

KNOWLEDGE BEANS



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Sriram Narayanan, President and Director - Endress+Hauser (India) Automation Instrumentation Pvt. Ltd. talks on 'Emotional Engagement: Indicator of a Healthy Organization'



THE OD CONNOISSEUR'S ORATE

Rushikesh Rajendra, CEO, Atyaasaa Foundation elaborates on 'People Engagement: Emotional or Professional?'



THE OD FOLLOWER'S ORATE

Kapil Bagadia, Associate Director (Finance), Ernst and Young elaborates on - 'Need for Emotional Engagement at the Workplace'



EMOTIONAL ENGAGEMENT: INDICATOR OF A HEALTHY ORGANIZATION

1. What are your views on the importance of emotional engagement in an organization?

Emotional engagement in an organization is one of the driving forces for retaining employees, enhancing performance and sustaining growth even in times of recession.

2. What is the relevance of emotions in a professional, multinational environment according to you?

Often 'professional environment' is misinterpreted as one where there is no place for emotions. All employees have emotions and a need to express these. Organizations succeed when employees are emotionally committed to its goals. This also holds true for multinationals where the management needs to respect sentiments of the local workforce.

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Sriram Narayanan



Sriram Narayanan is the President and Director of Endress+Hauser (India) Automation Instrumentation Pvt. Ltd. He is an executive member of CMIA (Chamber of Marathwada Industries Association) and an active member of CII, IIMM etc. He has over 23 years of experience in product development, production planning, purchasing, manufacturing, logistics, supply chain management, ERP implementation, green field projects and vendor management. He has been in top management roles like operations head, profit centre head, COO, CEO etc. in his career. He is a passionate team player and believes strongly in innovation and creativity, TQM, Kaizen and result orientation with a process focus.

THE EDITOR'S MESSAGE

In the current volatile business environment, where organizations across the world are struggling to maintain their bottom line, the need for effective people engagement has become even more acute. This means that it is not only important to understand the emotions which people experience at work but also how these play a role in the organization's bid to survive and succeed. Motivated employees and their emotions are the most valuable resource, especially when all other resources are restricted due to the external environment.

The theme of the next issue of Knowledge Beans will be 'CSR: An OD vehicle'. 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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3. How do you think the right balance between professionalism and emotions can be achieved?

It is a misconception that managers are being 'soft' when they are emotionally aware. The balance between emotionality and professionalism is attained when managers realize the difference between task orientation based on facts and task achievement as a result of people's motivation and involvement. From my personal experience, a good example for this is a blend of professionalism with people involvement in the goal setting process. We have many examples of business houses like the Tatas, Birlas, Mahindras and also multinational companies like Endress+Hauser, Hindustan Unilever etc who have achieved this balance.

4. Does the health of an organization depend on the engagement of its employees?

Engaged employees consistently deliver better value to the customer in terms of both quality and cost. This keeps the organization healthy, as delighted customers and satisfied employees mean value for the stakeholders in the long term.

5. What parameters can help measure the level of emotional engagement amongst employees?

The measures of emotional engagement among employees can be the Employee Satisfaction Index, Customer Satisfaction Index on services and quality, number of innovations or improvements in an organization and retaining top talent.

6. What steps would ensure people connecting emotionally with the organization?

As rightly quoted by Mr. Yamamoto "Everybody whether young or old is worth something". Organizations should cultivate a spirit of team work, practice open and transparent policies and deal fairly with employees. This will lead to a culture of equality and innovation. The leaders in an organization should act as a catalyst in this transformation and should encourage an environment of positive energy.



7. What is the impact of emotional engagement on the bottom line of an organization?

Consistent achievement of the bottom line is directly proportional to the level of emotional connect of its employees. Only companies with engaged employees succeed in the long run.

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

PEOPLE ENGAGEMENT: EMOTIONAL OR PROFESSIONAL ?

Let's start with an age old debate that persists at the workplace - does emotional engagement with the employees lead to an erosion of professional work culture. So what are some of the parameters of a 'professional' organization?

They could be - a continuous feedback system, focus on performance management rather than performance monitoring, recognition of efforts and results etc. These measures, amusingly enough, also indicate emotional engagement. So then, professionalism includes acknowledging emotions. Unfortunately, this fact is often not realized or is overlooked.

This has led the HR function of many organizations, to scurry for fresh ideas and innovative initiatives in 'employee engagement'. Enhancing the emotional connect of employees through perks is one such initiative.

Main reason for this is the expectation that, the employees should demonstrate higher levels of responsibility, ownership and accountability. This expectation is indeed met by employees who are emotionally engaged thus resulting in superlative performance from them as well as the teams they form.

However, in this quest to enhance their perceived image as a caring employer, organizations sometimes go overboard in giving perks to employees. This triggers an avalanche of never receding expectations of employees and the organization struggles in meeting them.

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THE OD CONNOISSEUR'S ORATE Rushikesh Rajendra



Rushikesh Rajendra is the CEO at Atyaasaa Foundation. He is an affable corporate trainer with over 26 years of experience in HR, operations, international business and training. He has held various leadership positions in several leading IT and consulting organizations. He has delivered several transformational workshops, competency enhancement programmes, behavioural interventions on interpersonal effectiveness, emotional intelligence and creating high performance teams to large number of participants from the corporate world. Rushikesh has an innate ability of connecting with people across cultures, tenure ship, experience and position which results in break-through business outcomes. His expertise lies in relationship building, ownership and accountability, managerial effectiveness, overcoming leadership dilemmas and effective people management.



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The counterintuitive result of this struggle is the imminent possibility of work intensification for the already engaged employees, which would result in more transactionally engaged relationships. So in an effort to increase emotional connect, they in fact reinforce disconnect.

When it actually exists, engagement impedes attrition and minimizes deviant behaviour seen in relatively new employees. These employees rarely experience 'burn-out' and in turn end up striking appropriate work-life balance. Thus, any initiative to increase emotional connect, has to have a tacit balance between emotions and professionalism. Any tilt in this balance is sure to generate a new set of challenges.



NEED FOR EMOTIONAL ENGAGEMENT AT THE WORKPLACE

Emotional engagement is the most essential pillar of an organization's potential to succeed. Employees become a part of an organization when their goals are in congruence with the organization's goals and they strive to achieve both. A goal justifies its true meaning only when there is an emotional commitment attached to it and becomes a task otherwise. For example, to meet the deadline, a boss keeps following up rigorously with the team. A disengaged team conveniently takes it for granted and eagerly waits for 6 pm while an emotionally engaged team works towards the goal without being conscious of time or any other constraints.

We all crave care and that's what we all look for in our workplace too. We are always willing to go an extra mile for our loved ones despite not being paid for it. There is no reason for the same to not be true for an employer-employee relationship. Emotions at the workplace infuse a passion for work, leading to "best managerial skills" which are imperative for the success of an organization.

In a situation of crisis, you might come across hundreds of excuses by the team for not stretching itself. But if the team is emotionally engaged and feels cared for, it would offer to stretch without being asked. An energetic "good-morning" along with a smile to a team-member forces him to think of himself as an integral part of the organization and fosters a sense of accountability in him.

We spend most of our time at work which makes it important for it to feel like home. The moment we introduce warmth at the workplace, it increases the level of comfort employees feel resulting in an outstanding performance from them. This could mean a much lower attrition rate, higher energy, a sense of responsibility and accountability and certainly a healthier organization.

THE OD FOLLOWER'S ORATE Kapil Bagadia



Kapil Bagadia is the Associate Director, Finance at Ernst and Young and has been contributing to the finance strategy of the organization for more than 10 years. He is a commerce graduate from Delhi University and a Chartered Accountant by profession. He is responsible for the overall financial controllership of the organization and takes care of the processes and risk management for the company. He also handles various other functions like treasury, receivables, tax matters and accounts finalization. In his leisure time, he loves travelling or playing cricket. He is also an avid reader with special interest in spiritual books.



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:

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BEANSTATEMENT

"Degree of performance is proportional to intensity of people engagement"