

Quotations on change management, from NHRD Networks, newsletter Dec. 2011, Theme “Live & breathe Change”, conference, Nov 17-19

“For time and the world do not stand still. Change is law of life. And those who look only to the past or the present are certain to miss the future”.

John F. Kennedy, late American President

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The world today is reeling under the havoc unleashed by two titans of change: Technology and Population. One of the most dramatic technological advances involves internet, which has brought in concepts like boundry-less-ness and global village. Population , pushing the seven billion mark, is changing the rules of the game too. India contributing 17.5% of the world’s population is sitting on a volcano of 550 million employable youth and in the years to come , is slated to be the world’s most populous country

Who do we rope in to be the “Lord of the Ring” that will take these titans head-on? Who will be harbingers of change, catapulting to us into the future? What means we do employ to help us build a robust ecosystem and gear ourselves up to meet the onrushing winds of change

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Mr Sam Pitroda, Advisor to the Prime Minister, Infrastructure, Information and Innovation, said on 19th Nov,2011, in the conference of NHRDN, on theme “Live and breathe the change” regarding mindset that is required in organizations and in individuals as we prepare ourselves for the on rushing wind of change

‘We are currently operating with 19th century mindset, 20th century processes and 21st century needs’

‘People make things happen’ and the importance of HR lies in getting the right people, in the right time. Investing in skill development, leveraging domain

expertise and developing leadership skills / soft skills- this will together build the ecosystem to meet the challenges that lie ahead.

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Thus spoke Sri Sri Ravi Shankar in the conference “Live and breathe the change”

“We try to manage human resources without human touch”.

“Transforming the human mind is the key...HR is necessary to address all that is human and human needs in the organization”

‘People take things personally’... some people cannot withstand criticism. It is therefore important to teach people to manage criticism from situational point of view rather than one a personal one, and thereby bring in sea change in people’s attitude.

Q-In this kind of changing world, what do we keep and what do we let go to be successful in this world?

Ans- keep commitments, let go stress and bickering

Q-What should be approach of the HR professionals today to manage current generation?

Ans- do not feel you are old, feel you are part of young generation. Once the gap is bridged, then there is no difficulty

Summary: Enthusiasm comes from when the spirit is kindledstrive to create and generate a sense of belongingness

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Edward E.LawlerIII, Professor of Business , University of South California said

Q- Organizations built to last or organization built to change....what is the DNA of the organizations that are built to endure?

Ans: Few aspects that currently impact business and organizations are technology (which alters the way we communicate), multiple generation workforce, the physical environment , mobile workforce, global trends etc. Change has to be a continuous process and cannot be an episodic one. “There is nothing wrong with change , if it is in the right direction”

Agile (quick moving, active) and sustainable organizations are guided by 4 ways

1. Way value is created
2. Way work is organized
3. Way talent is treated
4. Way behavior is guided

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Mr R.Gopalkrishnan , ED, Tata Sons , said : There are similarities between companies and humans.....just like humans , companies too have a physical body and also a soul.The soul being important to create the intellectual property for the company. Drawing insights from Max Kleiber’s theory, any living species is born with same number of heartbeats. Some use them quickly and perish in a day as a fruit fly, while others endure like elephants. The species that survive are highly adaptable ones, they have an identity and finally they are conservative and do not take unnecessary chances. Kleiber’s theory applies to companies as well ... The heartbeat is core purpose of the company. Those companies that start for profits will quickly use up the heartbeats, while those that are in social change will last longer

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Mr. Vinita Bali, MD, Britannia Industries, presented fundamental perspectives to ponder upon

1. Real transformational change is never a functional agenda but an organizational mission
2. People are most important resource, how can we think about people differently and leverage this resource in best possible way. How can we

invest in people and thereby improve the quality of people and the capability of the organization in the larger sense.

3. Good ideas come from a diversity of perspectives ; how can business learn from the world of arts, creativity and spirituality and bring the learning to its own turf?
4. How does technology play a role in business enhancement?
5. Ask yourselves question “how will I do make a difference to the business results of the organization that I am working with?

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Q- Whose business is people?

Ans- It is collective responsibility. It cannot be singled out to an individual or society or line managers or HR etc... it is sum of the efforts put by each stake holder. Hr needs to look at the future organizations and therefore bears the responsibility to to provide the ecosystem in which the line managers and others can operate in a full- fledged manner. It is time that HR is involved in building and developing the framework and actively partner with line managers to move from the mindset of treating people as “headcount” to “centers of expertise and value creation”. Similarly in organizational context, a line manager is an important stakeholder but would definitely need to be ably supported by a team of Hr and other partners.

Q- What then HR practitioners do to increase their focus on people?

Ans-

- First , believe in themselves: then try to influence , partner and encourage line managers , CEOs, and other stakeholders in making people priority in the company
- Hr is an enabler function and must ensure that people objectives are aligned to business objectives. The key is to leverage people as a source of competitive advantage
- It is time HR goes back to basics and redefines what is to be human

Emerging technologies, social media and their impact on our lives

Technology is an enabler in creating a learning environment in organizations. Technology is no more ground of competition, but it is now an innovative connector. It has had an impact on the productivity at the work place, and will play a very crucial role in bridging cultures. While work from home is becoming a popular option in organizations to attain the 'work-life ' balance , how do these organizations keep a track of the number of hours these people spend on work? So, is 'log-in' time really a relevant criteria to measure, or is it important to have delivery on time, irrespective of how and when the person has spent time on performing assigned task?

Social media is no longer the domain of technology experts; rather it is a business solution. It is not just about connecting people to people with information and further on, information with information. It allows people to discover, share and be recognized. It is emergence of the alternative organization model thanks to social media – the networked enterprise. Social media initiatives should ideally 'start small, have a purpose, and gradually populated with content'

The advances that LinkedIn has made over the years from mere professional networking tool to today being a recruitment option , providing recruiters insights to recruiters of potential candidates and to candidates of the potential hirers. It is vice-versa....It also provides for recommendations, referrals, consultation, and a host of other offerings. Yes the social media has turned the tables around and some of the questions for us to ponder upon are 'do our organizations have credibility? Are our organizations visible in virtual space? and 'will we shy away from having a young mind as our mentor'?

Building India's human capital

“Real change and development are never achieved in isolation but when the entire ecosystem (biological community of interacting organisms and their physical environment) is geared to support the cause”

Our nation is on the threshold of embracing greatness and the opportunity to scale the heights of world leadership is in sight. However we still have hurdles to cross and there is need to build capabilities in systems, structures, and spirit.

Mr Dilip Chenoy, MD, National skills development Corporation , said, with an estimated skill gap of 240 million across 21 sectors, `stressed on need for an immediate intervention by the Government, NSDC, the organizations and other stakeholders.

India has more than 500 Universities, 25000 colleges and 35 lac students passing out, why then figures show only 5% of the workforce is college educated?

Building accountability and Powering up performance

Dr Prajapati Trivedi, Secretary, Performance management-GOI, said performance management in Government has been benchmarked with other nations like New Zealand and others. In large scale like Government , the determinants of performance are 20% people and 80% system. He said you cannot depend on one person to change, you need systems. Bad systems can chew up good people

As per Mr Lakshminarayan, VP, Cognizent Technologies, everyone is measured on three parameters: top line, bottomline and growth. The concept of consequent management in addition to performance management emerged during discussion. Mr Vasanthi Srinivasan ,

Professor , IIMB, summed up with words ; rhetoric i.e. words and action- where they meet, it results in performance

Excellence, what it is?, how to reach to that stage?, how to sustain it?

Excellence is a way of life, and just an organizational strategy. We must seek it, nurture it and revel (take keen delight in it) it all the time. The pursuit to excellence is a continuous process; one that is constant, like change.

What is excellence? Excellence comprises of all those moments when one reaches the point where he or she not gone before, the moments which uplift , when the body and mind are in perfect alignment with each other. You revisit these moments time and again, thereby bettering your own previous best.

How does one get to the stage of excellence? First comes perfection: the journey of practicing and perfecting the technique or task . Thereafter, when you push the limits of habit and perfection and go beyond, one experiences the moments of excellence.

How does one sustain excellence? To sustain excellence , one has to sustain passion: do not stop , do not fall short, do not give in....push higher and push beyond. At the core however, is inspiration from within oneself, the inspiration which has to be seated within oneself.

Charting your destiny

Mr Lucian Tarnowski, CEO, Brave New Talent, an entrepreneur's key learning are

1. Being an entrepreneur is like a match that lights fire; but the fire will die out if there is no wood to sustain the fire, hence it is very important for the entrepreneur to have the right people around him to sustain the momentum that he generates.

2. Of the world's resources, talent is most wasted.

Mr K. Pandirajan, Chairman- Ma Foi's key learning are

To look beyond the 'practical and possible': being practical and looking at only what is possible does not help the entrepreneur... being an entrepreneur is about taking risks, being able to see beyond the ordinary and mundane, to be able to create the future