

KNOWLEDGE BEANS



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Milind Mutalik, Sr. Director - Human Resources, Synechron talks on 'Preparing for a High'



THE OD FOLLOWER'S ORATE
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PREPARING FOR A HIGH

1. As an HR leader of a rapidly growing organization, how do you prepare your people for a high?

The important thing for any HR function to succeed is co-existence and collaboration with business. A strong foundation is essential; we have built our leadership from within the organization and continue to strengthen it. We reflected on the organization's journey of last ten years and defined our core values. It inculcates what we have practiced so far and lays the path to go ahead. We demand technical excellence and follow a democratic process for decision-making, so that everybody concurs to work together.

2. What are the HR practices that enable the employees in this journey of excellence?

Our engagement is based on two things – competitive work and communication. The performance management system is robust and continual, integrating technological tools with core values, without losing the human touch. We recognize, appreciate, reward and celebrate all contributions.

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Milind Mutalik



An alumnus of the prestigious HR Management institute - 'XLRI', Milind joined Synechron as a Director in 2011 and currently heads and manages Global HR operations. With 20+ years of extensive experience working with industry majors, Milind plays a vital role in evolving innovative HR strategies that primarily aim at making Synechron, the first choice for professionals worldwide. As a key member of global compensation, benefits and governance committees, he also helps define and implement people-oriented processes that benefit the employees. Prior to joining Synechron, Milind had worked with global majors from the manufacturing, services and information technology organizations such as T-Systems, Cognizant Technologies, Merloni Termo-Sanitari, and Kvaerner Cementation. A details-oriented manager and total team builder, Milind has always focussed on devising path-breaking strategies that help create and nurture an engaging and productive work environment. In his earlier roles also, he has displayed an innate ability to surpass internal as well as external customer expectations.

THE EDITOR'S MESSAGE

To build high performance environment, a culture needs to be established to relentlessly raise the performance levels. It is paramount to have exemplary leaders in the driver's seat to establish the requisite environment. These leaders are catalyst in burgeoning and articulating a vision of high performance organizations. They are also instrumental in enabling comprehension of organization values, strategies and systems which play a pivotal role in institution building. This issue of Knowledge Beans helps you understand the essential building blocks required for preparing for a high.

The theme of the next issue of Knowledge Beans will be 'Phased Leadership'. If you share a passion for the topic and have a flair for writing, do send us your 300 word article with a brief profile along with your photograph in jpeg format to atyaasaeditor@atyaasaa.com

ABOUT ATYAASAA

Atyaasaa Consulting Private Limited is a leading Human Resource Training & Consulting Organization partnering with some of the best brands in the country and overseas. Atyaasaa has been a catalyst and a contributor in their quest for people development and business excellence. The core differentiator of Atyaasaa process is continual innovation, unique customization and use of state of the art technology tools. These are implemented through ethical and experienced operations and human resource facilitators having contribution as their core value.



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We have created a culture of openness which enables our employees to excel.

3. How do you handle the tough competition in the domain and keep your customers happy?

Technologically being right the first time is vital. We are not bottom-heavy; our workforce is technically more mature than most competitors'. Our clients have stayed with us for years and we actually partner with them. Clients like our accountability and ownership. This gives us an edge over competition.

4. According to you, what is the key to growing big?

When you have satisfied employees and satisfied customers – you grow. Big jargons don't help you grow big; stick to the basics, create the right foundation and have passion, where required. Dreams come true when people with the right interests, all stakeholders, are aligned with the organization. Genuineness is the key, I'd say.

5. Personally, what is it that takes you on a high?

My internal customer is my employee. If everyone starts praising, then I'm doing something wrong. A balance and feedback are very important. A good team, 360 degree and HR credibility matters a lot to me. We are being looked up on as a neutral party – that's my high.

The views expressed in this article are solely of those of the person interviewed.



SMALL BUSINESS TO THE BIG DREAM

There can be many ways of looking at the dilemmas faced by small businesses in growing their organizations from seedling to a sapling and into a tree. Some of the most important issues that need to be considered are with regards to managing the human capital growth and the cultural changes that ensue.

So what could be some of the challenges that need to be faced in order to grow an organization in terms of human capital? First, there is the need to manage a steady internal growth of the team - to create a balance in speed of hiring.

If the hiring is too accelerated, the company would be out of business soon and if it is too gradual, the company loses out on the new business opportunities and stops growing. Second, the successful transition of the company would also depend on the entrepreneur himself.

The fruition of the growth strategy would rely on how he manages to let go of the need to be involved in decision making at all levels – delegation is the name of the game. The challenge then is to know when to bring in a change in management, bring in a professional. It will involve an effort to create different routes of communication and feedback to maintain organization health through the growth phase.

Finally, being proactive rather than reactive seems to have worked well for the entrepreneurs who have successfully managed the transition for their organizations. They have managed to identify the key assets needed for the climb and most often these were human.

So, to conclude, we could say that it really is all about the people, everything else is just a vendible.

THE OD FOLLOWER'S ORATE Yoshima Somvanshi



Yoshima Somvanshi, Associate Consultant, Atyaasaa Consulting Foundation, is a postgraduate in Organizational Psychology from London and has also completed a Master's in Business Administration specializing in HR.

She has been involved in bringing Entrepreneurship to Indian campuses and has been consulting with SMEs in OD.

She has a passion for understanding the human mind and helping people realize their potential.



CREATING AN ORGANIZATION THAT DELIVERS HIGH PERFORMANCE

It takes much thought and perseverance to create high performance organizations. These organizations also go through their highs and lows. In my quest of creating high performance organizations I have obtained some insights that I wish to share.

1. Hiring is always a gamble. You may reduce the risk through behavioural interviews; however, human beings are very unpredictable. One can never be certain of their effectiveness in a given space of work. It is best to work on testing their behaviours over extended and multiple assessments that are closely linked to the job environment. A control at recruitment stage always helps. Do not hire in desperation ever. It is better to go for delayed gratification than instant gratification.



2. On-boarding is a very critical process. Putting the team in simulated environments and role plays helps a lot. Focus on grooming into the culture. Let the leadership of the organization play a crucial role in this process.

3. Compliance to quality and processes is a must. The tolerance levels to deviations must be bare minimum. Deviations create rework which results in deterioration of performance and increase in frustration levels. Kind managers cannot create high performance organization; which does not imply we need managers who are unkind and ruthless but over kindness is a sin.

4. Make the teams move into zones of discomfort by challenging them to the next level of performance. The rule is clear, either grow in competence as organization scales up or perish. We cannot create an organization full of flab at the middle and top. Cut the bottom 15% continuously, which could also mean internal rotations.

PSYCHOMETRIC PROFILING

A psychometric profiling tool is based on seven highly researched professional competencies. It aids in exploring your latent strengths and weaknesses and maps your competencies around your personality type. This is a standardized tool validated across multiple geographies and cultures.

Find the link to this tool here:

<http://psychometricprofiling.atyaasaa.com/>

This is not a paid service. Your feedback on the tool will be highly appreciated and will help further improve this service.

FOUNDER'S COLUMN

Niket Karajagi



Niket Karajagi is the Founder Director of Atyaasaa Consulting Private Limited, Pune which contributes to top corporate brands globally. He is an established international management consultant and an innovative human resource trainer with niche areas of expertise & contributions.

Niket is an authority on creativity & innovation, emotional intelligence and statistical methodologies, apart from his operations background in understanding of management processes.

- 5.** Don't have people in critical positions who wish to do a job only. You need people who are passionate about their careers. Gone are the days of mediocrity, we need productive people.
- 6.** Train in skills and competencies continuously and targets for their scale up have to be clearly defined for each individual in their IDP's.
- 7.** Coach regularly for high performance. Managers must act as "coaches" for sure.
- 8.** An organization needs people who work together to help each other win. Politics and individualism must be prohibited.
- 9.** Demand performance, it does not come by its own.
- 10.** Reward the performers and fast track them. Give them critical roles. Tenureship is not a definer of success, past performance is.

This ten step approach will help create a high performance organization. Don't fear when you hit a low, it's the best time for culture change. Take charge and tell your teams you mean business they will respect you for sure. It does not matter what the non-performers think.



BEANSTATEMENT

"Only organizations' focussed on people strategies can become high performance entities"