



Atyaasaa

KNOWLEDGE BEANS

A HUMAN RESOURCE NEWSLETTER

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.



ATYAASAA
AWAKENING HUMAN EXCELLENCE

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IN THIS MONTH



THE OD ENTHUSIAST'S ORATE

Arvind Sontake, Senior Manager – Training Division, TATA Motors, Pune elaborates on 'The Challenges in Developing Mid Level Managers'.



THE OD FOLLOWER'S ORATE

Jayanta Baishya, Training Manager, Sciformix Technologies Pvt. Ltd., Pune, writes on 'Strategies to Develop Mid Level Leadership'.



THOUGHTS FROM ATYAASAA

Aditi Chate, Atyaasaa Consulting Pvt. Ltd., discusses 'Responsibilities of Senior Leadership to Build Mid Level Leaders'.

OD ENTHUSIAST'S ORATE

Arvind Sontake

THE CHALLENGES IN DEVELOPING MID LEVEL MANAGER



Arvind Sontake is working with Tata Motors and has over 39 years of varied experience in areas such as materials management, systems and procedures, cost control initiatives, learning and development. He has played various roles in his corporate career – a lead person in the Quality Circle movement, assessor for Tata Business Excellence Model, auditor - ISO/TS 16949 and faculty for behavioural subjects. He was instrumental in winning the 'Golden Peacock National Training Award' for Tata Motors three times.



In today's fiercely competitive environment, every segment of management in an enterprise needs to be effective and efficient. In the internal value chain, Mid Level Manager (MLM) is a vital link connecting front line operatives with the senior management. The MLMs are often termed as the 'sandwiched' community. The challenges in their development can be enumerated as follows:

Learning deficit - Owing to constant pressure from both ends, the MLM is highly stressed and does not have time, energy and inclination to learn. This prevents him from being contemporary with the times where new tools, techniques and management concepts are constantly emerging, enabling one to become astute.

Lack of ownership - The MLM is generally observed to be engaged in blame game instead of taking ownership of his own actions and resultant outcomes. This hinders his self development.

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THE EDITOR'S MESSAGE

In today's ferociously cutthroat atmosphere, to become the ultimate market leader, every organization needs to inculcate leadership skills at each level. Developing mid level leadership is of paramount importance for all the organizations since it happens to be its backbone. A lot of challenges arise when developing mid level leadership is being envisaged. Dealing with these challenges is very intricate. Finding pertinent solutions and applying them aptly is call of the hour. This issue highlights the fine points involved in evolving mid level managers while bringing out various perspectives.

The theme of the next issue of Knowledge Beans will be '*Intrapreneurship - a Success Mantra for Employee Engagement*'. If you share a passion for the topic and have a flair for writing, do send to us your 300 word article with your brief profile along with your photograph in jpeg format to atyaasaaeditor@atyaasaa.com

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OD ENTHUSIAST'S ORATE - THE CHALLENGES IN DEVELOPING MID LEVEL MANAGER - Arvind Sontake

Poor presenter - In a 'marketing' dominated world, the MLM has to articulate his ideas, viewpoints, challenges and proposals. He should present them assertively to seniors in various forums to garner their support. His 'selling' skills are often found to be average to poor.

Ability to remain cool - Situations are mostly provocative. MLM finds himself therein quite often. He must consciously develop the ability to remain cool and be diligent in judgment so that he can 'let go' what is irrelevant and the desired outcome is the one as expected.

Visionary planning - Since MLM is always engaged in fire fighting, he can hardly plan for tomorrow. This results in quick fix problem solving. Robust planning and courage to say no tactfully to 'out-of-plan' assignments can greatly come to his rescue making him less stressful.

The learning and development team of the organization should evolve befitting training interventions to address the above issues culminating into developing vibrant mid level managers. **E**



THE OD FOLLOWER'S ORATE

Jayanta Baishya

STRATEGIES TO DEVELOP MID LEVEL LEADERSHIP



Jayanta Baishya is having twelve plus years of experience in various roles in pharmaceutical domain. He started his career as a business officer for a large Indian organization and attained the position of Regional Business Manager in the span of 4 years. He explored the field of training capability, first with a multinational FMCG organization and then with a leading IT BPO in healthcare domain. Presently, he is spearheading the global training function at Sciformix.



To be successful in the dynamics of today's business world, leaders must revisit their classical views and build a new configuration of attitudes and abilities. We are still perched on the edge of so called fiscal cliff waiting for leadership to show up. The future promises to be more challenging, as leaders are forced to pick a path around unwritten regulations, undefined tax reforms and employee frustration coupled with lack of growth, potential loss of benefits and dimming hopes of retirement.

Thus, the challenges for the senior leadership to develop mid level leaders include:

Investment in leadership development - Leaders are born or made? The debate continues. However, organizations still need to invest in their best employees to develop and sustain leadership skills. Real leadership training involves exposing talent to an immersive leadership environment. It's a huge investment, but it's also a part of long term plan to build the best team. People will recognize the investment while both the business and the individual reap rewards.

Creating a culture of collaboration - Rewarding individual success is necessary. However, only in a collaborative culture organizations will be able to develop leaders working together to bring other employees up and into the circle of leadership.

Imbibing communications skills - Leaders are expected to be good communicators but too often that's not the case. It is important to provide training where there is a gap and correct style mismatch before harm is done. Good communicators build trust and teams.

Drive and sustain accountability - Leaders must be accountable. They must own up problems they need to solve and own up their failures in order to be credible when it comes to claiming success.

Be human and reward emotional intelligence - As organizations work with emerging leaders, one must stay focussed on helping new leaders hone their emotional intelligence. Leaders need be human first! **E**



THOUGHTS FROM ATYAASAA

Aditi Chate

RESPONSIBILITIES OF SENIOR LEADERSHIP TO BUILD MID LEVEL LEADERS'



Aditi Chate is a HR professional, working at Atyaasaa Consulting Pvt. Ltd. Presently, she is responsible for handling research activities related to training and development. Her areas of interest include organization development, learning and development and competency mapping.

Leaders especially at the Middle Level Management (MLM) are hard to come by! The world of business has always experienced dearth of such people. All those organizations that have put in place an elaborate leadership development programme at the middle level have been able to tide through crisis. Senior leadership needs to consciously take pains to build the desired leadership skills at the MLM level.

Some of these initiatives are:

1. Being a role model is critical. Set of values and attitude demonstrated as success behaviours get emulated quickly. Any disconnect between 'talk' and 'walk' is bound to create confusion and conflict.
2. Senior leadership is expected to demonstrate virtually infinite tolerance to bona fide mistakes/errors committed by team members. They, however, need to possess wisdom to differentiate between bona fide and mala fide mistakes and put in place the necessary corrective and preventive measures.
3. Senior leadership also needs to be vigilant about the fear factor prevailing in the team. Fear of not only failure but success too. Delegation of tasks, empowerment to take decisions, sustained reasonability in expectations and constant confidence to the team that their leader would stand by them during all times and not venture into blame game, helps circumvent this challenge of fear.
4. Constant balancing by the leaders between intrinsic and extrinsic motivational factors and unfettered communication about them within teams is critical to open culture. Appropriate combination of both contributes to superlative organizational performance.



5. Senior leadership would do well by becoming coach for the talent identified to occupy middle level leadership positions. A structured coaching initiative leading to succession planning would ensure a win-win for the senior leaders, the middle level managers, the team and the organization.

These measures surely would ensure enhanced engagement of the team both at the material as well as at the emotional level. ■



BEAN STATEMENT

Failure at senior management level is a result of stagnancy in capability at the middle level.

The views expressed in each of the article are solely those of the author.