition of their common endeavour of workforce education.

HRD professionals have a responsibility to coordinate an environment that is safe non-threatening and protective of all employees. In response to the need for protection and establishment as a bona fide field the academy of HRD developed a set of ethics and standard for HRD research and practitioner. There has been a trend to recognise the standard across the nation.

The importance of HRD cannot be over-emphasized. The Chinese philosopher Guanzi (551-479 B.C) said that -

> When planning for one year,
> There is nothing better than planting grain.
>
> When planning for 10 years,
> There is nothing better than planting trees.
>
> When planning for lifetime,
> There is nothing better than planting men.

In his own words, he explained that grain is something that is planted once produces only a single harvest. Trees planted once may produce ten harvests. Men are things that are planted once but may produce a hundred harvests.

HRD will continue to advance as a field both locally and globally as long as there are hardworking professionals making progress and delivering exceptional work and value to business. Evolution of the function of HRD professionals will coincide with the quickly transforming atmosphere of business.

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Case Study

Labour Management in the Coffee Sector : Community Policing Model for Sustainable Growth

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The legend has it that the hill Baba Budan Giri in Chikmagalur district of Karnataka is named after the Muslim mystic who brought coffee seeds to India from Mecca and cultivated coffee for the first time. It is understood that coffee was grown in the Chikmagalur area as early as 1616 A.D. The travellers record of Edward Terry (1615-1619) and Thomas Bowrey (1669-1679) provide detailed account of the extensive use of coffee in various parts of India including parts of South and central Karnataka. The commercial value of coffee was felt in the Malnad region in no time. People started raising coffee plants in their kitchen gardens and arecanut gardens on a relatively large scale. In 1823, the British sought land in the Chandragiri area of Chikmagalur district from the Maharaja of Mysore to raise a coffee plantation. The growth of coffee plantation since then has been in leaps and bounds. Coffee planters were mostly European and after independence the estates were either gifted or sold out cheaply to their faithful (!) Indian Subjects.

The plantations have further extended to the districts of Hassan, Kodagu and even parts of Shimoga. Mangalore port was useful to export coffee to Europe during the colonial period and the plantation labour was supplied from Mangalore and adjacent areas as early as in 1860.

Though India contributes only about 3% of world coffee production, 70% of India's coffee production is contributed by the state of Karnataka. The area under coffee production has been steadily increasing over the past sixty years. This increase is estimated to be about 3,500 hectares every year for the eighties while coffee production has been by about 6,000 tons per annum.

Coffee has incorporated features of agriculture as well as industry. The production part of the coffee crop follows a cycle similar to that of any agricultural produce.

Coffee plantations are generally divided as small, medium and large holdings. Nearly 70% of the coffee plantations in Karnataka are smallholdings ranging between 4-20 hectares. The category of medium holdings is between 20-50 hectares. The large holdings generally are above 50 hectares. The small plantations contribute only about 15% of the total coffee production, the medium plantations contribute about 16% of the total production and the rest of the 69% of the production come from the large coffee plantations. Of the 31 coffee curing plants in India (1997), 16 are located in Karnataka. They process nearly 65% of the total coffee production in the county. Each of these curing plants works with an average capacity of about 5,000 tons and provides employment for about 500 persons round the year. Coffee has also provided indirect employment to thousands of individuals with coffee roasting, grinding and retail selling units all over Karnataka.

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Why female workers are attracted towards plantation is a question that needs to be answered succinctly. Women workers are found in the plantation sector in large members because :

(1) being akin to agriculture, plantations are congenial to women

(2) the very fact that the workers not only work but also live on plantations gives women a better chance to work and

(3) the system of labour contracts based on the principles of utilising every able bodied person in the family for labour and of fixing the wage rates accordingly, motivated, sometimes compelled as well, women to seek employment in order to balance the family budget.

To confront with the Quality of Life Index (QLI) question in relation to the women workers in coffee plantation in Karnataka in general, we find they have to struggle very hard as workers as well as in their familial roles.

(1) Familial obligations, including motherhood are seen as a chief source of women's exploitation by many feminist scholars. This exploitation assumes a serious form when the woman happens to be poor, vulnerable and dependent. Domestic work which involves an endless routine of performing endless odd jobs, is the first greatest block for women's development. In fact, the low status attached to manual labour and the cultural value associated with women's confinement to home result in a very low status being accorded to women's work at home.

(2) Incidence of alcoholism has a disastrous effect on the family in general and woman in particular. Womenfolk have to go through the agony of running the house on a meagre, shoe-string budget and secondly, they are always exposed to the threat of physical violence and harassment. Thirdly, the whole family falls into the debt trap. Surveys revealed that in plantations, indebtedness is greater in families where men are addicted to alcohol.

Besides these problems, the women workers in plantations also suffer from lung infection and bronchial problems, malnutrition, dysenteries, contact dermatitis etc.

(3) It appears that most of the woman workers are often verbally abused by the supervisory staff in the plantations [as the study made by Ramegowda (1997) suggested]. "At times their language bordered on vulgarity, (and) there were a few incidence of sexual abuse as well. The women who were subject to this kind of treatment did not seem to have taken any effort either to report the matter or initiate any action."

(4) A large majority of women workers in plantation are illiterate and as such, have no access to knowledge, either general or skilled. It is a serious issue to note that most children of plantation workers have no access to schooling facilitates. Apart from these two serious problems, as most of the woman workers are casual/temporary labourers, there is no provision for their livelihood during their illness. Coffee plantation workers can be broadly classified into two categories: (1) those who work in company-owned estates, and (2) those who work in plantation under private ownership. The largest number of plantations is under private ownership. All plantations employ workers on the same terms of work/wages. These are the following categories among the plantation workers:

1. those who work full-time but on a temporary basis
2. those who work full-time and on a permanent basis, and
3. those who work full-time but as seasonal labour

Those who work as full-time temporary labour have work throughout the year, but they are not entitled to the benefits as per Plantation Labour Act (PLA) 1951. The permanent full-time workers are attached to only one plantation and are entitled to benefits (provident fund, gratuity, coverage of medical expenses, maternity benefits etc.) as per rules. Seasonal labours, on the other hand, are employed only during certain peak seasons when the load of work in plantations is very heavy. It is interesting to note that there is a heavy demand for seasonal labour and hence they get paid more wages than even the full time temporary or permanent workers get.

Towards Labour management: Community Policing

The transformation to community policing is a demanding process which may take from three to five years of intense effort. The following stages represent beginning steps for police department joint labor-management groups to consider. These stages and steps may overlap and some require continual monitoring, but each is a discrete area for inquiry and action.

Exploratory Stage

Building a foundation : Management must identify the specific local conditions and define the questions or problems the plan is intended to address. Labor and management should build this foundation together.

Attributes of the new system : Labor and management must choose the new system's key attributes. What is the new system's design? How will individual roles and responsibilities change? What will the daily lives of employees, supervisors, and managers be like? The joint committee must agree on the goals, boundaries, and dimensions of community policing and identify a corresponding range of options. Even when guidelines are established externally, specific decisions must fit the department and be fully understood for effective implementation.

Stakeholders and their interest : The interests of key stakeholders (individuals and groups likely to influence and/or be affected by change) must be identified and taken into account. The analysis should include internal and external stakeholders including community groups and the local governance system.

Preparation Stage

Top level commitment : Commitments at the highest level must be elicited from each of the key stakeholders. Verbal commitments are an important, but limited first step. To build or rebuild trust, labor and management leaders must show their commitment through changed behavior and efforts to remove barriers to community policing. Identify the demonstrations of commitment required by each group to establish confidence in the process.

Integration with other initiatives : Police departments often face a number of changes at once including new technologies, training, downsizing and/or growth. Determine whether community policing will be affected by other departmental changes, or conversely, whether it will interfere with other programs. Reconciling the needs of all programs will mean less competition for scarce resources.

Focus on middle management : Middle management, including union leadership, plays a crucial role in overseeing the operational transition to community policing. Functions will change dramatically and some managers may be concerned about job security or career paths. The measurement and rewards for performance, integration of community policing and traditional police functions, and methods for supporting managers in their new roles must all be addressed. In addition, managers need instruction in the new system's management and supervision tasks and in the skills they will demonstrate to line staff.

Communication, education, and training : The joint labor-management committee must stay in contact with each of its constituencies; the department is beginning anew and needs input from all quarters. The type and timing of communication and training are critical. Stay sensitive to work force fears about being left out of either the decision-making process or the information loop. Decide early on what information to communicate and how to disseminate it; identify the types and sources of training needed.

Model for Joint Labour-Management Development of Community Policing

Stage 1 - Exploratory	Stage 2 - Preparation	Stage 3 - Implementation
Foundation : Identify local context and define issues to be addressed. Describe the new system. Identify stakeholders and their interests.	Elicit top-level commitments from stakeholders. Integrate community policing with other initiatives. Focus on middle management. Communicate, educate, and train each constituency.	Decide on the initial scope of change. Make ongoing adjustments. Manage the diffusion of change.

Ongoing Concerns

Collective Bargaining ⟷ Evaluation

Implementation Stage

Initial scope of the change : A key question is whether to change the whole organization at once, or to establish a pilot project. There are several factors to consider: Is part of the organization more ready for change than the rest? What information would a pilot generate? Would it help or hinder implementation throughout the department? Pilot programs should have time limits (three or four months) and include an evaluation strategy to keep the department focused and on track.

Ongoing adjustments : In the exploration and preparation stages, the department's internal systems and structures are modified to support the change. Unanticipated issues will emerge as people work within the new system. Mechanisms must be in place to monitor progress, keep internal systems consistent with community policing goals, and improve internal processes.

Managing the diffusion process : Pilots implement community policing on a small scale, making the diffusion process smoother. Nonetheless, changing an entire department often creates heightened demands for limited resources, especially time. How will training demands be managed? What competing initiatives or priorities exist and how will they be reconciled with community policing requirements? Should top level labor and/or management commitments be restated? Emphasize the ongoing nature of change through mechanisms which continuously review, clarify, modify and improve the effort.

Collective bargaining : Collective bargaining issues may surface at any time. How they are dealt with can significantly affect the level of trust between labor and management, the commitment that each exhibits toward the joint process and community policing, as well as the strategic choices they make about new work systems. In many organizations, joint committees rule out discussion of contractual issues in the design process and in other stages. In other cases, labor and management come to realize that some of the seemingly intractable problems can be most effectively addressed—and more enduring progress will result—when all options are open to exploration, including those bound by contract or management prerogative. The choice of which strategy to pursue is very individual. Keep in mind, however, that the way labor and management handle these issues may affect their satisfaction with community policing processes and outcomes and the long-term effectiveness of the department.

Evaluation : Evaluation should be ongoing—from the early stages of exploration through implementation and beyond. The exploration, design, and implementation processes as well as the outcomes of each stage should be subject to review. But, what is to be measured? Identify and objectively measure the criteria for success for each stage and decide how these measures will be packaged for review and then used by the joint committee and the workforce.

Community policing is a process of organizational change that is most effective when it has the commitment and involvement of its key stakeholders. Employees are the stakeholder group most critical to the initiative's success. Unionized police departments have a unique opportunity to make use of the workforce's knowledge and expertise through the collective voice of the union. A joint labor-management committee using a systematic approach, including exploration, planning and implementation stages, offers the greatest opportunity for community policing success.

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Case Study

Energizing Workforce for Superlative Performance

Sandip Das*

Indian Steel Limited is one of the largest Steel suppliers in the country. The Company has grown over the years and a major steel producer in the country. With captive iron ore mines, multi-location production capacity, and a wide-spread sales and distribution network Indian Steel has established itself as one of the most prominent players in the steel market in all the major regions of the country. The company has four Zonal Marketing offices across the country located at Delhi (Northern Zone), Mumbai (Western Zone), Kolkata (Eastern Zone) and Chennai (Southern Zone). During the period 2005 to 2010 the market share of the company has shrunk considerably in the Southern Zone due to intense competition from new steel producers in the region. Formulation of an effective strategy for the southern zone has been one of the major issues with the top management of the company. Since the production facilities of Indian Steel were located in the Eastern and Central part of the country, the higher freight components were affecting the profit margin of sales in the Southern Zone. However the company was not in favour of vacating the market in the southern zone considering the strategic importance of the market in view of rapid industrialisation and growth in the region. The management was clear about one key aspect for sustaining business in the region and that was reducing cost of sales and distribution by removing inefficiencies from the sales and distribution channel.

The Zonal Managers of Sales and Logistics in Chennai were experiencing serious problems in Karnataka Warehouse & Logistics where one of the major Warehouses of the company was located. During the past one year there were increasing incidents of delayed delivery, wrong delivery and even non-delivery against firm orders. These issues were becoming major cause of concern for the sales team in Karnataka, Managers in Zonal office. This was also leading to extreme customer dissatisfaction and resentment.

The country head of Logistics Mr. Suresh Sahu was very upset with increasing number of complaints from customers and from his counter parts in Marketing. The Zonal Logistics Manager Mr. Ramakant Majumdar had given him feedback that the problem was of people management and more so with the leadership in the Warehouse. Mr. Sahu was not able to figure out the cause as the Warehouse In-charge of Karnataka had earned recognition about 18 months ago for effectively executing a high volume critical project order with stringent delivery conditions. That was an exceptional achievement, considering the volume and complexity involved in the execution process. However, certainly the performance of the warehouse and the logistics team, in the past one year, has been dismal and

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unacceptable. Mr. Sahu got some clue when he received the resignation letter of the Warehouse In-charge with a request to release him from the services of the company at the earliest. He immediately talked to the warehouse in-charge over phone to find out the reason for his decision to quit. The reason given by the warehouse in-charge was not very convincing to Mr. Sahu. He discussed with Mr. Majumdar on the issue, who was also having no clue for the reason of resignation of the Warehouse in-charge. Without further inquiry, Mr. Sahu thought of a successor at the warehouse and started consulting people in the organisation for a manager who can appreciate the market requirements and customer's concerns and at the same time provide leadership to the workforce in the warehouse.

Finally, Mr. Sahu appointed Mr.Sanjay Mishra, a marketing executive of Northern Zone as the Warehouse in-charge in Karnataka. Sanjay had no prior experience in the area of warehousing and logistics.

The initial Experience

Sanjay joined the warehouse immediately following the order. The warehouse for Karnataka was fairly big spread over an area of about 20 acres with facilities of covered shed, overhead cranes with magnetic handling equipments. Layout and facilities of the warehouse was suitable for handling and storage of high volume of material. The manpower in the warehouse comprised three executives, five regular staffs, about twenty security staffs and sixty contract workers and supervisors.

Within first week itself Sanjay could sense a lack of synergy among the various groups in the warehouse and disconnect between people and their responsibility. The housekeeping and cleanliness were far from desired levels. Lack of sensitivity to customers' need was quite visible.

During the interaction with individual executives and staffs, Sanjay did not find anything wrong in them. All of them appeared responsible and serious about their jobs. However a lack of pride in job among people was evident from their actions and behaviours. People in the warehouse were indulged in blame game i.e. attributing their failure to slackness of other agencies.

Digging the Root

Sanjay discussed with each executive, staff and supervisor individually to figure out the reasons of slackness in the warehouse. During the discussion he noticed that each of the employees in the warehouse used to recall and boasts his contribution towards making the supplies to Southern Water-Net Project when 90,000T of steels were supplied tot this multiple location project within a period of six months. The terms and conditions for this supply were very challenging and the logistics were very complex. Reference to the particular supply case was so frequent and repetitive that Sanjay was feeling irritated. He got a feeling that the people were justifying their worth and capabilities through the over-hyped and celebrated project supply success. Sanjay wondered that in reality the project supply execution would not have been as challenging and complex as it was being depicted. However out of his inquisitiveness he started to go through the documents and related files of the Southern Water-Net Project supplies. There were voluminous documents generated during the supply period of six months. As Sanjay was going through the supply details he was getting more and more interested and surprised. He quickly realised that the supply was an amazingly complex and challenging act which was carried out with absolute precision within a stipulated timeframe by this group of people under the leadership of the previous warehouse in-charge. Sanjay could not believe how the same set of people under the same leadership could have performed such a complex and demanding assignment a year before.

The contradictory behaviours and actions demonstrated by the same set of people was something which left Sanjay utterly confused. But this study gave him a strong belief that these people were capable and his challenge was to find out the missing element that can unleash their potential and channelize their efforts.

Sanjay started to look into more details about the situations and conditions prevailing during the Southern Water-Net Project Supplies to find out the factors that motivated and synergised the whole group. In order to get a clue to this mystery he interacted with every individual involved in the process including the warehouse employees, members of the sales team, Water-Net project officials and also his predecessor. Although the interactions gave him more clarity about the process, complexity and the exceptional execution of the order, he was clueless about the differentiated behavioural pattern and actions, those were manifested by the same set of people under the same leadership. This mystery was giving Sanjay sleepless nights as he was sure that once he finds the root of this and discover the factors that created the differentiated behaviour and action, he would be able to reorient the people in a more meaningful manner. He started discussing this issue with every wise person he knew including Mr. Sahu and Mr. Mazumdar. For almost a month Sanjay had no answer to this mystery. He almost started feeling disturbed and distressed, but finally in an unexpected way, the clue got unfolded before him like a flash with a lot of clarity. Astonishingly this happened during a casual discussion with two persons who were not related to the steel industry.

The Eureka Moment

After about a month of his taking over the charge of the warehouse and shifting his family and establishment to the new location, Sanjay's Parents came to visit him. On one evening, on a week end, Sanjay's Father who is a retired Doctor, wanted to visit one of his old friends, Brigadier Dr. Tripathy who was also staying in the same city. Sanjay accompanied his father to Brig. Tripathy who had retired from Indian Army. That evening during the discussion Sanjay narrated the strange differentiated behavioural pattern of the warehouse employees before the two doctors. Both of them got interested in the story and gave some interesting justifications. Brig. Tripathy quickly related these incidents with the war time and peace time behaviours of soldiers and officials in the army. He mentioned that a major common challenge unifies the purpose of each member of a team and intensifies the desire to achieve the purpose. The overriding priority for approaching towards the purpose, outsmarts the possible differences and frictions within the team. This is because of a strong urge for survival and accomplishment that guide the emotional and behavioural pattern of all members in a team. This is the reason, at times, leading a force during peace time needs some different sets of people management skills. Successful war time leaders might not be the best leaders during peace time. During peace time, leaders need skills to enthuse the followers and create excitement in them for performing mundane tasks and on achieving ordinary feats. Sanjay's father supplemented with another theory, whenever a major success is accomplished there is a likely emergence of accompanying breakdown. As, after the best is achieved, people do not find the meaning in other average acts and tasks. This is one of the reasons why very successful people go to depression after their highest achievements, some even develop suicidal tendency. This also hold good for teams. Managing post success emotions and behaviours is one of the biggest and most essential challenges of a true leader. This discussion was an amazing explanation of an apparently mysterious behavioural pattern of people under different situations and circumstances. The whole mystery was getting unfolded before him like the pieces of a PUZZLE getting assembled and displaying the total picture at once. Sanjay was feeling like rushing back to the warehouse and start planning for his course of action with the new insight. He was thanking both the wise men from core of his heart. He came back home late in the evening after dinner at Brig. Tripathy's place and could not sleep for a moment that night. He was intensely thinking about the approach and plan for the future to get things back to order.

The Drawing Board

Next morning was a different experience for Sanjay at the warehouse. The people there, were appearing to him like a group of soldiers, who after victory, have joined a farm as farmers for their livelihood. And naturally they lack the vigor, as there were no enemies to fight with. Now Sanjay was thinking how to create a feel of war for people while they are working in a farm as farmers. Creating a strong sense of PURPOSE in them was the key, which was coming to his mind repeatedly, "but how?", he kept on questioning himself. He went back to basics and felt communication is the only mean to achieve this. Immediately he called meeting of all the executives in the warehouse. Sanjay told them that from next day, the warehouse need to start with a communication meeting with all key employees for expected results and end with a meeting for analysis of performance against desired result. Swaraj Barua the senior most executive of the group was sceptical about the exercise as this would take away vital time which is so essential for the warehouse. Swaraj had six years of experience in warehousing including four years in the southern zone, a person sound about the warehouse operation and contracts, but mediocre in his communication and people management. He was a frank person and perceived as arrogant and rigid by other people. Sanjay was prepared for the scepticism, in fact was looking for it from someone and thanked Swaraj from within for resenting at the beginning. He explained the whole story to the executives with the new perspective, why warehouse is failing to deliver after such a brilliant performance in the past. He explained them his plan of action to create a sense of purpose in the people and instructed Swaraj to organise the meeting on a daily basis without fail. Although his explanation was far from convincing to the executives, he was convinced that with patience and perseverance he would be able to convince everybody to bring things back on track.

Sanjay tasted the first success much earlier than he expected. By afternoon on the same day, Swaraj came to him and stated that he has an idea for the communication sessions. He suggested that we may start with a ten minutes session for stretching and meditation before starting the communication. Sanjay immediately agreed and complemented Swaraj for the novel idea. In the evening he called a meeting of all employees to convey the decision and the purpose of it in simple term. As expected there were visible resentments from the employees for the exercise. Sanjay preferred not to explain, reiterated his decision and closed the meeting.

The new beginning

Sanjay reached warehouse 30 minutes before the scheduled time to ensure that the arrangements were in place. He was happy to see the arrangements in order. He was feeling the rush of adrenalin within and was hoping for a decent beginning to the exercise. He was prepared for the initial scepticism and resentment for the approach and had been mentally preparing for the likely uncomfortable questions. He had also prepared an agenda with specific discussion points.

Sanjay ensured his presence two minutes before the meeting and the meeting started on time. Tactically the meeting was planned in the open terrace. In the beginning, Swaraj gave a brief introduction about the agenda of the meeting and thanked everybody for attending on time and the first agenda of fitness and mediation started with simple guidance from Swaraj himself. Sanjay noticed that there was reasonable acceptance of the process. After ten minutes of fitness stretching and meditation, Swaraj requested Sanjay to take over. Sanjay had prepared the points systematically and conveyed them with simple terms. But it was not as smooth as he had thought. He was feeling a disconnect and some sort of a cold responses to his view points. He was feeling very uncomfortable within as if his words were mechanically passing through the people. After the address he requested the people to react to his plan of regular morning communication and also asked them to suggest pressing issues which needed to be addressed on priority in order to improve the warehouse performance.

As expected the reactions were full of scepticism, of poor taste and hostility. Sanjay was prepared for this. He maintained his calm. At the end of the meeting Sanjay stated in a firm voice that this process is going to take place on a daily basis and would provide a direction for the day. At the end of the day the day's performance would be discussed in detail in a meeting which would be attended by all executives and some key employees of the warehouse.

The first day's experience was very unsettling for Sanjay. He was feeling like hitting a rock on his first step itself. Within few moments Sanjay re-organised his thoughts and reflected on the whole process again and what are the things that needed to be focused to improve effectiveness in the communication exercise. He realised that the initial resentment was a likely natural human reaction to change and he needs to have patience and strategically motivate and convince few opinion makers in support of the process.

Immediately after the communication exercise, Sanjay formed a core team consisting of all the executives of Warehouse as its permanent members and three temporary members from staffs and field supervisors, who would attend core team meetings on invitation on rotation.

In the evening he called the first core team meeting attended by the executives, two of the key staffs and field loading supervisor. In the meeting, he took stock of all the days loading and delivery related activity and at the end asked each member to think of one important change in their areas which will result in some improvement in operation in their areas. He asked them to think about it and suggest during the next day morning communication exercise. The idea was to give some positive shape to the interactions during the morning communication exercise.

Communication exercise on the second morning was much better than the first day as each of the executives and staffs and field executives had some suggestions of improvement which streamlined the discussions to a reasonable extent. Sanjay also asked for action plans of each of the suggestions which would be discussed in the evening performance review meeting. This process continued for few days with reasonable acceptance for the communication process. Sanjay somehow was not getting any breakthrough for bringing in the synergy. He was getting a feeling as if the communication exercise had become a ritual. He thought he needed to do something more than just a communication exercise to instil a sense of purpose and bring in excitement in people even for the mundane daily activities of the warehouse.

Shaping the Communication

Sanjay called a core team meeting in the evening and conveyed them that the communication exercise in the warehouse needed to be given a new shape may be with a powerful name. The objective was to instil a strong sense of purpose in the people. Sanjay was aware, that to do that it had to be first ascertained, what are those Goals that needed to be pursued in order to enhance the warehouse performance and in turn support the organizational objective. He also suggested that the purpose or objectives should be few but should cover all the activities, processes and deliverables of the warehouse which can be expressed in simple yet powerful words for easy recall by everybody. He also suggested that the all the reviews of activities should be based on the metrics which can be related easily to the identified objectives.

Sanjay was happy to notice a clear indication of enthusiasm in the members of the core team. He cheered them up and asked to think about a name and objectives that can be conveyed in simple terms.

During the next one week the core team members brainstormed on various names, overall objectives that cover the primary purpose of the warehouse group. The shortlisted objectives were :

- Providing quality service to ensure customer delight
- Housekeeping and proper storage of materials and other facilities
- Follow the guidelines and procedures at the same time innovate to improve service quality
- Follow safety practices at all times

The core committee was then thinking how to have simple yet catchy words which can be easily related to the above objectives. Finally they came up with 4 simple words (Motto) starting with the letter “S”:

- *Smiling :* We do our job with smile and ensure smile on the face of our customers
- *Shining :* We keep right things at right place at right time to ensure a shining warehouse
- *Simplifying :* We follow the guidelines yet strive to simplify activities through innovation
- *Safe Working :* We follow safety norms at all cost and ensure safety for all

Sanjay could clearly see a triumphant radiance on the face of each of the core team member. Now the challenge was to find names for the communication exercise and the performance review meeting. The core team felt to use simple Sanskrit words for more impact. Finally they decided the name of the communication exercise as “PRAYATNA” meaning special careful effort (for achieving the 4S) and that of review meeting as “SAMIKSHA”. They felt that SAMIKSHA should not only be review and evaluation but would also be used for action planning for pending issues and would be conveyed during “PRAYATNA” to people on the following morning.

The team was in a mood of celebration after the christening of the programmes and the mottos for the warehouse for instilling a sense of purpose. They cherished their own efforts over hi-tea that evening in the warehouse. Each member was eagerly looking forward to the next morning communication exercise where these were to be formally rolled out.

Next morning communication exercise was a memorable one for the core team members. Sanjay was astonished to see that few of the core team members including Swaraj have brought Posters with name "PRAYATNA", "SAMIKSHA" and "SMILING", "SHINNING", "SIMPLIFYING" and "SAFE WORKING" which they had made themselves with the help of their kids at home. The moment Sanjay announced the name and thanked everybody, there was a childlike cheer and celebration in the meeting. Sanjay was overwhelmed by the whole thing however he was cautious in his approach thinking that it was only the beginning.

Planning for Success

Sanjay thought that the process would gather steam only when people taste success and he knew that it needed to happen early otherwise it would be difficult to sustain the euphoria. He thought of leading the process through the core team. He called a meeting of the core team and asked them to find issues which were affecting customer satisfaction the most. The team spent an hour to find out objectively, the most disturbing and frequent customer dissatisfaction issues in the last one month. The most prominent of them was the issue of "delivery failure even after placement of trailer by the customer". The numbers of such occurrences were too large and very irritating for customers as they needed to pay the transporters for placing the vehicles which either do not get loaded or get partially loaded due to some internal reason.

The primary reason identified was non-availability of physical material, although the material ledger system reflected availability of the same, on the basis of which the vehicles used to be placed for delivery. When they probed deeper into issue they found that primarily it was non-traceability of material. In some cases the trailers were not loaded due to too many loading vehicles bunching together and as a result few trailers remained unloaded at the end of the day and were returned with a request to report on the next morning. These incidents upset the customers and their transporters as they had to incur unnecessary expenses.

Looking at the frequency of such occurrences, Sanjay had a hunch that there was a mess in the planning and monitoring mechanism. He called all the concerned persons and asked for the formats and tools they use for planning and monitoring of loading activities. When he saw the pending delivery order list he was perplexed. It was a complex computer generated statement of about 20 pages containing information about more than 50 customers, about 20 transporters (door delivery orders to various destinations) and more than 60 types of products. Seeing this he could easily make out the cause of the failures. The complexity of the list itself was the answer to the cause of so many failures which was leading to a complete mess in the planning and monitoring system.

He quickly suggested a new planning and monitoring system. For revised system three reports were designed for the purpose of monitoring pending delivery orders :

1. On the basis of Customers
2. On the basis of Transporters (door delivery)
3. On the basis of Products

These reports would be prepared at the end of the day for the planning of next day.

- First the Product based report would be given to the field loading supervisor to certify traceability and deliverability of the materials.
- The planning for next day to be done by the executive in-charge of the operation.
- The final planning sheet is to be given to the concerned staffs and the warehouse gate.
- The planning was to be conveyed to the customers and transporters through e-mail and phone with time for placement of their vehicle. This telephonic communication is to be done by two security personnel from the gate but the executive in-charge of operation would take the responsibility for ensuring this communication.
- Non-traceable and non-available materials cases

were to be given to the executive responsible for housekeeping and material storage .Further the issue had to be addressed within 24 hours with feedback to the warehouse in-charge.

The system appeared comprehensive but there was one problem of taking out reports in three different formats. Sanjay had noticed the reports were MS Excel print outs and he felt reports on different basis would not take more than ten minutes. He taught the Pivot table tool to each of the executives and staffs involved in the process and made them proficient in the tool within three days. And the system was implemented. (Annexure – II)

This system did wonders and the results were visible within a week. All the people involved were having absolute control over the activities and were knowing what is going to happen next.

Immediately after this success, during his address during PRAYATNA, Sanjay praised the whole operation group for adopting the system effectively and explained everybody how the initiative had helped people in doing the job with a smile, brought in *smiles* on the face of the customers and helped tracing out materials lying at undesirable areas and made it *shinning*. This concrete example was powerful enough to make people believe in the process.

This was only the beginning. Within a month, to the astonishment of everybody including Sanjay, there were improvements in all the areas of functioning of the warehouse. Most of these improvements came as a result of suggestions and ideas coming from the employees and contract workers and all of them were fitting in to one or more categories of the 4S.

Reaping the Fruits

Reduction of Vehicle Turn-around time

Usually the warehouse was getting delivery orders of door delivery or warehouse delivery. In case of door delivery, the warehouse was to organise the delivery to the customer premises through authorised transporters. In case of warehouse delivery the customers used to deploy their authorised transporters to lift material from the warehouse. In both the cases the loading operation was facilitated by overhead cranes and tyre mounted field mobile cranes were deployed in the warehouse. Trucks and trailers used to enter the warehouse to collect a loading advice of the material against the delivery order and then go for empty vehicle weighment at the warehouse weighbridge. After the tare weight they used to produce the loading advice to the loading supervisor for of the material on their vehicles. There might be advice for loading of single or multiple products on one vehicle. Multiple product loading needed multiple weighment (weighment after loading of each material). After loading of all the products the final weighment was to be taken and the invoice used to be issued along with all related documents to allow the vehicle to go out of the warehouse premise after the security check at the exit gate. At peak hours the average number of vehicles in the warehouse was 25 to 30.

The operation group under the guidance of the executive in-charge took up the challenge to reduce the turn-around time by at least 20% within a month.

They analysed all the activities involved in the whole process. They observed the total cycle on the field and tried to find out areas where significant time can be saved through some innovation in processes.

Sequencing the loading of multiple product vehicle :

There were three overhead cranes and six field cranes in the warehouse for loading of material. The operation group could figure out that the multiple product loading vehicles undergo a high waiting time in the ware house as the drivers used to take decision of sequence to follow for loading and where to place the vehicle (near which crane). The operation group felt, a sequence of loading would help reducing the waiting time significantly.

Second aspect was that the multiple product vehicles and single product vehicles were approaching the weigh bridge in one queue for weighment of the loaded vehicles. Since the multiple product vehicles would need further loading and weighment, their waiting time were high even when the cranes were idling. On certain occasion multiple product vehicles used to approach a single crane in a bunch leading to higher waiting time of the vehicles near the crane.

To take care of these unnecessary waiting times the operation group devised a novel way of giving sequence of loading to multiple product vehicles and creating a system of two queues of approach to the weighbridge. They also coached the security guard to take decision on vehicles to take for weighment from which queue based on the feedback from loading supervisor depending on the readiness of the cranes for loading.

This system reduced the average turnaround time by more than 20% within a period of less than three weeks of adopting the system. The outcome was a major boost for the PRAYATNA movement and the operation group along with the loading workforce.

Improving the Decoiling Performance

One of the major products of delivery of the warehouse was the TMT Bars which accounted for almost 40% of delivery. The thinner TMTs in the thickness of 8mm, 10mm and 12mm used to be coming to the warehouse in coil form. The deliveries used to be done after decoiling of the coils and cutting them in the 12m length. This activity was out sourced to a contractor who had installed three decoiling and cutting machines in the warehouse and with an agreement to produce 50T of decoiled TMT bars per day. But invariably the decoiling of bars used to be 15 to 20 T per day. This was causing inordinate delay in delivery.

Swaraj took up the issue along with couple of staffs and the decoiling supervisor and the contractor. All of them tried to find out the cause of the dismal performance. The major causes of the low output were as follows :

- Repeated power failure during the day
- Frequent change of diameter of coil due to pressure from sales team for delivery to priority customers
- Delay in evacuation of decoiled bars causing space constraints leading to slower decoiling rate
- Non-availability of coils to maintain continuity of the operation

Action plan to improve decoiling performance

The group tried to find out the time when maximum load shedding is occurring leading to disruption in operation. Swaraj fixed up an appointment with the Electrical Executive Engineer of the locality and visited him along with Sanjay. They discussed about the load shedding and the minimum power interruption period in a day. They figured out that early morning and late evening period are the two relatively uninterrupted power supply slots. They discussed with the contractor and persuaded him to maximise operation in the early morning or late night period. The contractor after consultation with the workers agreed for night shift operation in the summer days when the load shedding menace is prevalent.

Sanjay took up the responsibility to raise the issue of non-availability of input coils and ensure availability of the same.

To ensure immediate loading of the decoiled material they developed a system of decoiling on the basis of pending delivery orders and delivery plan of the operation group on daily basis. Swaraj took up the responsibility to manage and monitor the system, which would ensure minimum change of diameter and immediate loading of decoiled material.

On the very next month of implementation of this action plan warehouse registered the best ever decoiling in the history of the decoiling operation and continued breaking this feat in subsequent three months.

This initiative was leading to Smiling, Shinning and Simplifying in the most appropriate way.

Structured approach to Communication with Stakeholders

Sanjay suggested a structured communication framework to enhance the effectiveness of the warehouse. He along with the executives identified all the key stakeholders who mattered for the warehouse. Some of the key stakeholders were Sales team, Zonal office, Head office, Customers, Railways authorities, Transporter Association and transporters, Excise authorities, Electrical and Water supply authorities, Production units.

They devised a framework where there was a communication owner, the subjects of communication, their frequency, mode of interaction, objective of the communication. Each of the executives were assigned with one or more stakeholders and were advised to strengthen the communication process to ensure high performance of warehouse leveraging their relationship with the stakeholders.

This process was highly successful and created a lot of goodwill for the warehouse and led to high performance of the warehouse.

Sanjay himself had taken up major stakeholder communication responsibility and kept tracking every communication owner's performance and progress.

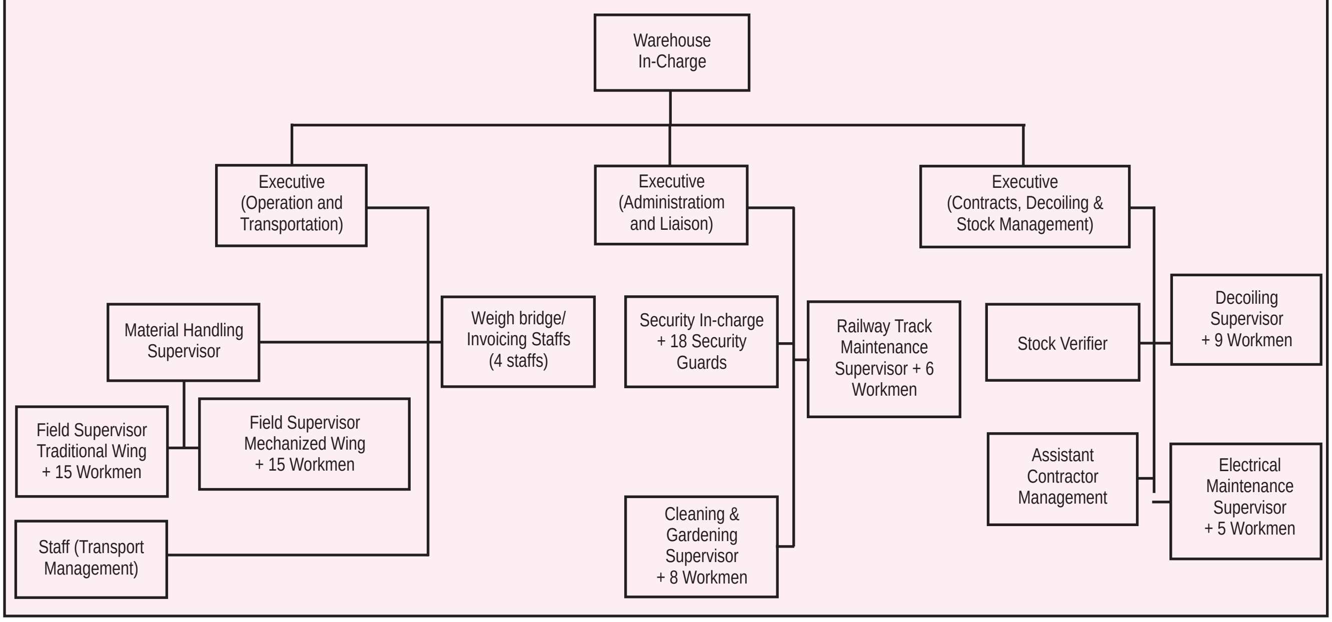
There were many such initiatives in the warehouse by various groups which resulted in quantum improvement in operation and planning and a changed mind-set of people. Some of the key results are shown in Annexure – III.

Conclusion

PRAYATNA and SAMIKSHA led to creating a high performing team in the warehouse. Within three months of the initiatives the warehousing group had transformed to a motivated, purposeful and enthusiastic group committed to SMILING, SHINNING, SIMPLIFYING and SAFE WORKING. The team was bubbling with energy, transformed to a helping group from a blaming group. In every individual, there was a visible sense of pride in their work. PRAYATNA and SAMIKSHA had become a way of life providing light for progress. A culture was created for helping people to develop themselves through their work. It was an outstanding experience of cultural transformation of a very high order by Sanjay and his team.

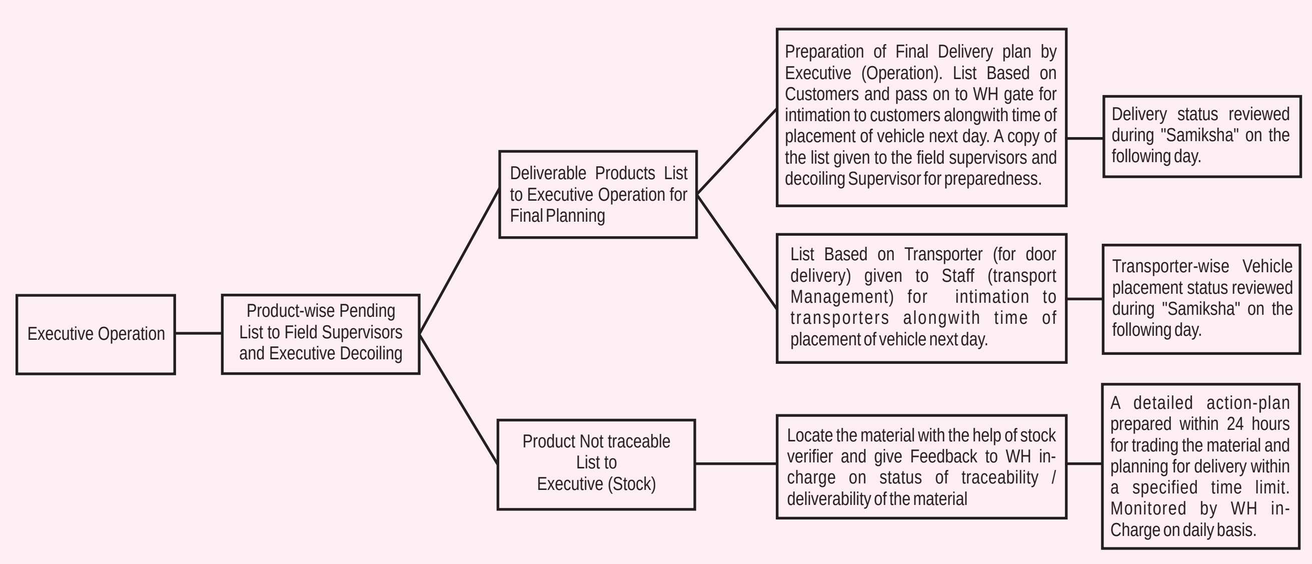
Annexure - I

Warehouse Organization Chart



Annexure - II

Revised System for Delivery Planning



Annexure – III

Important Accomplishments through PRAYATNA and SAMIKSHA

- Improvement of stacking in the warehouse
- Studying best practices followed by the competitors by visiting their premises and adopting some practices
- Developing a beautiful garden
- Creating more space for material stacking
- Disposing off scraps and packing material on time
- Identifying defective and old materials and helping the sales team to take action on time
- Ensuring use of safety appliances in all operations
- Security report, in every three hours to enhance vigilance and reduce unnecessary idling of equipments
- Ensuring completion of loading by 6 PM.
- Introducing a practice of Guard of honour to visiting VIPs to the warehouse
- Taking up and executing major projects like Building a new connecting road to the warehouse from the main road, Repair of Cranes, Installation of Generator for uninterrupted power supply etc.

Book Review

How the Mighty Fall

(and why some companies never give in)

Jim Collins*

" Every institution, no matter how great, is vulnerable to decline. There is no law of nature that the most powerful will inevitably remain at the top. Anyone can fall and most eventually do."

In How the Mighty Fall and some companies never give in, Jim Collins confronts these questions, offering leaders the well-founded hope that they can learn how to stave off decline and, if they find themselves falling, reverse their course. Collins' research project more than four years in duration uncovered five step-wise stages of decline :

Stage 1 : Hubris Born of Success

Stage 2 : Undisciplined Pursuit of More

Stage 3 : Denial of Risk and Peril

Stage 4 : Grasping for Salvation

Stage 5 : Capitulation to Irrelevance or Death

By understanding these stages of decline, leaders can substantially reduce their chances of falling all the way to the bottom.

Great Companies Can Stumble, Badly, and Recover

Every institution, no matter how great, is vulnerable to decline. There is no law of nature that the most powerful will inevitably remain at the top. Anyone can fall and most eventually do. But, as Collins' research emphasizes, some companies do indeed recover in some cases, coming back even stronger - even after having crashed into the depths of Stage 4.Decline, it turns out, is largely self-inflicted, and the path to recovery lies largely within our own hands. We are not imprisoned by our circumstance, our history, or even our staggering defeats along the way. As long as we never get entirely knocked out of the game, hope always remains the mighty can fall, but they can often rise again

Five Stages of Decline :

1 : Hubris Born of Success

Great enterprises can become insulated by success; accumulated momentum can carry an enterprise forward, for a while, even if its leaders make poor decisions or lose discipline. Stage 1 kicks in when people become arrogant, regarding success virtually as an entitlement, and they lose sight of the true underlying factors that created success in the first place. When the rhetoric of success ("We're successful because we do these specific things") replaces penetrating understanding and insight ("Where successful because we *understand why* we do these specific things and under what conditions they would no longer work"), decline will very likely follow. Luck and chance play a role in many successful outcomes, and those who fail to acknowledge the role luck may have played in their success - and thereby overestimate their own merit and capabilities - have succumbed to hubris.

Stage 2 : Undisciplined Pursuit of More

Hubris from Stage 1 ("We're so great, we can do anything!") leads right into Stage 2, the Undisciplined Pursuit of More - more scale, more growth, more acclaim, more of whatever those in power see as "success." Companies in Stage 2 stray from the disciplined creativity that led them to greatness in the first place, making undisciplined leaps into areas where they cannot be great or growing faster than they can achieve with excellence, or both. When an organization grows beyond its ability to fill its key seats with the right people, it has set itself up for a fall. Although complacency and resistance to change remain dangers to any successful enterprise, *overreaching* better captures how the mighty fall.

Stage 3 : Denial of Risk and Peril

As companies move into Stage 3, internal warning signs begin to mount, yet external results remain strong enough to "explain away" disturbing data or to suggest that the difficulties are "temporary" or "cyclic" or "not that bad," and "nothing is fundamentally wrong." In Stage 3, leaders discount negative data, amplify positive data, and put a positive spin on ambiguous data. Those in power start to blame external factors for setbacks rather than accept responsibility. The vigorous, fact-based dialogue that characterizes high-performance teams dwindles or disappears altogether. When those in power begin to imperil the enterprise by taking outsized risks and acting in a way that denies the consequences of those risks, they are headed straight for Stage 4.

Stage 4 : Grasping for Salvation

The cumulative peril and/or risks-gone-bad of Stage 3 assert themselves, throwing the enterprise into a sharp decline visible to all. The critical question is, How does its leadership respond? By lurching for a quick salvation or by getting back to the disciplines that brought about greatness in the first place? Those who grasp for salvation have fallen in Stage 4. Common "saviors" include a charismatic visionary leader, a bold but untested strategy, a radical transformation, a dramatic cultural revolution, a hoped-for-blockbuster product, a "game changing" acquisition, or any number of other silver-bullet solutions. Initial results from taking dramatic action may appear positive, but they do not last.

Stage-5 : Capitulation to Irrelevance or Death

The longer a company remains in stage-4 repeatedly grasping for silver bullet, the more likely it will spiral downward. In stage5, accumulated setbacks and expensive false starts erode financial strength and individual spirit to such an extent that leaders abandon all hope of building a great future. In some cases their leader just sell out, in other cases the institution atrophies into utter insignificance, and in the most extreme cases, the enterprise simply dies outright.

It is possible to skip a stage; however the author opines that companies are likely to move through them in sequence. All companies go through ups and downs, and many show signs of Stage 1 or 2, or even Stage 3 or 4, at some point in their histories. Yet Stage 1 does not inevitably lead to Stage 5. Just because an organization may have made mistakes and fallen into the stages of decline does not seal their fate. So long as the organization never falls all the way to Stage 5, it can rebuild a great enterprise worthy of lasting.

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Book Review

Poor Economics

Abhijit Banerjee, Esther Duflo*

" This book out rightly rejects the popular notion of requirement of big ideas to eradicate poverty."

It was a surprise that a book on poverty alleviation would be the Winner of the 2011 Financial Times/Goldman Sachs Best Business Book of the Year Award. Perhaps the shift of policy thinking is intrigued by why billions of government dollars and thousands of charitable organizations and NGOs and CSR action-plans are dedicated to helping the world's poor.

Abhijit Banerjee is the Ford Foundation International Professor of Economics at MIT. He is a fellow of the American Academy of Arts and Sciences and the Econometric Society. He has been a Guggenheim Fellow. He has also received the inaugural Infosys Prize (2009) in Social Sciences and Economics. He spends lots of time conducting research surveys in the villages of India, Kenya, Indonesia and other developing nations. Esther Duflo is the Abdul Latif Jameel Professor of Poverty Alleviation and Development Economics at MIT. Duflo has numerous academic honours and prizes credited to her name that include the John Bates Clark Medal (2010) and a MacArthur Fellowship (2009). She has also been featured in Foreign Policy's Top 100 Global Thinkers and Fortune's 40 under 40. She has also conducted research surveys in the villages of India, Kenya, Indonesia and other developing nations.

Poor Economics takes the readers to the world of poverty. If you ever wondered why poor people make the choices they do, here is a new perspective to it. Poverty can result owing to poor health, poor education that leaves a little scope for bright future. This book out rightly rejects the popular notion of requirement of big ideas to eradicate poverty. The authors have a strong argument that well structured antipoverty programs can be a success. This realistic approach to world poverty defies the big picture arguments and idealistic equations put forth by economists. As economists at the Massachusetts Institute of Technology, both the authors remain fascinated by poverty. In this engrossing new book they draw on some intrepid research and a store of personal anecdotes to illuminate the lives of the 865m people who, at the last count, live on less than $0.99 a day. They have pioneered the use of randomized control trials in development economics. These trials test anti-poverty remedies much as pharmaceutical firms test drugs. One group gets the remedy, another does not. The two groups are chosen at random, so the remedy should be the only systematic difference between them. If the first group does better, the benefit can be attributed to the project and not the many other factors that might otherwise obscure the result.

Work based on these principles, supervised by the Poverty Action Lab, is being carried out in dozens of countries. Drawing on this and their 15 years of research from Chile to India, Kenya to Indonesia, they have identified wholly new aspects of the behavior of poor people, their needs, and the way that aid or financial.

investment can affect their lives. This important book illuminates how the poor live, and offers all of us an opportunity to think of a world beyond poverty.

"Poor Economics" draws on a variety of evidence, not limiting itself to the results of randomised trials, as if they are the only route to truth. And the authors' interest is not confined to "what works", but also to how and why it works. The authors are fascinated by the way the poor think and make decisions. Poor people are not stupid, but they can be misinformed or overwhelmed by circumstance, struggling to do what even they recognise is in their best interests. They describe how borrowers in south India exploited a contractual loophole to avoid taking out health insurance, which their micro-lender insisted they buy for their own good.

The poor, like anyone else, can also succumb to inertia, procrastination and self-sabotage. The authors discovered it was quite normal for poor women in the Indian city of Hyderabad to take out a microloan charging 24% interest only to deposit it in a savings account that paid 4%. This seems mad, except that the obligation to repay the loan ensured the women did not squander the money.

The book crosses swords with the business gurus and philanthropists who project their own enthusiasm for entrepreneurship onto the poor. Yes, the poor are more likely to run their own business than the rest of us. But that is because they have no other choice. When asked, most of them aspire to a government post or a factory job.

The authors advocate what they call a "quiet revolution". They insist that things can be improved "at the margin", which is an economist's way of saying that things can get better, even if they are very bad. They also make the case that improved policies can contribute to better politics. Once constituents see that good policymaking can make a difference to their lives, they raise their expectations, and demand more.

At the end Poor Economics is extremely impressive; it is really appealing to people who lack an in-depth knowledge in economics. It is easy to grasp, as it is less technical in terminologies and descriptions. It comprises of anecdotal stories that focuses on the analysis done by authors on global poverty. Insightful study is presented on the micro and macro issues related to problems of Poverty. There are no certain methods or solutions provided in the book to solve any kind of problems but it makes the readers aware of the why and how this grave problem should be approached. It makes us thinks that traditional ways would no longer work in this current economic scenario. This book for sure will make you think about the change in ideologies. A must read and an asset to your bookshelf.

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Article Digest

The History of Happiness

How the pursuit of contentment has shaped the West's culture and economy

Peter N Stearns*

" Attitudes toward happiness don't just vary; they change. Exploring the nature of such change not only illuminates our own context for happiness but also allows us to assess its advantages and downsides."

Today the western world is caught up in a culture of happiness, but it wasn't always so. It was only in the 18th century that the values of the Enlightenment ushered in the notion that happiness was the attainment of a worthy life. Since then, the pursuit of happiness has gained momentum and spread to every aspect of behavior, from religion and politics to work and parenting. It's important to trace this steady encroachment of the happiness imperative because it reminds us that today's values are not givens in the human condition. Culture reflects choices, and new choices can change it.

It's also important to recognize that any societal choice has both good and bad consequences. When the goal becomes happiness, the idea arises that unhappiness is to be avoided in ourselves, our families, and our workplaces. Emotional states short of bliss become sources of anxiety and are even diagnosed as pathologies. That may lead to choices that aren't for the best and, paradoxically, make a lot of people more miserable. The point is that cultural variations on happiness are considerable; contributing to the findings of international happiness polls that dot the contemporary public opinion landscape.

Moreover, attitudes toward happiness don't just vary; they change. Exploring the nature of such change not only illuminates our own context for happiness but also allows us to assess its advantages and downsides. The fact is that the commitment to happiness in Western culture is relatively modern. Until the 18th century, Western standards encouraged, if anything, a slightly saddened approach to life, with facial expressions to match. As one of the Protestant put it, God would encourage a person who "allowed no joy or pleasure, but a kind of melancholic demeanor and austerity." This does not mean people were actually unhappy—we simply cannot know that, because cultural standards and personal temperament interact in complicated ways. But there is no question that many people felt obliged to apologize for the moments of happiness they did encounter. Sinful humanity had best display a somewhat sorrowful humility.

This changed dramatically with the 18th century and the values of the Enlightenment. On the one hand, it was now perfectly legitimate to seek happiness. On the other, not being happy, or at least not seeming to be, was a problem to be avoided. One historian has also noted the 18th century as a time of improved dentistry, when people became more willing to lift their lips in a smile; he argues that the ambivalent smile of a Mona Lisa probably reflected embarrassment at tooth decay. The several shifts driving the happiness surge were powerful enough to propel happiness into politics by century's end, with the American revolutionary commitment to the pursuit of same.

The smiling American was becoming a stereotype two centuries ago, as a new nation sought to justify its existence by projecting superior claims to happiness. It was no accident that this same new nation, at this same point, quietly revolutionized the approach to death by introducing the garden cemetery, where people could gain a sense of contentment, if not happiness, as they contemplated the end of life.

The new middle-class work ethic came close to arguing that work should be a source of happiness. There was some complexity here: Horatio Alger stories of the beauties of work also pointed to higher earnings and social mobility – not just intrinsic happiness – as rewards. But it was convenient for a rising class to believe that working people had no reason not to be happy and that laziness and bad habits disrupted not only performance but also contentment.

The push went beyond popular books and articles. The cultural commitment to happiness promoted new efforts to associate work with happiness, through experiments in human relations techniques or just piped-in music. It inspired new workplace standards that instructed white-collar employees and salespeople in the centrality of cheerfulness. It spawned new commercial empires such as the Walt Disney Company, whose corporate motto became "make people happy" and whose employees convinced customers that they were already happy simply because they were in a Disney setting. It prompted "happy meals."

Some experts argue that happiness is an inborn trait, so urging a person to become happier is like insisting she become taller.

Revealingly, by the 1940s the concept of boredom shifted from being an undesirable character trait, which good children should avoid, to presenting a challenge for parents. This was also the context in which, in 1926, the song "Happy Birthday" was composed, becoming a family staple by the late 1930s – despite, or perhaps because of, the gloom of the Great Depression.

Every Cultural system has drawbacks to go with the advantages that facilitated its adoption in the first place. Seeing a culture as the product of historical change is an invitation to step back, assess, and then consider further change. We may not wish to alter the happiness culture that modern history has bequeathed us; its considerable problems may be outweighed by the pleasure of having cheerful artifacts and smiling faces around us. But we can at least consider the possibility of modification. In our happiness culture there might yet be, after a couple of centuries of acceleration, room for improvement.

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Digest by :

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हिन्दी लेख

तनाव प्रबन्ध - समस्यायें एवं समाधान

डॉ. प्रमोद पाठक*

"दरअसल तनाव के साथ जंग में 'Draw' की गुंजाईश नहीं। आप जीतेंगे या तनाव जीतेगा"

वर्तमान युग को स्पर्धा का युग कहा गया है। वर्तमान युग को ज्ञान का युग भी कहा जा रहा है। लेकिन वर्तमान युग को तनाव का युग भी माना जा रहा है। यदि थोड़ी गहराई से अवलोकन करें तो यह तीनों कथन सत्य हैं। हालांकि इन्हें असंगत माना जायेगा। क्योंकि स्पर्धा और उससे जनित तनाव को ज्ञान के द्वारा नियंत्रित भी किया जा सकता है। आमतौर पर चूंकि ऐसा नहीं होता है अत: आज के समाज की सबसे बड़ी त्रासदी है मानसिक तनाव। विशेष कर उद्योग और व्यापार से जुड़े कार्यकारियों की जिनके लिये आज के जीवन का अर्थ रफ्तार है। चलते रहना। 24 x 7 x 365 । दरअसल स्पर्धा के इस युग में ठहराव का मतलब है रेस से बाहर। खास कर वैसे उद्योग जो वैश्विक बाजार में अपना अस्तित्व बचाये रखना चाहते हैं। इस बाजार में जीत और हर हालत में जीत ही जीवन का लक्ष्य हो गया है। और यही जीत की आकांक्षा असुरक्षा और दुश्चिन्ता को जन्म देती है जो मानसिक तनाव के सबसे बड़े कारक हैं। किन्तु न तो तनाव से भाग कर बचा जा सकता है और ना ही इसे नजरअंदाज किया जा सकता है। भागना इसलिये संभव नहीं क्योंकि मानसिक तनाव का स्त्रोत खोजना मुश्किल है। तनाव किसी भी कारण से हो सकता है और कभी भी हो सकता है। तनाव में व्यक्तित्व और प्रत्यक्षण का ज्यादा योगदान है। यही वजह है कि आजकल औद्योगिक संगठनों में तनाव प्रबन्ध पर अधिक ध्यान दिया जाता है बजाये तनाव के कारणों की खोज के। यह ठीक है कि कार्यस्थल को अधिक से अधिक तनाव रहित करने का प्रयास प्रबन्धन करती है लेकिन चूकि तनाव का स्रोत ढूंढना मुश्किल है इसलिये यह प्रयास पूरी तरह सफल नहीं होते।

तनाव क्या है ?

फिर भी यह आवश्यक है कि तनाव की प्रकृति समझी जाय ताकि तनाव प्रबन्धन प्रभावी तरीके से किया जा सके। दरअसल तनाव को समझने में सबसे बड़ी बाधा है तनाव की कोई सटीक परिभाषा का न होना। तनाव मूलत: भौतिक और फिर शारीरिक विज्ञान जैसे विषयों से उपजी आवधारणा है जो आज मनोविज्ञान एवं प्रबन्धन का एक महत्वपूर्ण विषय बन गई है। यदि आज सर्च इन्जन में कोई तनाव की परिभाषा ढूंढने का प्रयास करे तो सैकड़ों क्या हजारों परिभाषायें मिल जायेंगी। कहीं तनाव की अवधारणा एक उधीपन के संदर्भ में समझी जाती है, तो कहीं इसकी व्याख्या एक अनुक्रिया के रूप में। कहीं इसे उधीपन और अनुक्रिया की अन्तरक्रिया से उत्पन्न स्थिति माना जाता है। यही कारण है कि तनाव की प्रकृति समझना मुश्किल है। फिर भी एक अवधारणा जिस पर काफी हद तक आम सहमति है वह है कि तनाव व्यक्ति और उसके माहौल के बीच असंतुलन की वजह से उत्पन्न होता है और यह असंतुलन तब असुरक्षा और दुश्चिन्ता की भावना पैदा करता है जब व्यक्ति उस असंतुलन से होने वाले परिणामों को अपने लिये गम्भीर एवं प्रतिकूल मानने लगता है। किन्तु आजकल औद्योगिक संगठनों में इस तरह के असंतुलन प्राय: पाये जाते हैं। मूलत: इसलिये कि उसमें कार्य करने वाले कार्यपालक एवं कर्मचारी एक मनोवैज्ञानिक अस्तित्व भी रखते हैं जो उन्हें एक अलग व्यक्तित्व प्रदान करते हैं। उनकी सोच, उनका मनोभाव, उनकी क्रिया-प्रतिक्रिया दूसरों से सर्वथा भिन्न होती है। ऐसा

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इसलिये होता है क्योंकि हर व्यक्ति की अनुवांशिकी और माहौल अलग होती है जो उसके व्यक्तित्व को एक भिन्नता प्रदान करती है। इसलिये मानव देखने में भले ही समान हों उनकी प्रकृति और उनका व्यक्तित्व भिन्न होता है। इसी कारण उनका प्रत्यक्षण भी। और यही प्रत्यक्षण वह कारक है जो एक ही वस्तु, स्थान, घटना या उद्दीपन को भिन्न व्यक्तियों में भिन्न तरीके से ही प्रभावित करने के लिये जिम्मेवार है।

तनाव का प्रभाव

आज यह बात स्पष्ट हो चुकी है कि भौतिकवाद के इस युग में सब से ज्यादा बीमारियों की वजह मानसिक तनाव है। एक आकलन के अनुसार नब्बे फीसदी बीमारियों की जड़ में भावनात्मक–मानसिक कारण व्याप्त हैं। सरदर्द से लेकर हृदय रोग, गैस से लेकर पेट के घाव (अल्सर) तक में मानसिक तनाव कीब ड़ीभ ूमिकाह ेतीह ै।न येश ोधोंम ेंत ेक्ष ायर ेगस ेल ेकर कैंसर तक में तनाव की भूमिका के संकेत मिलते हैं। यही नहीं तनाव का असर इलाज की प्रगति पर भी बहुत ज्यादा होता है।

इसके अलावा कार्य निष्पादन में ढ़ीलापन, दुर्घटना की दर, अनिद्रा, नशापान आदि में तो तनाव का बहुत बड़ा योगदान है। इसीलिये आज औद्योगिक संगठनों के लिये अपने कार्यकारी एवं कर्मचारी को तनाव से मुक्त रखना सबसे बड़ी चुनौती है। कार्य स्थल पर बढ़ते दबाव, उत्पादकता बढ़ाने की होड़, गुणवत्ता के लिये स्पर्धा, बढ़ती महत्वाकांक्षा आदि ऐसे कारक हैं जो कार्य स्थल के तनाव बढ़ाने के लिए जिम्मेवार हैं। लेकिन क्या सचमुच कार्यस्थल को तनाव मुक्त किया जा सकता है। औद्योगिक संगठनों के लिये यह एक यक्ष प्रश्न है। यह विडम्बना ही है कि इस प्रश्न का उत्तर अब तक औद्योगिक संगठन ढूंढने में सफल नहीं हो सके हैं। किन्तु इस प्रश्न को अनुत्तरित भी तो नहीं छोड़ा जा सकता। तो आखिर रास्ता क्या है ?

कैसे बचा जाये तनाव से

मानसिक तनाव के बारे में जो नये तथ्य शोध से मिल रहे हैं उससे दो बातें स्पष्ट हैं। पहली तो यह कि आज के युग में तनाव एक स्वाभाविक स्थिति है जिससे बचना संभव नहीं। दूसरी बात यह है कि तनाव का सामना करना ही सर्वश्रेष्ठ समाधान है। हर व्यक्ति की तनाव झेलने की क्षमता अलग है और इस क्षमता को थोड़े से प्रयास से बढ़ाया जा सकता है। पलायनवादी दृष्टिकोण छोड़ आक्रामक रवैया अपनाना होगा। दरअसल तनाव के साथ जंग में 'Draw' की गुंजाईश नहीं। आप जीतेंगे या तनाव जीतेगा। अब तक के शोध से यह निर्विवाद रूप से स्थापित हो चुका है कि मानसिक तनाव का प्रमुख कारण है मनोभाव। अतः मनोभाव पर प्रतिकूल प्रभाव डालने वाली नकारात्मक भावनाओं को नियंत्रित करना होगा। इसके कुछ सरल उपाय हैं जो शोध पर आधारित हैं। इन उपायों को निष्ठापूर्वक अपनाना होगा। इनकी चर्चा नीचे की गई है।

प्राकृतिक रोशनी – जहाँ तक हो सके अंधेरे में बैठने से बचना चाहिये और प्राकृतिक रोशनी में थोड़ा समय बिताना चाहिये। विशेष कर सूर्योदय के समय। उगते सूरज को रोशनी में खड़े होने से एक सकारात्मक उर्जा का संचार होता है जो नकारात्मक विचारों से लड़ने में मदद करता है। प्रातः काल उठने का आनन्द एक एहसास करने की चीज है। वैसे भी समय से सोना और समय से जागना शारीरिक एवं मानसिक स्वास्थ्य का एक पुराना नुस्खा है।

नियमित आहार – तामसी भोजन, बहुत अधिक तले हुए मिर्च मसालेदार भोजन से मेदे और भेजे पर प्रतिकूल प्रभाव पड़ता है। मांस, मदिरा एवं तम्बाकू के सेवन से बचें एवं कच्ची सब्जियां व ताजे फलों का इस्तेमाल नियमित करें। भोजन कम करें और उसका आनन्द उठायें।

नियमित व्यायाम – प्रतिदिन हल्के व्यायाम से शरीर को चुस्त रखना बहुत जरूरी है। सुस्ती अपने आप में मानसिक तनाव का एक बहुत बड़ा कारण है। प्रतिदिन हल्के व्यायाम से रक्त प्रवाह सही होता है और दिमाग को पर्याप्त मात्रा में ऑक्सीजन युक्त रक्त मिलता है जो मनुष्य के लिये बहुत ज्यादा जरूरी है। किन्तु व्यायाम के बारे में बहुत सी भ्रान्तियां हैं जिन्हें दूर करना आवश्यक है वर्ना व्यायाम के नियम ही कई बार तनाव का कारण बन सकते हैं।

व्यायाम को बिल्कुल स्वाभाविक ढंग से लें, जैसे नाश्ता और इसका मूल उद्देश्य समझें। व्यायाम श्वांस को नियंत्रित करने, धमनियों में स्वच्छ ताजा रक्त संचारित करना एवं शरीर की मांसपेशियों में लोच बनाये रखने का माध्यम है। पैदल चलना भी एक बहुत कारगर व्यायाम है। यदि संभव हो तो थोड़ी बहुत यौगिक क्रियायें भी करना उपयोगी होता है। यह मन को एकाग्र करने का एक अच्छा तरीका है।

पूजा एवं ध्यान – प्रतिदिन पांच से दस मिनट पूजा एवं ध्यान के लिये देना चाहिए। कोई चमत्कार नहीं होगा लेकिन आस्था बढ़ेगी

तो व्यग्रता, भय और हताशा जैसी भावनायें कम होंगी। यह समझना चाहिये कि हर एक पल स्वस्थ और शांत तरीके से बिताना ही सबसे बड़ा चमत्कार है। वैसे भी जीवन तो एक श्वांस पर निर्भर है।

संगीत एवं अध्ययन – थोड़ा कानों को रोचक संगीत सुनना और मन को अच्छा देना होगा कि संगीत और साहित्य मन को शांत करने वाला हो न कि उग्र करने वाला। इसका एक और भी लाभ है। यह जीवन की एकरसता को दूर करता है और विविधता को बढ़ाता है जो तनाव घटाने में प्रभावी होता है। वैसे एकरसता दूर करने के लिये छोटी–छोटी खुशियाँ तलाशनी चाहिये। घर को ही पिकनिक स्थल समझें एवं कभी–कभी रोजमर्रा से ब्रेक लें। कभी सोने का कमरा, कभी पलंग की दिशा कभी टेबुल कुर्सी का स्थान बदलिये। बदलाव अच्छा लगेगा।

जीवन दर्शन बदलें – सामान्य ढंग से जीयें और अपने वर्तमान में रहें। बहुत दूर तक योजना बनाना भी तनाव पैदा करता है। हँसना सीखिये, जीना सीखिये, सोना सीखिये। आनन्द एक मन:स्थिति है, यह समझना जरूरी है। और हाँ आनन्द तनाव का सबसे बड़ा और प्रभावी तोड़ है।

यह जान लेना जरूरी है कि तनाव हमेशा उग्र और व्यग्र मानस को परास्त करता है। मनुष्य का खाली मस्तिष्क ही उग्र और व्यग्र होता है। इसे रोचक और व्यस्त करने का प्रयास कीजिये। जीवन को बोझ नहीं आनन्द का मौका समझिये। सोचने के ढंग में बदलाव लाना ही मूलमंत्र है। इसके लिये सन्यास लेकर हिमालय पर जाने की आवश्यकता नहीं। सकारात्मक चिन्तन पर जोर देने की जरूरत है। आहार बदलना, विचार बदलना और व्यवहार बदलना यही तनाव से लड़ कर जीतने का मार्ग है। और थोड़ा प्रशिक्षण से यह संभव है।