

KNOWLEDGE BEANS



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M. N. Sanyal, Head – CSR, Thermax talks about ‘CSR: An Organizational Development Vehicle’



THE OD ENTHUSIAST’S ORATE
Savitri Somvanshi, Independent Consultant, talks about ‘A Different Approach To Corporate Social Responsibility’



THE OD FOLLOWER’S ORATE
Sumit Kukreja, Head Operations - Atyaasaa Foundation elaborates on ‘The Changing Face of Corporate Social Responsibility’



CORPORATE SOCIAL RESPONSIBILITY: AN ORGANIZATIONAL DEVELOPMENT VEHICLE

1. In your opinion, what is the link between CSR and OD in an organization?

There is an intrinsic link. The practice of CSR encourages employees to go beyond shareholder interests and commit themselves to the wider world of stakeholders – employees, vendors, customers, government and the external community. It sensitizes them to social issues, which in turn helps to develop a positive approach towards their internal and external customers. They become aware of the positive and negative impact of an organization’s operations on the environment and the quality of people’s lives. Such broadening of perspectives and the gaining of sensitivity ultimately helps in the development of any organization.

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M. N. Sanyal



M. N. Sanyal is a post-graduate in Rural Development from Xavier Institute of Social Service, Ranchi. He has over 20 years of rich experience of working at the grass-roots as well as at the policy level, across a wide range of areas. He has worked extensively in the areas of sustainable livelihoods, corporate social responsibility (CSR), public private partnerships, strategic planning. He currently heads the CSR wing of Thermax, a INR 53 billion energy and environment company. He played a crucial role in the formation of Thermax Social Initiative Foundation (TSIF) that focusses on bridging the inequity gap in education.

Prior to his current assignment he has held key positions in the Times Foundation and the Bharatiya Yuva Shakti Trust (BYST)

THE EDITOR’S MESSAGE

Today, Corporate Social Responsibility is not just about doing the socially valued thing. In the current business environment CSR goes well beyond brand and image building alone. It can result in a confluence of benefits including enhanced organizational efficiency and effectiveness. CSR is not just about compliance or public relations, it could lead to a cultural revolution in a company when its concepts are incorporated into operations and decision making

The theme of the next issue of Knowledge Beans will be ‘**Entrepreneurial Employees: Need of the Hour**’. 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 atyasaasaeeditor@atyasaasaa.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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2. How do you think the CSR strategy can be aligned for positive change within the organization?

CSR strategy ideally should come from the realization that “business cannot succeed in a society that fails”. By bringing in a value based and ethical approach, it promotes positive change within the organization. It adds to the organization’s goodwill and reputation.

3. Does CSR help in building the culture of an organization? How?

Yes, if practiced in the right spirit, it does. An example probably can clarify. Our workers union in Thermax decided to visit one of the schools that we manage along with the Pune Municipal Corporation and Akanksha Foundation. After their visit, they raised a contribution and donated INR 0.05 million to set up a school library. Such initiatives reflect the culture that our people have imbibed over the years.

4. Do you think CSR initiatives can help in retaining talent?

Research shows that socially conscious organizations attract talent. People like to work in organizations that are socially responsible as they provide avenues that help employees to fulfill their own innate wish to do some good.



5. What would be your suggestions on ways to involve young employees in CSR?

I think employees who would like to ‘give back’ to the society should be recognized and encouraged. This ‘giving back’ could be in terms of time or money. An example is our foundation’s partnership with NGOs such as Akanksha and Teach For India (TFI) that work to improve the quality of education for children from poorer sections. We offer employees the opportunity to apply for the TFI fellowships and on qualifying, they spend two years full time as a teacher in some of the most challenging schools. Some of our employees also commit their time to mentor children at the learning centres of Akanksha. We also have a pay roll giving programme through Give India, where employees with time constraints due to travel schedules can contribute monetarily for the cause of their choice. Additionally, our employees can volunteer in various other event based activities.

6. What role could CSR play in individual development of employees?

Involvement with causes or issues outside their immediate work related areas makes employees of an organization better human beings and citizens. Volunteering for some form of social work makes them more committed, disciplined and ultimately more responsible. Such qualities are bound to reflect positively within organizations too – helping them to create a more humane and caring work place. Our employees who go through the two year TFI fellowship or those who volunteer for our school projects will bring with them rich experience and eventually be better leaders.

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

A DIFFERENT APPROACH TO CORPORATE SOCIAL RESPONSIBILITY



Corporate Social Responsibility (CSR) is a concept through which organizations consider the interests of society in all aspects of their operations. They take responsibility for the impact their activities have not only on their stakeholders but also the community and the environment. There are several approaches to CSR and usually organizations will choose one which is best aligned with their values.

CSR today is no longer a choice but rather an integral part of the organization’s identity. It is used for transformation of culture by integrating CSR concepts with decision making and OD initiatives. Generally, the harder you try to make something happen, the higher is the possibility of it happening. This is very much true in case of an organization’s commitment to a cause.

CSR is an excellent example of a cause, which when committed to, can enable the success of OD strategies. When employees help out in the community, the organization gets visibility and the employees feel that they are making a positive change in society, which boosts morale. But to get the maximum benefit from this potential within CSR, the desired outcome of the activities

THE OD ENTHUSIAST’S ORATE Savitri Somvanshi



Savitri Somvanshi has done her MBA in Marketing and Personnel from PUMBA. She is currently a professional consultant in Forex. She was a senior executive with Bank of Maharashtra prior to freelancing as a consultant. She has over

30 years of experience in banking, especially Forex and HR. She has been one of the first women to reach executive level in Bank of Maharashtra. She campaigned extensively for gender equality at the top management level of the bank. She is passionate about social causes and actively advocates their usefulness in organizations. She has contributed widely to professional journals on topics within HR and Banking.

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and measures of their success need to line up well with the overall strategy of the organization. Also, the personal goals desired by the employees should be tied in with CSR activities.

The link between the organizational strategy and what employees would like to do for their corporate social responsibility projects will create maximum value for the organization. As per Aspen Institute's teachings, "Harness the innate potential, core beliefs, and spirit of giving for your organization and surrounding community or stakeholders to find strategic advantages that are yours to be realized." Thus, we can conclude that the difference between ordinary CSR and strategic CSR is the method and approach behind it.



THE CHANGING FACE OF CORPORATE SOCIAL RESPONSIBILITY

THE OD FOLLOWER'S ORATE Sumit Kukreja



Sumit Kukreja is the Head of Operations and facilitator at Atyaasaa Foundation, with specialization in finance. He comes with a strategic corporate experience in the field of treasury management, investment management, foreign exchange management, financial planning and analysis, corporate restructuring, process improvement and automation at one of the big 4 consulting firms. He is passionate about training and mentoring small and medium enterprises to help them grow. He also has a strong desire to contribute to the lives of the youth and inspire them to take up future leadership roles in organizations. According to him, the future of the nation lies in two things, power of youth and small and medium enterprises acting as an engine of growth.



For a very long time organizations have equated Corporate Social Responsibility (CSR) to charity. This has resulted in it being treated as a supplementary activity, restricted to individual initiatives. Thus a small section or group of people within the organization engage in activities perceived as charitable in nature and consider it CSR. It is looked at more from a "good to do" perspective at an individual level, than a "need to do" one at the organizational level.

In a large country like India, where government initiatives for helping the socially and economically deprived very often miss the mark, the adhoc nature of initiatives at the corporate level also somewhere fall short of becoming a 'cause'. This leaves the employees feeling unfulfilled and reinforces a feeling of 'failure to make a difference'.

In the current scenario of corporate competition, organizations are preoccupied with registering a healthy financial performance and rightly so. They are worried about securing higher returns for their stakeholders and anything affecting the bottom-line is viewed with great concern. Performance of individuals is one such concern. Some of the factors influencing the performance of individuals include burnout, emotional apathy leading to disengagement and cultural mismatch.

An inclusive approach to CSR initiatives is increasingly being used by organizations to address these issues. CSR is now viewed as a strategic input for the organization. Employees are given opportunities to participate in various CSR initiatives through voluntary work like imparting skills to slum kids, creating educational infrastructure in deprived geographies, enhancing employability of rural youth, etc.

By adopting the strategic outlook towards CSR, organizations have not only ensured enhanced employee engagement, but also an improved brand image as an exciting place to work. In conclusion, CSR when utilized well is an invaluable tool for organizational development.

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

BEANSTATEMENT

"Business outcomes accomplished through a cause create a self-actualized organization"