

KNOWLEDGE BEANS



TÊTE - À - TÊTE
Henrik von Sydow, Entrepreneur and CEO of a global freight forwarding organization, enlightens us on - 'Expanding Horizons through OD'



THE OD CONNOISSEUR'S ORATE
Dr. Shambhavi Sharma, OD Consultant and Entrepreneur, elaborates on - 'Leveraging on Benefits of OD'



EXPANDING HORIZONS THROUGH OD

1. A popular topic in academic and research circles, how relevant do you think OD is in today's competitive global scenario?

I am not sure of the context of "OD" but you refer to the "academic and research circles" which leads me to assume the basis of your question is more theoretical than practical. I am a practical and pragmatic person rather than a theoretician. Organizational Development is all about people, people skills and leadership skills. My leadership style is largely a hands-on practice. Too much theory makes me nervous!

We cannot categorize people in generic and scientific models. There are seven billion of us walking on earth right now, each one being different. We cannot follow a 'one size fits all' policy.

continued to next page

TÊTE - À - TÊTE

Henrik von Sydow



Henrik is from Sweden with over 30 years of experience in the industry. He has been the CEO of three global freight forwarding and logistics groups; Wilson Logistics Group AB (Sweden), Baltrans Holdings Ltd. (Hong Kong) and presently Scan Global Logistics A/S (Denmark). He is also the Chairman of Unifeeder, the leading feeder operator in Europe and the Chairman of several non profit charity funds. Henrik has a B.Sc. in International Finance. He has the benefit of extensive international experience in managing organizations with large geographic spread, subsequently meeting and leading teams with a broad cultural and ethnical background. Family, friends and sports play important roles in his life. Henrik is married and has three sons with whom he happily goes skiing, plays golf and enjoys the company of good friends. Sports and business have a lot in common and he enjoys the competitive edge of both.

THE EDITOR'S BOARD



Neha Agrawal, Associate Consultant, Atyaasaa Consulting Private Limited, has completed her MBA in Human Resources and Marketing, graduation in Homoeopathic Medicine, along with MS in Counselling Psychology.

She has the right mix of understanding the human mind and body, while applying the knowledge to improve workplace behaviour and contributing to organizational effectiveness. She enjoys reading, sketching and travelling.

The theme of the next issue of Knowledge Beans will be 'Preparing for a High'. 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 atyaasaaeditor@atyaasaa.com



Sumit Kukreja, Consultant at Atyaasaa Consulting Foundation, has a degree in Masters in Business Administration with specialization in Finance and honours degree in Economics. He comes with a strategic corporate experience in the field of corporate finance and financial planning.

He is a firm believer in the magic of positive thinking and strongly propagates the idea of "Start saying yes, things will happen".

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.

Write to us

For information : info@atyaasaa.com
For contributing articles : atyaasaaeditor@atyaasaa.com
For suggestions : feedback@atyaasaa.com



continued from previous page | EXPANDING HORIZONS THROUGH OD : Henrik von Sydow

2. How does the OD perspective differ in a start-up entrepreneurial organization from that of a structured decentralized organization?

You need different kinds of personalities and skills in a mature organization compared to a start-up. In a start-up, at least successful ones, the small team of people is typically obsessed by a mission or a vision in which they religiously believe. More often than not the original vision is gradually subject to change as the concept matures, new insights are gained and market reality kicks in.



To cope with this there is mostly little hierarchy but there is always a leader driving the team with unorthodox methods and limited traditional leadership skills. There is no one to go to for answers since there are no answers, but mostly just questions! The team must be free from prestige, free from concern to do wrong and totally open-minded to any and all ideas that flow inside the group.

In the mature organization you must have guidelines, rules, processes, structure, target setting and some hierarchy or else there will be chaos. Ideally this structure is combined with a "controlled" entrepreneurial spirit, a dynamic "cocktail" that many large organizations dream of but not so many are able to establish.

3. What challenges does an entrepreneur face while aligning the employee development plans with organization development goals?

I have always been more of a "big organization" guy seeking structure etc. It is interesting to watch organizations at close range grow from grass root. People starting and others subsequently joining such organizations are not seeking OD or security. They are drawn to the adventure, passionate about the idea and are driven to succeed in the venture.

Little time is spent on "people development" which tends to take care of itself by the energy and enthusiasm generated within the small group. Some people can take the "creative chaos" and find peace and satisfaction from it, others don't fit in. Time will tell who is who.



4. You have expanded your horizons over the years, from leading the organization effectively to making it global. How has OD helped you in this journey of growth?

In my view it comes down to some essential elements in leadership:

- Lead by example; people will do what the leader does, not what he or she says (if the two differ).
- Be a leader not a boss! People 'want' to follow the leader while they 'have' to follow the boss.
- Assess your team by their achievements, ability, drive, loyalty and personality but never ever by their nationality, ethnicity, age or gender!
- Trust your instinct!
- Trust your people!

5. What is your message to those who aspire to be entrepreneurs but are apprehensive of taking the leap?

- Remember, what you tend to regret most in life is not something you did but something you didn't do!
- Go ahead and jump in from the deep end of the pool!
- Don't take "No" for an answer – people will always tell you "this can't be done", "it has been tried before" and so on.
- Believe!
- Be prepared to work "24/7" for small financial returns in early stages.
- "The more I practice the luckier I get" (Jack Nicklaus)

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



LEVERAGING ON BENEFITS OF OD

The thought of expanding horizons through organizational development itself leaves us with the question - what is OD and do we really leverage on the benefits of OD processes?

From evolution to re-invention: The business today is expanding and evolving, we now see big time mergers and acquisitions across the industry. Technology sector is also merging to become lean and effective. Hence the current journey of OD continues to re-invent itself to contribute to the organization's strategic deliverables. In simple terms OD can be defined as a planned, organization-wide effort to increase effectiveness and viability. This can include HR and OD processes like performance management, leadership development, 360 degree, upward feedback, climate and culture survey etc. These changes have led to evolution of HR processes.

Learning and development is no longer a privilege of one organization, it is a resource pool available across organizations and geographic boundaries. Best practices are now bench-marked and leveraged to optimize on resources and cost. OD processes now find place regularly in the board room meetings. Simply because investment in OD means investment in people and 'people' are the only tangible and appreciating assets!

The value an organization derives out of OD processes would directly depend on the vision and long-term mission of the organization and the commitment from the management team. It also depends on



THE OD CONNOISSEUR'S ORATE Dr. Shambhavi Sharma



Shambhavi has more than 14 years' experience in Human Resource Management and Organizational Development, managing HR and OD teams globally as Director HR and HR business partner. She has worked across Telecom, IT, Manufacturing and Banking sectors. With a research background in Strategic HRM, she has been responsible for designing and implementation of the competency mapping processes, balanced score card, leadership development framework and learning and development processes. Shambhavi has presented papers in national and international forums on various HR topics. She has won the HR leadership award, IT HR excellence award, Best HR business partner awards, among others. She is currently working as a consultant and an entrepreneur.



direction in which they would want to drive the organization. While we are now convinced that the return on investment is huge, we should not be expecting short-term results out of these interventions.

Organizations should not directly jump into these interventions just because it is the 'in thing now' and all other competitors are doing it! The success of these interventions would depend on the maturity level of the organization itself and the value it perceives to create!

For example - when you conduct 360 degree or upward feedback it is important that we have corrective action plan in place for each feedback received; else it would be a waste of effort. When 'creating a robust performance management system' is the agenda - the management should be able to let go of weak performers starting from the top. Once these issues are addressed the focus of OD interventions becomes very clear.

OD interventions can become the organization's pivot to drive performance and business, automatically translating itself to bottom-line! Expanding horizons through OD is already a reality; it is just a matter of being able to accept this and get going!

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.

BEANSTATEMENT

"Alignment of HR and OD ensures creation of star organizations."