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हिन्दी लेख

जीवंत संगठन - चुनौतियाँ एवं अवसर

Foundation Day Special Issue

ग्रोथ GROWTH

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Foundation Day Special Issue

on
Building a Living
Organisation:
Challenges and Approach

G R O W T H

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A Few Thoughts



Frederick Taylor used the assumption of an “orderly world” to create the famous theory of scientific management. Taylor viewed business as a well-oiled machine whose only goal was to optimize the flow of activity to create maximum efficiency. This paradigm viewed the organization as a simple cause-and-effect machine in which everything could be described, predicted, and controlled. Through most of the twentieth century, this control-oriented model served us well. It allowed us to tame nature and to transition to a dominantly industrial society based on science and machines and advanced the well-being and prosperity of our society. It enabled us to use a predominantly low-skill workforce in the most productive manner. It worked perfectly in an environment where change was so slow that the world seemed orderly and predictable. However, in a world that is very different, very dynamic, very unpredictable, this model has faced its limitations. Organizations need to replace the rational, mechanistic paradigm that limits people's role and choices and evolve to the next level of organization which we refer to as “Living Organisation”.

Where machines do what they are told, living systems sense, learn, and adapt to their environment. Where machines simply perform transactions, living systems are in relationship with all elements of their environment. They are an interdependent and integral part of an ecosystem. Where machines are focused on producing, living systems are focused on creating. Therefore organizations build on the philosophy of living systems; serve the purpose of guiding the flow of energy from the individuals and the collective toward sensing and creating desired output of the goods and services that serves it's customer's dynamic and ever changing needs.

The processes for creating a living organization, requires a focus on the organizations most valuable resource: its people. This Foundation Day Special Issue of Growth is a collection of papers that seek to explore the different facets of such organization and deliberate on the approaches and challenges of creating a living organization. I am sure readers will find the articles interesting and thought provoking.

A handwritten signature in purple ink, appearing to read 'Manas R Panda'.

(Manas R Panda)
Executive Director (HRD)

Building a Living Organization : Approach and Challenges

P V S Sarma*

"Mission Statements are like crafting a beautiful title and giving the title to the organization. Mission statements have become an Activity field effort, whereas Soulful Purpose is a Context field effort and therefore is the music that will energize, and align the organization."

ABSTRACT

The concept of "Living Organization" has been a relatively recent development and has been brought up as new model of Organizational Development by Norman Wolfe first as a White Paper and then as a book with the title " Living Organization – Transforming Business To Create Extraordinary Results", published by Quantum Leaders Publishing, Irvine, CA, USA in 2011. Earlier, practically a similar concept was propounded by Aries de Geus, a long serving manager/leader in the Royal Dutch Shell Company in his book titled "The Living Company – Habits for survival in a turbulent business environment", published by Harvard Business School Press, in the year 1997. Both these eminent authors explained in detail the meaning, and characteristics of a living organization/ living company and suggested ways to build such an organization/company. An attempt has been made in this article to bring out the important aspects of this concept, the challenges to building a living organization and to suggest an approach on the basis of my interaction with Mr Norman Wolfe through e-mail, my study of a few books on management as well as my own experience.

Introduction

The concept of the "living organization" continues to emerge in today's literature on organization development and transformation. This concept views the organization as an organic, living creature with a mind and character of its own. Considering the ever increasing challenges encountered by the corporate leadership to survive and sustain high performance as well as to grow further, Norman Wolfe, a successful Leader and Consultant suggests the new model "Living Organization". As per him, many of the components of the existing models are still necessary today, and they are proving insufficient to meet the needs of today's leaders navigating the business environment of the 21st century.

The human body is a perfect analogue to the even more complex corporate body. The basic building block for the company is the individual who joins others to form departments, which comprise the complex system known as the corporate body. He emphasizes that, "Business is a complex living system that directs the flow of energy, and transforms it into desired results." He further stresses the importance of "Soulful Purpose" of organizations and says, "It is not enough to only describe the physical components of the organization, for like a human being, the organization is more than the mere sum of all its physical components. Being human recognizes the presence of an energy we call the "spirit," or soul, which drives and animates the physical body. The same applies to organizations.

* Corporate Trainer - Formerly AD (HRD), SAIL

All living systems, including The Living Organization, process both physical energy and spirit or soul energy. Its unique purpose, the unique contribution it is meant to make, is determined and driven by its “**Soulful Purpose**”.

Wolfe’s model of *Living Organization* builds on the fact “*Everything is Energy and energy can neither be created nor destroyed.*” and therefore, it follows that everything in the universe is energy constantly flowing and transforming. Accordingly, *Business is a complex living system that directs the flow of energy, and transforms it into desired results.*

The diagram at fig. 1 shows these energy flows and the role each organizational element plays in the transformational processes.

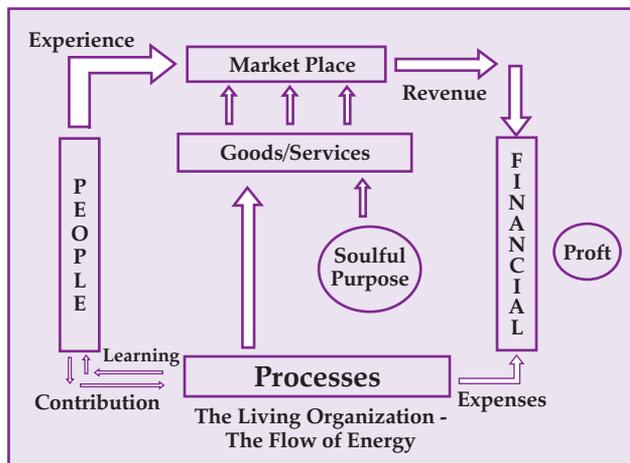


Fig. 1 : The Living Organisation Model

The most important ideas from Wolfe’s model are brought out briefly hereunder :

1. This is the basic system flow of every organization – the Soulful Purpose defines its purpose and the goods and services it will provide as its unique contribution in service to the market. The Living Organization transforms the energy of its people into those goods and services with its business processes serving as the channels for the transformational process.

2. The Living Organization is a Learning Organization - The very process of putting forth the efforts to accomplish specific goals and desired results creates the opportunity for learning. As people learn, they increase their capacity to contribute more energy. Organization leaders must focus their time, effort and resources on facilitating the development of their

people as doing so increases the flow of energy through the system without requiring additional sources of energy production (i.e. more people) to do so.

3. The Experience Factor - People play another key role that underscores the importance of their development – They define the experience customers have with the company, which has a significant impact on the perceived value of the company’s goods and services. This experience reflects the relationship exchange among people.

4. Profit’s Role: Profit and its two major components: revenue and expense are the fundamental business metrics. Profit is the feedback that informs the organization about how much the market perceives the value of its goods and services (revenue) in relation to the consumption of energy required to produce these goods and services (expenses). Without a proper gauge to provide the necessary feedback, a system can easily become out of balance causing it to oscillate out of control and eventually fail: Hence the continued importance of profit in the model.

5. The Living Organization Model – The Spirit - The key to organizational success is to maximize energy contribution while minimizing energy loss. The Living Organization makes visible three distinct energy fields flowing through an organization - distinct, yet interrelated, energy fields : **Activity, Relationship and Context.**

6. Activity is the energy of doing both the “what” and the “how” of the work to be done. It represents the physical world of what we see, hear, and touch. Everything in the physical world is sequenced by time and space so this field is characterized by linear, sequential activity. Work flows from one step to the next following what appears to be a cause-effect relationship. Activity is the only field of kinetic energy.

Activity energy has dominated most traditional management methods. Business Process Engineering, Six Sigma, TQM, Balanced Score Card, etc., are all ways organizations have sought to effectively manage the Activity energy. While the tools, methods and view of the corporation as a machine to be fine tuned are still very necessary, they remain insufficient to fully manage all the forces at work within an organization.

7. **Relationship** is the energy of interactions, the energy that flows from one field to another; the “who” of the activity. It is energy that flows from two or more people involved in an Activity as well as energy that flows from the Context field to the Activity Field. The broad concept of communication is encompassed in the flow of this energy.

When people on a team are aligned and coordinated, they typically feel energized, as compared to the “draining feeling” often reported in dysfunctional teams. We often call this increase in the potential energy of a team “synergy”. The Experience customers feel when interacting with our organizations resides in this field of energy.

8. **Context** is the energy of purpose and meaning. It is the “why” behind all we do. It is the newest field of energy to be explored in the business world; and it has the greatest impact on overall business success. We experience this energy when we are drawn to work on that which we are passionate about. We feel it when we get “lost” in what we are doing and time seems not to exist: we are in the “zone”. When connected to this field we feel an almost infinite amount of energy from which to draw on and apply to achieve our desired results. **Soulful Purpose**, as defined in The Living Organization model, resides in the Context field.

9. **Maximizing the flow of Energy** - Activity Field is the field of energy processed via the human senses. While it is a critical part of the overall flow of energy, it is by not the most significant. The Context field is the source of all energy and our daily Activity is guided and directed by Context energy. The Relationship field is energy transferred between energy fields which can be additive or subtractive.

Since the organization is a complex living entity designed to direct the flow of energy transforming it into the desired results, the total amount of energy available to the organization is critical. Activity energy (A) is directly proportional to the amount of effort each individual puts forth. Increasing the Relationship field (R) through improved collaboration and teaming will achieve more with fewer resources and thereby increasing the amount of energy available in the organization. The Context field has an exponential impact on the total flow of energy through the system. As such to maximize the energy flow in organizations,

it is necessary to enhance the energy in the context field and relation field.

10. **The ARC Framework** - To achieve maximum flow of energy and get the best results, Mr Wolfe suggests a framework (Table 1) in the Living Organization Model, which describes the flow of energy through the system and defines the three fields of energy i.e. Activity, Relationship and Context (ARC). Overlaying each energy field onto the key organizational components of Markets, Process, People and Leadership provides the following ARC Framework for understanding and assessing the dynamic forces working within an organization.

Table 1 : The ARC Framework

| Field | Markets & Products | Processes & Business Model | People | Leadership |
|--------------|-----------------------------|--------------------------------------|----------------------|-----------------------------|
| Activity | Needs & Solutions | Workflow & Metrics | Technical Skills | Management |
| Relationship | Brand/ Reputation Suppliers | Organization Design Information flow | Interpersonal Skills | Team Working, Collaboration |
| Context | Trends Dynamics | Culture, Norms & Rules | Intrapersonal Skills | Motivation Inspiration |

The ARC Framework provides the necessary level of detail to map a path to successful improvement, thereby eliminating wasted effort and speeding strategy execution. Leveraging the greater visibility into the dynamic forces operating within the organization provided by the ARC Framework, roadmaps can be developed that are **integrative, implementable** and **sustainable** to improve organizations’ ability to produce the desired results.

Interactions with the creator of the Living Organization Model

I got in touch with Mr Norman Wolfe thro’ e-mail initially to get his permission to download his white paper on this model and later on to obtain his views regarding its implementation. I am reproducing below the interactions :

From: nwolfe@quantumleaders.com <nwolfe@quantumleaders.com>

Subject : Thank You for Downloading White Papers from Quantum Leaders

To : s_punyamurtula@yahoo.com

Dear Sarma,

I want to thank you for taking the time to request a copy of our white paper. I hope you find it informative and entertaining.

We have been thrilled and humbled by the positive response received to date on The Living Organization® model. It is our utmost desire to see this reach as broad an audience as possible, we would therefore appreciate any personal feedback about what most intrigued you to download the TLO white paper and how you found us. We always appreciate feedback, even challenges to our model, as we are committed to refining and improving our message and its usefulness. If you have any direct questions or comments feel free to contact me at any time.

Whether to ask a question, share your comments or to let us know what intrigued you most, please email me directly atnwolfe@quantumleaders.com.

Warm Regards,

Norman Wolfe

Dear Norman,

Thank you very much for your communication and the permission for the free download of your whitepaper on "Living Organization". I will study the write up and come back to you with my feedback.

With warm regards,

Sarma

From: Norman S. Wolfe <nwolfe@quantumleaders.com>

Subject : RE: Thank You for Downloading White Papers from Quantum Leaders

To: "Sarma punyamurtula" <s_punyamurtula@yahoo.com>

You are very welcome. I look forward to your feedback

Enjoy

Norman Wolfe

From: Sarma punyamurtula <s_punyamurtula@yahoo.com>

To: Norman Wolfe <nwolfe@quantumleaders.com>

Subject : RE: Thank You for Downloading White Papers from Quantum Leaders

Dear Norman,

I feel very fortunate to have got the access to your comprehensive white paper on the new model of "Living Organization", thanks to the internet and your kind consent for free download. I am motivated to purchase your book and understand the concept in detail.

I request you to inform me your views on the following points:

1. Difference between "Mission" developed by many successful organizations and "Soulful Purpose". Many organizations with sustained high levels of performance and growth developed their mission statements with whole-hearted involvement of people and succeeded even in the globalized economy.
2. What can be the challenges to be encountered by the leaders to build a living organization or to modify their present organizational system/structure and philosophy? What approach would you recommend (Especially for organizations in India)?

With warm regards,

Sarma

From: Norman S. Wolfe <nwolfe@quantumleaders.com>

Subject: Re: Thank You for Downloading White Papers from Quantum Leaders

To: "Sarma punyamurtula" <s_punyamurtula@yahoo.com>

Sarma,

You are very welcome and it is I who am fortunate to have someone with your interest engage with the work.

The answer to the first one is relatively simple, while the answer to the second question is a bit more complex (and I will endeavour to give you a reasonable overview).

I have chosen a different term (Soulful Purpose) here since the Mission Statement does not convey the full depth of the energy required for the power of the concept to be fully realized. A metaphor may help.

Imagine a song that you have come to be moved by. It only takes a few notes to bring the full range and depth of the feelings that song evokes back to you consciousness in the present moment. With this the full range of feelings, emotions, passions are immediately stimulated in you. This is because the music is an energy field that actually vibrates our bodies to a certain pattern which stimulates the feelings. Now imagine you have never heard or felt the music and someone came up to you and simply gave you the title of the song. Without the music the title would be flat, without any energy and hence will have little or no impact on you.

Mission Statements are like crafting a beautiful title and giving the title to the organization. This may be different in India, but here in the States, Mission statements have become an Activity field effort. Where Soulful Purpose is a Context field effort and therefore is the music that will energize, and align the organization.

Historically speaking Mission was supposed to be what I call Soulful Purpose that was its original intent. When that didn't work Vision came along and everyone said we need Mission and Vision (which was then replaces with Mission/Vision/Values). But all of these became Activity field efforts and never brought forward the power of Context energy, although that was its original intent. This is why I keep saying that we cannot solve our problems through the Activity field. We must learn to manage and lead from the Context field.

This brings me to the second question. It is the more difficult because it brings up the issue of implementation. A very appropriate next question and one that is a real challenge and concern of mine. I have worked for many years on making changes in an organization but this is the first time I have been engaged in sifting a leader's paradigm. The challenge with shifting a paradigm is that by its very definition a paradigm is the invisible framework by which we order our world and guide our decisions. Being it is invisible we don't think about it and take it for a given, not to be questioned.

There is a big shift in the role of leadership. Simply put the shift is moving from the Plan, Organize, Lead and Control paradigm of the machine, where solutions lie

in finding better ways to do the Activity of the organization. In the new paradigm the Activity is viewed as the result of focusing on setting the Context, Developing the People, Building Community (inside and outside the organization) and Being of Service. To understand some of the challenges associated with a leader making this shift think of Maslow's Hierarchy of Needs. We are so attuned to operating from the bottom up. This is how we go about life getting what we want. Now I come along and say Maslow's pyramid is upside down and to get what we want we must work from Purpose then Relationships and let Activity flow from that.

And that brings to the second part of the difficulty. When we let the activity to be a natural flow from Context and Relationship (which I call Inspired Action) we are at some level giving up the notion of predictability and control. One never really knows ahead of time what activity will be inspired by the purpose of the organization. The good news is this leads to great flow of creativity and innovation, the bad news is we lose the sense of predictability and control.

I hope this has served to give you a bit of a taste of the challenges this new paradigm brings, as well as the possible benefits for taking on that challenge.

I await your response

Norman Wolfe

"Sarma punyamurtula" <s_punyamurtula@yahoo.com> wrote:

Dear Norman,

Thank you very much for clarifying my doubt about soulful purpose with a very much appropriate example of a song and explaining the importance of context. I agree with you that it is a real challenge to change the leadership paradigm from activity orientation to context orientation. Would it be possible for you to give real life examples from your experience how the concept of "Living organization" has been implemented? Can you please give names of some existing organizations which implemented this concept?

With warm regards,

Sarma

From : Norman S. Wolfe <nwolfe@quantumleaders.com>

Subject : Re: Thank You for Downloading White Papers from Quantum Leaders

To : "Sarma punyamurtula" <s_punyamurtula@yahoo.com>

I would if I could. In my research and work with clients I have to date only found one company that I would say embodies The Living Organization. It is a small company (12 employees) in Portland called Rose City Mortgage.

There are many companies that are working their way through to the new paradigm and I am learning different ways to help them make the shift. As I said it is very difficult for three reasons. First is you cannot change that which you don't know that you don't know. Second is even if you knew it on a conscious intellectual level there are still so many unconscious patterns we operate from, in a habitual fashion. And lastly even if we were committed to changing these habitual patterns, all of the organization building blocks (sales process, hiring process, customer management process, etc.) are all designed based on the machine paradigm.

Rose City Mortgage for example has no personnel policy manual, hires based on how the organizations purpose serves to fulfil the individual's soulful purpose, is committed and takes action on their guiding value to improve the life of all they serve (includes employees, suppliers and customers). This context defines their choices of actions not processes guidelines, or procedures. There is no one size fits all in their decisions only the context and the relationship.

I hope this helps.

Norman Wolfe

From : "Sarma punyamurtula" <s_punyamurtula@yahoo.com>

To : "Norman S. Wolfe" nwolfe@quantumleaders.com

Thank you very much, dear Norman, for all the clarifications. Wish you further success in facilitating implementation of the new model in many more organizations.

Sarma

Summary of the interactions with Mr Wolfe:

1. Soulful purpose is a context field effort and so it is the music that will energize and align organization. All problems cannot be solved through the activity field and we must learn to manage and lead from the context field.
2. Implementation is real challenge. A big shift is in the role of leadership and Sifting of leaders' paradigm is essential. We have to work from purpose, then relationships and let activity flow from that.
3. When we let the activity to be a natural flow from context and relationships, we may lose the sense of predictability and control.
4. Mr Wolfe has found just one small company which implemented the model. But there are many companies working their way through the new paradigm.

Challenges to build a Living Organization

As per Aries de Geus, author of the well known book "*The Living Company: Habits for Survival in a Turbulent Business Environment (1997)*", **Harvard Business School Press**, the average life expectancy of a multinational corporation-Fortune 500 or its equivalent-is between 40 and 50 years. This figure is based on most surveys of corporate births and deaths. A full one-third of the companies listed in the 1970 Fortune 500, for instance, had vanished by 1983-acquired, merged, or closed A recent study by Ellen de Rooij of the Stratix Group in Amsterdam indicates that the average life expectancy of all firms, regardless of size, measured in Japan and much of Europe, is only 12.5 years. The damage is not merely a matter of shifts in the Fortune 500 roster. Lives of employees, communities, and economies are all affected, even devastated, by premature corporate deaths.

Why, then, do so many companies die prematurely? Such failure is attributed by de Geus to the focus of managers on profits and the bottom line rather than the human community that makes up their organization. In an attempt to get to the bottom of this mystery, de Geus and a number of his Shell colleagues carried out some research to identify the

characteristics of corporate longevity. The long-lived were sensitive to their environment; cohesive, with a strong sense of identity; tolerant, and conservative in financing. Key to de Geus's entire argument is that there is more to companies — and to longevity — than merely making money. "The dichotomy between profits and longevity is false," he argues. His logic is impeccably straightforward. Capital is no longer king; the skills, capabilities and knowledge of people are. The corollary from this is that "a successful company is one that can learn effectively. Learning is tomorrow's capital."

Here, de Geus provides the new deal: contemporary corporate man or woman must understand that the corporation will, and must, change and it can only change if its community of people change also. Individuals must change and the way they change is through learning. As a result, de Geus believes that senior executives must dedicate a great deal of time to nurturing their people. He recalls spending around a quarter of his time on the development and placement of people.

According to de Geus, all corporate activities are grounded in two hypotheses: "The Company is a living being; and the decisions for action made by this living being result from a learning process."

The Primary Challenges

The most difficult challenge to build a Learning Organization is changing the long standing paradigm of not only the leaders, but the entire human resource of the organization from activity field orientation to orientation towards context and relationship fields. It needs an organization-wide commitment to change the habitual patterns of work in all the functions of a company – like production, marketing, sales, human resource management, finance, etc. While lot of efforts are being put in towards relationship field, much is to be done in the context field. Although most of the companies prepare wonderful Vision and Mission statements, they do not convey the full depth of energy required for the power of the concept to be fully realized. In order to change the old paradigm, it becomes necessary to create an appropriate organizational culture.

The second important challenge is the major change

to be brought in the "Role of leadership." Over the last 100 years the role of the organization leader has evolved along with the changes in the business environment. Though the emphasis has shifted, the fundamental responsibilities have not gone away; rather, there is now a requirement for leaders to take on new responsibilities that expand on their previous roles. Early emphasis was managing a "machine of production" predominantly focusing on the Activity field to optimize the flow of energy and minimize energy loss, that is, improving efficiency. Around the middle of the twentieth century there was growing recognition that people had a significant impact on organizational performance, which added employee satisfaction, motivation and empowerment to a leader's required skills. Over the last 20 years, we witnessed the addition of creating an environment of meaning and purpose to the leader's required repertoire. And, as the business environment becomes increasingly more complex, the leader's role must further grow to include articulating and giving life to the "Soulful Purpose" that passionately aligns everyone in the organization.

The third challenge is to convert the company into a "Learning Organization". Capital is no longer king; the skills, capabilities and knowledge of people are. The corollary from this is that "a successful company is one that can learn effectively." Learning means being prepared to accept continuous change. Linked to continuous learning is the necessity to encourage creativity and innovation in the organization.

Suggested Approach to build a Living Organization

Although it is a challenging project to build a living organization, there are quite a few long living companies world-wide, which encountered many types of problems not only to stay in the market, but also to be recognized as "High Performance Organization" consistently. GE, The Royal Dutch Shell Company, Siemens, Du Pont, Procter & Gamble, Toyota, Ford Motors, Wall-Mart, Walt-Disney, Unilever, Suzuki, South West Airlines, the Tata Steel in India, etc are examples of such companies. After the advent of IT and Internet many of the new companies like Google, IBM, Apple, HP, Microsoft, Intel, Infosys, TCS, etc are examples of Living organizations in the making with their innovative human resource

management and employee engagement practices efforts to fuel the passion and enhance the energy in the relationship & context fields.

For organizations wishing to implement the “Living Organization” model, the following steps are fundamental towards building a living organization :

- 1) Recognizing that this is a journey. Creating a passion and determination in the hearts and minds of all the people in the organization to implement the “Living Organization” model and reach the destination in spite of various types of road-blocks encountered on the way.
- 2) Realizing that it is not something you can go outside for and bring it in for implementation such as Six Sigma which can be brought in to optimize of your business process. Living organizations must be geared towards unlearning which helps to provide more time and reflection towards creativity. Realizing that it is a creativity and innovation journey about being alive.
- 3) Recognizing that this approach is top-down. It starts from the top of the ladder at the level of the CEO, board of directors and senior executives who must demonstrate what it is like be a part of a living organization. Authentic leaders in the organization must start out by clearly demonstrating their leadership. Once they have succeeded at that they can tell others about it. Individuals at the top of the organization must become fully aware of what a living organization is all about through personal education and development.

Suggested Actions to implement the “Living Organization” Model

1. Organization - wide interventions must be carried out to drive home the concept of “*Soulful Purpose*” and “*Living Organization*” and to develop a common purpose for all the employees and functions of the organization. The developed purpose, i.e., the Soulful Purpose must be a Context field effort to energize, and align the organization. In his book, *The Soul of a Business*, Tom Chappell describes “**Soul**” as the part of an entity that is its essential being. Soul is the sum of all choices made. It is where beliefs and values

reside. It is at the centre of all meaningful relationships. Simply put, organizational soul is comprised of purpose (why do we exist?), mission (what is our core business?), core values (what beliefs do we hold as essential?), vision (what do we see ourselves becoming?) and goals (what is our multi-year strategic focus?). When looking at the concept of soul, the first and most important question deals with the health and well being of our soul. How healthy is our soul? What can we do to increase the health and well-being of our soul? The soul is the rudder that allows us to choose our direction, as well as the star that guides our journey. The area of soul deals with the issues of identity (Who are we?) and purpose (What are we doing with who we are?).

The following statements of the CEO’s of two great companies emphasize the importance of “Soulful Purpose” :

“Our basic principles have endured intact since our founders conceived them. We distinguish between core values and practices; the core values don’t change, but the practices might. We have also remained clear that profit – as important as it is – is not why the Hewlett – Packard Company exists; it exists for more fundamental reasons”

- John Young, CEO of HP, 1992

“We are in the business of preserving and improving human life. All of our actions must be measured by our success in achieving this goal.”

- Merck & Company,
International Management Guide, 1994

Concerted efforts must be made in these interventions to change the paradigm of every employee, especially the leaders & managers from Activity orientation to Context & Relationship Orientation. It is always advisable to organize this intervention first for the top management team members, who have to understand, assimilate and get convinced of the usefulness of this model and then wholeheartedly support and ensure implementation. The massive company-wide communication exercise called as the “Priorities for Action workshops” conducted in SAIL during the late 80s to turnaround the company and the

mass contact communication workshops organized at Rourkela Steel Plant during the years 2001 to 2004 to change the culture and enhance performance are excellent examples for such intervention.

2. Leaders at all levels in the company must understand and believe the changes to be brought in their roles considering the fact of the business environment becomes increasingly more complex. Leader's role must further grow to include articulating and giving life to the "Soulful Purpose" that passionately aligns everyone in the organization. Leaders must create passion in the hearts of the people and inspire them to excel in their performance. They need to create such an environment in the work place, to which employees are eager to come and deliver the best results. Priority must be given to enhance employee engagement by fuelling work passion.

Passion is what drives an individual to take a leap, explore the unknown and go beyond the normal standards of work. Passion is what a person loves doing, and gets excited about. When there is employee work passion, employees are engaged in work in such a way that they are enthusiastic to go ahead an extra mile to achieve their work goals, be a model organization member, support the company at any point of time and perform at or beyond the desired levels. Passion leads to 100% emotional commitment to work. It is important for leaders to know what drives the employees as they the ones that own the company's success. While company may invest all its energy and resources in making it the best place to work, employees' values and passion must be aligned and connected to company's "Soulful Purpose" and its goals to achieve organizational success. The key to achieving excellence lies in ensuring that every employee has a passion to excel. Efforts must be made to identify the passion drivers in employees and allocate meaningful work to match the passion driver. Southwest Airlines employs and develops people with a passion for their work, and customers see and feel this in their every interaction.

Leaders can maximise work passion in shaping

the systems, policies and procedures to create an organization where the employees will feel valued and part of something them by creating a work environment where people give their best thinking that what they are doing is personally meaningful and enjoyable. Leaders must also create opportunities for the employees to develop and enhance their competencies.

Managing Passion brings understanding of the best of what people bring to the job, and managing more consciously to facilitate people in becoming productive in fulfilling ways.

3. Organizations must intensify their focus on the area of human resources,, which describes the interplay between organizations and people. Foundational to this area is the premise that the skills, insights, ideas, energy and commitment of its people are an organization's most critical resource. The basic questions revolve around whether or not the organization values people, attempts to identify where individuals can make the greatest contribution and demonstrates a commitment to developing people. To what extent is the development of both individuals and groups serving the soul of the organization? To what extent is leadership development encouraged throughout the organization?

Continuous learning and development is essential to enhance the capabilities and potential of the human resource. In de Geus's view, learning and knowledge-gathering are not peripheral management activities but the very heart of management and the company that learns how to do them well can compete and win. He believes that companies should develop strong bonds with their customers and shareholders and develop a "harmony of values" with them. These strong relationships enable a greater depth of learning. Learning becomes built-in, enabling companies to grow organically and even become self-aware. Companies cannot exist in isolation. The "learning organisation" and the "living company" are thus simultaneous concepts. Learning should always happen, though, as a natural part of business activity. Learning organisations learn as entities; effective learning is shared, not locked up in

individuals. If shared effectively, the sum total of an organisation's knowledge is much greater than the pooled knowledge of individuals can ever be.

4. Another important action to be taken is to create a culture of innovation and creativity. Leaders must encourage and support idea generation, research & development and innovation.

Today, innovation is about much more than new products. It is about reinventing business processes and building entirely new markets that meet untapped customer needs. Most important, as the Internet and globalization widen the pool of new ideas, it's about selecting and executing the right ideas and bringing them to market in record time. In the 1990s, innovation was about technology and control of quality and cost. Today, it's about taking corporate organizations built for efficiency and rewiring them for creativity and growth.

Leaders of global companies should have open mind to encourage innovation and develop and implement new ideas with multifaceted and diverse groups located in different geographical locations. It is always better if they always try to think of new ways to do things; and be the path maker rather than a path taker.

An excellent example is Apple Corporation's iPod. To launch the iPod, says innovation consultant Larry Keeley of Doblin Inc., Apple used no fewer than seven types of innovation. They included networking (a novel agreement among music companies to sell their songs online), business model (songs sold for a buck each online), and branding (how cool are those white ear buds and wires?). Consumers love the ease and feel of the iPod, but it is the simplicity of the iTunes software platform that turned a great MP3 player into a revenue-gushing phenomenon.

As per an article in the "Deccan Chronicle" dated 27 April 2013, the TATA group spends over \$2 Billion (2% of revenues) on Research and Development and is having a treasure trove of innovations that will give it cutting edge competitiveness in various sectors from its products to services. It has democratized R&D through "TATA INNOVISTA", which has

introduced 1305 innovations for the group across the world during 2012-13. Tata Group Innovation Forum introduced new bi-annual program called "Challenges worth solving". 28 Challenges were thrown out in the current year and generated 3764 ideas. The 25 ideas selected for implementation were awarded. Awards are given under 4 categories – Product Innovation, Service Innovation, Core Process Innovation and Support Process Innovation.

Leaders must be ready to take risks and motivate employees to generate innovative ideas in the areas of cost reduction, quality improvement, product improvement, Diversification, customer delight and talent retention. They should take concrete actions to customize their products to suit to the needs and tastes of consumers at different geographical locations and their economic status. They must invest in innovation in such a way that it is cost effective in the long run and promote organizational success and growth.

Conclusion

The dominant focus of leadership in the 21st century will be: Developing People, Building Community, Cultivating Context, and enhancing energy in the context and relationship fields in the journey towards building a *Living Organization*.

The successful leader is no longer able to treat the organization as parts that work independently of each other, but rather must view the integrated whole, with all functions highly interdependent on each other. The leader must create a *Passion for Work* for the success of the total organization, not just the individual.

The new organizational leaders must have a high level of intrapersonal skills. They must know themselves; they must lead with compassion and humility. They will have to access the insight and wisdom that lie within the deeper Context layers, allowing them to intuit what is called for in the moment. They will be able to see what others cannot see, giving their organizations a significant advantage.

The idea of a *Living Organization* isn't just a semantic or academic issue. It has enormous practical, day-to-day implications for leaders and managers. It means that, in a world that changes massively, many times,

during the course of one's career, one need to involve people in the continued development of the company. The amount that people care, trust, and engage themselves at work has not only a direct effect on the bottom line, but the most direct effect on company's expected performance and its lifespan.

The Last Word :

"Of all the things I have done, the most vital is coordinating the talents of those who work for us and pointing them toward a certain goal"

*- Walter Elias Disney,
Founder Walt Disney Company, 1954*

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Building a Vibrant Organization : A Qualitative Study on Steel Industry

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"...domestic as well as transnational acquisition of steel companies is taking place to gain wider market access, access to new technology and a better bargaining position in marketing of finished products and purchase of raw material."

ABSTRACT

The aim of the paper is to explore the trends in the steel industry around the globe and walk around some of the strategies towards managing change those have been introduced and successfully implemented in three winning organizations: Tata Steel, ArcelorMittal and Nucor Corporation. In the end, the wisdom accrued through study of change management in these organizations has been put forth as suggestions for domestic steel producers so that they can become globally competitive, profitable, harmonious and vibrant organization. Special emphasis has also been laid on the human side of change management so that innovative practices which are novel in nature can be brought to light and pulsating organizations that recognizes the importance of continuously enhancing the knowledge, skill, capabilities and competence of the employees can be created.

Introduction

Steel, the most recyclable product on this earth is constantly evolving itself by broadening its usefulness. Time and again, it has proved itself to be the irreplaceable component in the existence of humankind. If we look around, objects from hair pin, kitchen utensils, agricultural equipments to automobiles, from aircrafts to spacecrafts, from furniture to fixtures, from machinery to infrastructure, from surgical to complex diagnostic machines, steel has a universal presence. From the historical perspective, we see that steel was put in simple applications. But, over a period of time, the refinement of steel has taken place. Through various technological breakthroughs, a variety of grades of steel have been developed suitable for specific work areas. Also, the evolution of steel has been in response to the various market forces. The constant change it underwent was with the sole purpose of establishing its relevance in our day to day life.

Today, steel companies in the developed as well as developing economies are moving towards consolidation through mergers and acquisitions. Steel companies in developed economies are laying special emphasis on technological and product innovation. Their product differentiation has given them access to niche markets. The companies are acquiring iron ore and coal mines for raw material security as well as for bringing down their cost of production. Also domestic as well as transnational acquisition of steel companies is taking place to gain wider market access, access to new technology and a better bargaining position in marketing of finished products and purchase of raw material. The center of gravity of the steel industry has moved towards the East, with China, Japan, India and South Korea accounting for 61% of the world steel output. The recycling of steel scraps, optimum

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use of gaseous emission as burning fuel for reheating furnaces, use of slag for cement production as well as the base material for road construction and recycling of refractories are some of the initiatives towards cutting costs of steel production.

Paradigm Shift in the Steel Industry

The trends in the steel industry can be briefly surmised as :

Shift in Geographies : Today, the centre of gravity for the steel industry has shifted from the developed economies towards the developing and emerging economies. Overall, the developing and emerging world will account for 72% of the global steel demand in 2011. Various market forces, like proximity to a source of raw material (namely iron ore and coal), proximity to consumption market, various policies of the government on investment in infrastructure, investor friendly rules, environmental laws, the growth rate of a country, availability of logistical support have played a pivotal role in the evolution of steel producers (Steel Statistical Yearbook, 2011)

Technological Evolution : Technology plays an important role in steel making. Historically steel was primarily produced through *ingot* route. Then the introduction of continuous casting technology and EAF (electric arc furnace) technology revolutionized the industry. DRI (direct reduction of ore) process of steel making negates the need for sinter and coke facilities and has good acceptance in areas with cheap gas and high scrap prices. Castrip process is the latest in steel making technology, which allows direct casting of steel sheet. The survival of steel industries depends to a great extent in adopting these new technologies because of their flexibility, compact lines, short response times and advantages in material efficiency (Steel Statistical Yearbook, 2011).

Employment Trend : Consolidation within the steel industry, continual improvements in manufacturing operations, with the adaptation of progressive steel making technology and use of information technology, have contributed to increased productivity. Hence, employment in the steel industry has decreased and went on a downward spiral, despite an increase in steel production. (Fairbrother et al., 2004; Ecorys Research and Consulting, 2008).

Capital Requirements : Steel production is characterized by high levels of fixed costs especially in integrated steel mills, large production units are only profitable from 2 million tons annual production capacity and upwards. Steel mills run for several years and it is difficult to adjust production to demand because of the cost and structural stress associated with the heating and cooling of the furnaces. It is expensive to operate plants below their capacity. But, the introduction of new technologies and especially the EAF technology have lowered capital requirement since electric arc furnaces are more flexible, requiring relatively cheap investment per ton of installed capacity, and can more easily be adjusted to follow demand (Ecorys Research and Consulting, 2008).

Economies of scale : The minimum economic scale in steel production is high and tends to increase against the backdrop of globalization. A wave of takeovers and mergers has been witnessed since 1990s aiming at among other things, to achieve economies of scale. As a result of consolidation in the world steel industry, few companies account for a large share of the steel production. This indicates the presence of entry barriers to new companies – most likely caused by high capital requirements and economies of scale. The capital intensity can also be viewed as an exit barrier since closing down an integrated plant is very costly as well (Steelworld, 2007).

Scope of the study

The study takes into account three organizations of steel industry operating in different geographies and different scales. The sincere attempt has been made to understand the strategies used by steel stalwarts to create a living organization which can tide through economic uncertainties and cope with the environmental fluctuations in order to survive in industrial milieu. Thus, a case-study approach has been undertaken to appreciate the winning practices which can be adopted and re-scripted to suit the organizational needs.

Objective of the study

The objective of the study to create a vibrant, living and progressive organization is threefold.

- First, the paper qualitatively explores the organizational climate of the steel mammoths in pursuit of the business excellence.

- Second, it tries to fish out winning strategies through case-study and utilize the learning curve towards creating a clean and lively working environment involving all employees in systems and process improvement and maximizing the overall organizational effectiveness.
- Third, it tries to unravel people management approaches which can synergies the unlimited potential of the employees.

Case Studies from Steel Industry

From the organizations operating in such adynamic macro environment, we can internalize best practices and set a paradigm for achieving business excellence.

Tata Steel, India

During the early nineties, the problems of global competition, shifting of market forces from a seller's to a buyer's market, better quality expectations from customers, an outdated plant, poor compliance on meeting delivery commitments, an over-sized workforce (around 78,000), complacency in the rank and file of the company, and the overall gloom in the world economy, put the survival of the company at stake. To re-assert itself as a major steel player, the company aggressively worked on the following turnaround strategies (Table 1).

ArcelorMittal

A genuine steel multinational was formed in the year 2006 when Arcelor and Mittal Steel merged. The steel

Table 1 : Reorientation Journey of Tata Steel

| Focus Areas | Change Strategies | Results |
|---------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Modernization | <ul style="list-style-type: none"> ▪ A hot strip mill was set up in 1993 and a new cold rolling mill was set up in 2000. | Quality improvement and production of high quality steel. |
| Technological Innovation | <ul style="list-style-type: none"> ▪ Increasing productivity of Blast Furnace- through process optimization ▪ Blue dust – which is a byproduct of iron ore mining operation was utilized as raw material for sinter plant ▪ Indigenously developed the 'stamp charging technology' for converting the poor quality coal from its captive mines into high grade coke ▪ Benchmarking with the best plants in the world such as Nippon Steel (Japan), Posco (South Korea). ▪ Process changes were made by which energy requirements which were earlier met with liquid fuel was replaced by utilizing the gas generated from coke ovens, blast furnaces and LD converters. | <ul style="list-style-type: none"> ▪ The production of hot metal increased from 2800 tpd to 4000 tpd. ▪ Uniform mining operation. ▪ Sustainable cost advantage by reducing its dependence on imported coking coal. ▪ Production of sinter increased by 60%, which is like having one sinter plant free. ▪ Major contributor in reducing the cost of production of steel. |
| Right-sizing of Workforce | <p>To start chipping away workforce by few thousands every year by :</p> <ul style="list-style-type: none"> ▪ giving a generous severance pay. ▪ offering extensive outplacement services to ensure gainful employment to retrenched people. | Workforce brought down from 78,000 in the early nineties to below 40,000. |
| Managing Unions | <ul style="list-style-type: none"> ▪ Leaders of the worker's union were given the full facts about the low productivity of the company is-à-vi's global standards. The same message was repeated in various forums for over two years. ▪ Union leaders were sent to steel makers in South-East Asia and Japan to see for themselves the productivity levels. ▪ In the new CRM, the union was told to hold off, so that a new work culture can develop. | From posing resistance to change, the unions became a facilitator of change. |

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|---------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Managing Resentment | For overcoming resentment among workers and unions, Rs 30 – 40 Million was spent to improve the quality of life of employees by getting their quarters repaired. | The concern shown by the company helped in removing bitterness. |
| Customer Focus | <ul style="list-style-type: none"> ▪ The customer became the new king, which has aptly been captured by the company's slogan "if we do not take care of our customers, someone else will". ▪ CVM for business markets and RVM for retail markets were launched. ▪ Vehicle tracking system was implemented in the year 2002. About 1600 GPS mounted vehicles have been deployed by transport partners. ▪ Service centres were set-up across the country to deliver products on JIT concept. | <ul style="list-style-type: none"> ▪ The company came out of commodity trap. ▪ Winning customer trust by providing updated and correct information. ▪ Requirement of Auto sector market fulfilled. |
| Strategic Decisions | The company was restructured along profit centre concept, namely flat products and long products | Led to focus approach in managing the business. |
| Work Culture | <ul style="list-style-type: none"> ▪ Adopted many good quality practices like benchmarking , value engineering, six sigma, ISO 9000. ▪ An umbrella programme, ASPIRE (aspirational improvement to retain excellence) integrating total operational performance, total productive maintenance, knowledge management, operations research and support systems were launched. ▪ Enticed the workers to be quality conscious by giving emblems to the members of quality circle and recognizing the man of the month. | Satisfied and loyal business partners. |
| HR Interventions | <ul style="list-style-type: none"> ▪ PEP was launched in April 2000 to enhance focus on current business and its growth. ▪ Provide employee with exciting opportunities. ▪ Build a high performing team. ▪ Redesign the organization to match people with positions. ▪ Initiate contemporary performance appraisal and management systems. ▪ Install a transparent and unambiguous governance code. | <ul style="list-style-type: none"> ▪ The executive hierarchical structure was de-layered from 13 layers to 5 resulting in improvement in the pace and quality of decision making. ▪ High commitment and sense of ownership of the employees. |

Source : TATA Steel Change Management - Case Study (2010); Seshadri and Tripathy (2006); and Kumar (2006)

behemoth encountered cultural diversity at national, corporate and functional levels, linguistic diversity (37 different languages spoken throughout the company), geographically dispersed workforce and production sites, different levels of technological sophistication and production capability, operation of business units at different stages of the economic cycle. The biggest challenge the company encountered was to realign the 2,70,000 strong employees around a common purpose, brand identity, value system and competency framework. The emergence of China as a major net exporter of

steel, coupled with its insufficient internal raw material sources, created an upward pressure on spot prices of iron ore and coking coal, which posed a new challenge (Table 2).

Nucor Corporation, USA

Nucor Corporation of U.S is one of the fastest growing and most efficient steel producers of the world. Despite declining demand of steel, Nucor growth had been phenomenal. The company had to deal with stagnant demand, excess capacity and numerous global competitors. Since steel is regarded as a

Table 2 : Reinventing Business by Arcelor Mittal

| Focus Areas | Change Strategies | Results |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Consolidation | By the standards of many capital intensive sectors, the steel industry is still a relatively fragmented industry. In 2009, the top five producers accounted for less than 16% of global production, with the top ten accounting for 23%. By contrast, three major iron ore producers (BHP, Rio Tinto and Vale) control almost 70% world iron ore production. Acquisition as a strategy to increase its market share is pursued vigorously by ArcelorMittal. | With a market share of 7%, ArcelorMittal has better control of steel market than other steel producers. |
| Health and Safety | The group embarked on its “journey towards zero”, a safety improvement process in 2008. Health and safety is the number one priority for ArcelorMittal. Endeavour’s are being made where the lost time injury frequency rate (LTIF) is brought to zero. Through training and development, it is ensured that people have the right skills and experience to create and maintain a healthy and safety conscious workplace. | In 2010, LTIF was brought down to 1.8 per million hours worked from 3.6 in 2006. |
| Raw material | Mining business operations are being expanded, to achieve an annual iron ore production of 100 million tons. Recently Baffinland Iron Mines Corporation which owns high quality iron ore deposit in Canada was acquired. In addition, the group has iron ore mines in Kazakhstan, Liberia, Ukraine and Brazil. The group also has coal mines located in Kazakhstan, Russia, USA and South Africa. | Less susceptibility to volatility in spot prices of iron ore and coal. |
| Investing for Growth in Developing markets | Brazil and India are the new target markets for expansion. These two countries have high rates of economic growth. ArcelorMittal already has a presence in Brazil and is doubling the long product capacity at Monlevade to 2.5 million tons per year. Also expansion in flat products is being looked into. In India the company intends to acquire iron ore mines and start constructing steel plants in small steps of 1.5 – 3.0 mtpa modules. Because of land acquisition problems being faced in Jharkhand and Odisha, Karnataka is also being explored. | Strong domestic market and infrastructure development in these countries have given a strong presence in Brazil and they are making encouraging progress in India. |
| Improving Operational Efficiency | To protect and develop its competitive advantage, it is important for the company to manage its existing operations efficiently. Being a steel company operating in 60 different countries and operating an industrial network of approximately 120 facilities poses enormous challenges but also presents unrivaled potential for benchmarking and sharing of best practices throughout the group. In a step towards this direction the company is working to install a culture of world class manufacturing (WCM) at all of its plants. | High operational efficiency envisaged in all manufacturing facilities. |
| Shortening Lead time | <ul style="list-style-type: none"> ▪ Changes to the order entry process have reduced the standard booking lead time by one week. ▪ Modified scheduling processes have been introduced to expedite rush orders. ▪ Seven days were cut from logistics lead times and systems modified to monitor performance of railway service. | Shorter lead time has allowed customers to secure their increased sales and reduce the working capital, thereby enhancing customer loyalty for ArcelorMittal. |

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|-----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Concern for People | <ul style="list-style-type: none"> ▪ During 2010, about 18,603 people received training of one kind or another through the university. ▪ Global executive development programme, is employee engagement programs for leaders, which provides a comprehensive framework for career planning, training and development, succession management and identification of high potential employees. ▪ The Group supports its motivation and engagement programs with a strong diversity and inclusion policy, so that every working person feels valued. | Enhanced productivity resulting from the engaged employees. |
| Understanding the Customer's need | The group develops strong relationships with its major customers, working in partnership with them to understand their business, their goals and the challenges they face. At any one time, a number of Arcelor Mittal engineers are located, not in the Group's own research establishment, but in the design departments of key customers. With a 1600 strong research and development team, the group is continuously developing advanced high strength steel, which has significantly contributed to lighter automobiles, machinery and construction equipment. | <ul style="list-style-type: none"> ▪ Developing strong customer relationship. ▪ The world as a whole benefits from development of stronger, lighter and safer steels. With lighter steel, CO₂ emissions are also less thus mitigating global warming. |

Source : Arcelor Mittal (2010) Strategic Direction (2011)

Table 3 : Nucor Corporation : Saga of Phenomenal Growth

| Focus Areas | Change Strategies | Results |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Avoid formalization of planning process | <ul style="list-style-type: none"> ▪ The company does not have a formal mission statement – as management believes that most mission statements are developed in isolation, never seen or conveyed to employees. Nonetheless all employees know what their job entails and what the objective of the organization is – the production of high volumes of quality, low cost steel. ▪ As with mission, goals are equally streamlined. Short term plans focus on budget and production for the current and next fiscal year. Long range plans are a combination of the plans of different divisions and plants – a bottom-up approach to planning. The plans incorporate relative goals instead of specific milestones which the firm expects managers to achieve. ▪ The company does not create finely detailed construction plans for new plants. Instead they use their experience as a guide for starting construction. They fill in the details as the construction proceeds. | <ul style="list-style-type: none"> ▪ Plans are based on actual needs and estimates. ▪ Faster and cheaper construction of plants than competitor's |
| Technological innovation | <ul style="list-style-type: none"> ▪ Nucor carefully researched emerging technology for producing sheet steel. Instead of developing a proprietary system, they licensed and modified a new German caster and began a \$270 million experiment at their Crawfordsville Indiana plant. ▪ Nucor's system involved the highly controlled continuous pouring of molten steel into a narrow mould and onto a conveyor belt to form a continuous two inch thick slab of semi solid steel. The slabs are | <ul style="list-style-type: none"> ▪ Much smaller and less expensive plant than a traditional mill for production of sheet steel. ▪ Productivity per tonne of sheet steel improved from 4-5 man-hours to 45 man- minutes. ▪ Saving of nearly 25% compared to the competitors. |

| | | |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>further rolled to specific thickness, using few, smaller sized rolling machines.</p> <ul style="list-style-type: none"> ▪ In 1995, Nucor entered special steel segment, by modifying the Crawfordsville plant to produce thin slab stainless steel - another “impossible” feat for a mini mill. ▪ In 1994, Nucor opened an iron carbide plant at Trinidad at a cost of \$100 million. This step was aimed at reducing its dependence on highly volatile steel scrap market. | <ul style="list-style-type: none"> ▪ Made a significant presence in the highly profitable stainless steel segment. ▪ Steel making Cost reduction by \$50 per ton. |
| Nurturing creativity | <ul style="list-style-type: none"> ▪ Equipment operators and line supervisors are authorized to innovate and implement processes which improve production. ▪ Bonus system, of the company ensures that any substantial improvements to efficiency will contribute both to plant’s performance and individual paychecks. ▪ Company’s corporate culture emphasizes how experiments – even failed ones – keep Nucor as the perennial benchmark for industrial productivity. ▪ Company encourages employees to take risk. It rewards success but does not punish for failures. | <ul style="list-style-type: none"> ▪ Employees discovered that with slight adjustment of air pressure surface characteristics of galvanized steel can be fine tuned (a benefit valued by many customers) ▪ The breakouts in the production line have seen a constant decline. ▪ Motivated employees from top managers to hourly personnel are willing to take risk to achieve innovation and take ownership of their jobs. |
| Employee motivation | <p>For effective employee motivation, the company clearly ensures :</p> <ul style="list-style-type: none"> ▪ Everyone must know what is expected of them and goals are not too low. ▪ Everyone must understand the rewards. ▪ Everyone must know where to go to get help. ▪ Employees must have real choices. They are made to participate in defining the goals, determining the working conditions and establishing production processes. ▪ A feedback system, so that employees always know how they, their group and the company is doing. ▪ Employees are inculcated with ‘can do’ attitude with focus on constant improvement. | <p>The overall result is a strong and motivated workforce.</p> |
| Corporate culture | <ul style="list-style-type: none"> ▪ At Nucor, ‘us versus them’ clearly implies management and workers united against competitors. ▪ In the entrepreneurial environment created at Nucor, employees takes decision with a sense of individual responsibility. ▪ Setting high standards of employee productivity. ▪ A steelworker late by fifteen minutes loses his production bonus of the day. Thirty minutes late and the bonus of the entire week is forfeited. ▪ Nucor has no workers union and the maximum resistance for formation of a union comes from workers themselves. | <p>When things go wrong, instead of blaming others, employees take responsibility and energy is directed in finding solutions.</p> |
| Elimination of ‘classes’ of employee | <p>There is no distinction between employees with respect to parking space, vacation time, and health insurance. Austerity is practiced in the following ways – There is no corporate jet or executive retreat, officers travel in coach class on business trips.</p> | <p>Good labour relations, stability in its workforce. Bringing down the cost of steel production.</p> |

commodity product, retaining customer's loyalty was a challenge. Threat from minimills became more pronounced as their market share increased.

Suggested Measures towards Road to Excellence

Different steel companies face different challenges, and therefore embark on different change strategies to chart their survival and growth stories. However, a few of the winning strategies worth emulating in the Indian context can be summarized below :

- Investment in modernization will lead towards continuous casting, CA strip process increases yield, reduces specific energy consumption, reduces pollution and has a significant contribution in the reduction of global warming.
- Focus on research and development will create product differentiation, market niche and high returns on investment.
- Use of e-business platforms for maximizing online sales and revenue generation.
- Escape the commodity trap, by focusing on developing entire steel solutions for key customers with a view to establish long term business relations.
- Strategic partnership with other companies and use their expertise to gain new markets.
- Integrating information technology with the various processes, so as to speed up information access. Together with technological innovation, this helps in rightsizing of manpower and improvement in labour productivity.
- De-layering is suggested for those companies which has a number of hierarchical levels to improve upon the pace and quality of decision making.
- Encouragement for the involvement of employees towards realization of the company's goal of maximizing face to face communication between employees and top management. This can be done via mass contact programmes conducted at regular intervals. Make such exercises a forum for encouraging suggestions as well as grievance redressal.
- Expose senior as well as junior employees and also union leaders to the best practices and benchmarks in steel industry by organizing their

visit to some of the best steel companies in the world. A first hand experience is always a humbling one and reduces much of the resistance towards change.

- Authorize equipment operators and line supervisors to innovate and implement processes which improve production. Encourage employees to think like owners of their processes.
- Develop a feedback system, so that employees always know how they, their group and the company is doing.
- Motivate employees by promoting merit and presenting them with various awards as well as rewards.
- Involvement external consultants for leadership capability development, competence and commitment building, culture and system development.
- Device a training and development programme for each employee in a year so as to improve their on job working efficiency.
- Be fair and transparent in decision making to minimize resentment among employees and preempt IR problems.
- To gain support of neighboring society, undertake sincere CSR activities, both to improve the living conditions as well as to build a positive image. This will go a long way in overcoming resistance to land acquisition. Also undertake massive afforestation drives to reduce pollution in the company's surroundings.
- Putting health and safety of human life above everything, impart proper training to people so that employees with right skills and experience create and maintain a healthy and safety conscious workplace.

Conclusions

It can thus be concluded that the steel industry faces severe challenges in the form of overcapacity, technological obsolescence, high capital investment, uncertain market conditions, abnormal increase in prices of raw material, steep increase in power tariffs, emergence of China as a major consumer and supplier of steel, etc. Also, the difficulty in attracting a good talent pool and retention of skilled manpower are

other challenges which recruiters face in steel industry. Tightening of environmental laws, increased awareness and expectation from society about the corporate social responsibility, the violent resistance being faced in many of the places against land acquisition for setting up new plants and/or expanding the existing plants, pose another challenge for the steel industry.

Behind all this picture of gloom, the world also offers abundant opportunities for growth. The consumption of steel has shown an increasing trend. Huge investment in infrastructure in the developing economies, technological innovations leading to us

of lighter and stronger steel has enlarged the scope of steel use for various applications. Technological breakthroughs and people centric initiatives has resulted in higher productivity, decrease in pollution, lower energy consumption, increase in yield etc. The aforesaid recommendations with an eye on people-centric approaches are, therefore, the practical tools HR professionals can utilize to create a vibrant organizational culture which facilitates free flow of ideas and taps the energy, commitment and imagination of the employees which would then be vehicles to increase productivity, profitability and performance of the organization building a living and thriving organization.

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Appendix 1 : Abbreviations Used

| | | | |
|-----|--------------------------------|-----|-----------------------------|
| JIT | : Just in Time | RVM | : Retail Value Management |
| Tpd | : Tons per day | CVM | : Customer Value Management |
| PEP | : Performance Ethics Programme | CRM | : Cold Rolling Mill |
| GPS | : Global Positioning System | | |

Evaluating a Project-Based Organisation from the Perspective of a Living Organisation - A Comparative Approach

Susmit Roy*

"When one talk of living organisation one can't move ahead without explaining the term "life" which moves on despite the natural calamities and not only that, it flourishes and continues to increase its presence."

ABSTRACT

The Project-based Organisation (PBO), is an organisation whose main business activity revolves around creation of new assets and facilities in the form of projects. As found by researchers in different literatures, it does exhibit certain characteristics which are in line with the characteristics of a Living Organisation,. A comparison of the characteristics leads to the fact that though the PBO in the present form is away from it yet in its ideal form has substantial similarities with the Living Organisation. In order to become a Living Organisation or to reach its ideal form, the PBO faces several challenges and it requires a new form of leadership that will generate the necessary energy to make the PBO of the present to move to the PBO of the future or the Living Organisation.

Introduction

A living organism in biology is defined as any contiguous living system that can respond, grow and maintain stability in its environment. The organisations, today are working in an environment that is marked by continuous change and uncertain future conditions. In order to survive and build a competitive edge these organisations continuously learn, adapt and change themselves much like a living organism. The organisations, exhibiting these innate abilities are – Living Organisations. Living Organisation, therefore is one "that continuously adapts and responds to the changes in the environment- in much the same way as that a living organism" (Chorn, 2011). Some of the researchers used the metaphoric reference of "machines" to explain the working of an organisation – the way it responds to the external change or shifts. Researchers like Chorn went a step further to use the biological metaphor of living organism to explain the Living Organisation. Looking at the organisation like a human body composed of huge number of cells some researchers have expressed the feeling that it is necessary for the proper functioning of the body or the organisation that the cells or the employees and the organs or the department they form are in alignment with each other (Wolfe, 2012).

A project can be defined as a set of activities which consumes resources and are performed within a specified time to achieve a certain goal. For many organisations, doing business by managing through projects have become integral parts of their business strategy (Björkegren, 1999, Prencipe and Tell 2001, Korppi-Tommola, 2003). A Project – Based Organisation (PBO), is where project is the primary mechanism through which all the business functions of the organisation are coordinated and integrated (Hobday, 2000).

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This paper is an attempt to compare the characteristics of a Project-based Organisation (PBO) with that of a Living Organisation based on the available literatures. Alongside the apparent likeness of these two types of organisation, it is found that attaining a status of a Living Organisation will require considerable amount of shift in thoughts and actions by the Project-based Organisation. This shift in thoughts and actions become significant when the organisation faces the challenges in the way. Apart from the comparative study of these two types of organisation this paper also analyses the different challenges that the PBO encounters in its way to becoming a Living Organisation.

Living Organisation – its characteristics

When one talk of Living Organisation one can't move ahead without explaining the term "life" which moves on despite the natural calamities and not only that, it flourishes and continues to increase its presence. In doing so, they follow certain principles and the Living Organisation does follow the same in order to survive in a continuously changing market environment. Be it reproducing and adding value, adapting to the environment, finding out conducive area for their survival to creating a favourable condition for their operation, life moves on a typical path and so does the Living Organisation. Identification of any entity is always based on the characteristics that the entity exhibits and the Living Organisation also has some

characteristics of its own. Based on his research, Chorn (2011) has identified the following characteristics for the Living Organisation.

- Maintain a meaningful dialogue with their customers
- Configure and design their organisation with a clear and obvious logic
- Promote change as a means of staying relevant to the market
- Approach the future with purpose
- Build a growth and learning culture

While it is obvious that in order to be a living organisation it has to be aware of the needs and behaviours of its customers, but to design and configure it based on a clear logic is a difficult thing. Particularly it is challenging to fit into an organisation which has a portfolio of businesses with differing requirements. The criteria of changing itself to the change in market with a speed more than the speed at which the market changes marks this type of organisation. Planning and strategy is the essence of a living organisation as it moves forward towards future and embrace the uncertainties. Planning gives the outline about how the objectives and strategies develop to achieve organisational goals. In order to achieve this, the Living Organisation encourages creation, exchange and use of information as a learning to improve their operations.

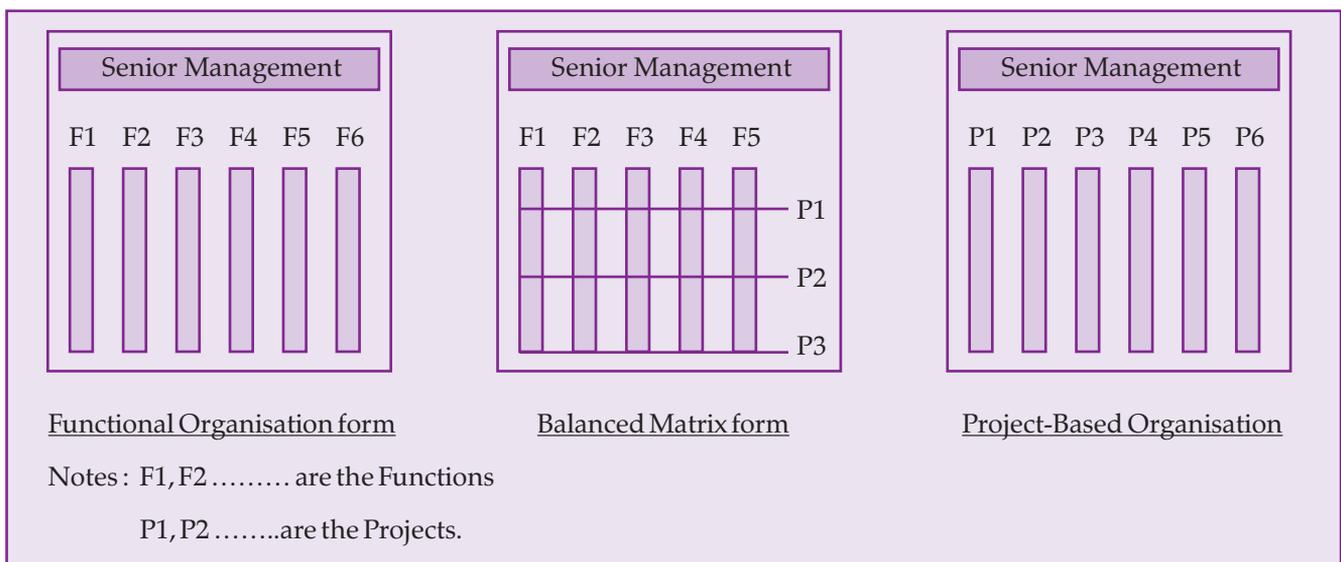


Fig. 1 : Different Organisational Forms

Source : Adapted from Hobday M, Research Policy 29 (2000), pp 871-893

Project-Based Organisation (PBO) – what it is?

In a Project-Based Organisation (PBO), the mechanism of the business process is projects, which consists of a set of activities with set time frames, involves consumption of resources and directed towards the coordination and integration of the main functions of the firm. Because of the temporary nature of organisation in projects, the PBO also has a flexible and configurable form that does not require a functional coordination unlike the functional and hierarchy based large organisation as given in Fig 1. Balanced Matrix form has some stronger project management authority but the functional authority remains. According to Hobday (2000), the project in PBO is normally aimed at “creating, responding to, and executing new business opportunities.”

Current trend in organisational management is mechanistic in nature so the Project-Based Organisation also exhibit the “machine” form which is developed for single projects. This sort of mechanistic control is good when the goals are clear and uncertainty is minimum. But control of more “organic” form marks the new PBOs which have to move through more uncertainties and more turbulent times and has to face the challenges of technology change as a regular feature. Under such a “changing” scenario, the customer satisfaction in PBO takes place through

the value the project delivers and the duration of the implementation of projects i.e when the value is delivered. Higher customer satisfaction results in higher reputation which in turn creates new project demand (Stamboulis Yeoryios, Kalaouzis George, 2008).

The Project-Based Organisation (PBO), depending on the changing environment and requirement of the customers, take up projects of differing duration and size like construction firms can take up large projects over which they have a little control but that gives their major earnings. The organisation in such cases organise their structures, capabilities and their strategies around the need of these projects which often extends beyond the conventional boundaries.

The characteristics of the PBO in terms of their flexibility, creation, response and execution of the new business opportunity which has developed due to the customer requirement or the market demand is similar in nature to that of the Living Organisation. The emerging approaches in PBO focuses more on an integrated approach deviating from the earlier mechanistic approach with a top down focus (See Figure 2). The integrated approach is more interested in achieving the long term goal than the short term results. Better integration in the organisation is

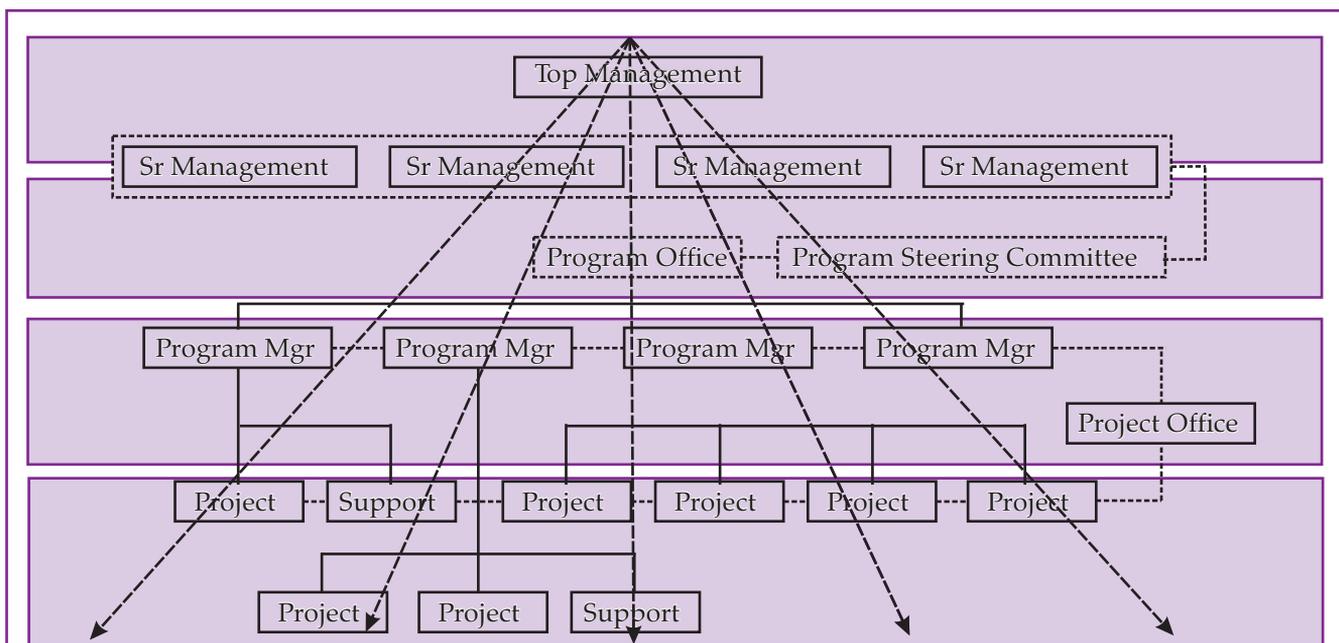


Fig. 2 : Mechanistic Approach in PBO (Top Down Approach)

(Source: Thiry M, PM World Today, March 2008, Vol.X, Issue III)

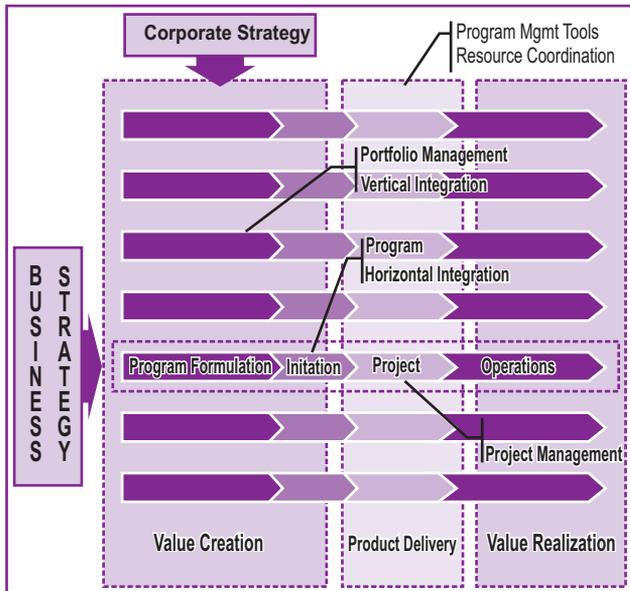


Fig. 3 : Integrated Approach with horizontal and vertical integration
 (Source: Thiry M, PM World Today, March 2008, Vol.X, Issue III)

achieved through project governance approach by addressing vertical integration of projects in line with corporate strategy and horizontal integration in each of the project along its life cycle according to the business strategy and integrative project governance structure to create and deliver value (See Figure 3) (Thiry 2008).

Apart from the studies on change in the approach of

the organisation structure, lot of research has taken place on the learning potential of PBO. The most evident advantage of a PBO is its potential for cross-disciplinary problem solving and learning across various functional disciplines (Söderlund 2008). Due to its existence in a continuously changing situation and environment, the PBO is always in need of improving its knowledge and skills to face the challenges of the changing environment (Koskinen & Pihlanto, 2008; Love, Fong and Irani, 2005). The individuals working in projects learn about how work is performed, though the learning of individuals varies based on the events, problems and solutions faced by them. Organisational Learning in such cases occurs when sharing of these individual learning takes place. This learning, in turn, changes the way the company handles the future projects and stay relevant in the market (Koskinen 2012).

Living Organisation & Project-based Organisation – a comparison

In view of the available research findings as mentioned earlier, it is found that the PBO has a considerable potential of becoming a Living Organisation. A comparison between the characteristics of a Living Organisation as given by Chorn (2011) and that of a PBO gives us some insight about PBO as it stands now and the potential for its movement towards a Living Organisation (Table -1).

Table-1 : Comparison of characteristics of a Living Organisation and a Project-based Organisation

| Characteristics | Living Organisation(Chorn 2011) | Project-Based Organisation (PBO) |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Customer Interaction | Maintain a meaningful dialogue with customer - to develop a value proposition to solve customer problems and add real value. | In the present form the projects and their completion is the main focus. However, the recent trend is that they are more focussed on Stakeholders and Value Creation. |
| Organisational Design | Configure and design their organisation with a clear and obvious logic – usually managed as a portfolio of businesses | The present form is more of “mechanistic” type with a top-down approach. Research studies show that there is a drift towards integrated approach, which suggests that the organisation is composed of a portfolio of projects with strong vertical and horizontal integration in line with corporate and business strategy respectively. |
| Change Management | Promote change as a means of staying relevant to the market- which means changes in market should never outpace the change in the organisation. To that end it develops diverse projects to explore future business opportunities. | The change from the mechanistic form with clear job responsibilities, defined operational boundaries to an “organic” form with open and flexible styles to suit the rapidly changing technological and market conditions signifies the preparedness for change. |

| | | |
|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Futuristic Approach | Approach the future with purpose – considering the uncertainty, the living organisation envisages a range of alternative futures and strategy considers the ways in which the future can unfold and the organisation has to be prepared for all of these. | The learning process while implementing the projects is what constitutes the PBO. It is this experience that changes the way the company handles its future projects. |
| Growth and learning | Build a growth and learning culture – living organisation accommodates experimentation and failure in its culture and performance management system. Leaders in these organisations are to understand that the learning from failure is vital for growth and innovation. | Cross Disciplinary learning and problem solving is an evident advantage. Development of competency on a continuous basis is a requirement for those working in a PBO. |

The Project-based Organisation, as the above comparison shows, needs a considerable amount of shift to become a Living Organisation. The comparison also states that the PBO is at present in a state, which is quite far from even its ultimate ideal form. In the ideal form the PBO resembles very closely with the Living Organisation as far as the characteristics described by Chorn is concerned. However, in moving towards this goal the PBO encounters several challenges ranging from the challenges of managing the human resources and leadership to the challenges of knowledge transfer and learning. Meeting these challenges successfully can lead the PBO towards reaching the standards of a Living Organisation.

Challenges of a Project-Based Organisation

In various research carried out on PBO, the studies suggest of the several challenges that PBO faces and provide some understanding of the patterns of these challenges and how they affect the salient characteristics of the organisation. Of the many challenges the following major ones are discussed:

- a) Human Resource Management (HRM) Challenge
- b) Knowledge Transfer Challenges
- c) Leadership Challenges

In a PBO the focus on HRM challenges cover the following areas (Bredin, 2008) –Competency, Performance and Individual. Enhancement of competency, as a general trend, has been the focus of any organisation and PBO is no exception. Due to its inherent nature of operating in a changing

environment the PBO requires knowledge and as a result puts a lot of emphasis on developing competencies needed for both its current and future projects. It has been found by researchers like Hobday, that project members are always running from one project to the other and also after the deadlines of the project work which leaves hardly any time for them to follow any developmental plan in between the projects.

Another challenge that the PBO faces with respect to the human resources is the career structures. A project member draws his competence through working in different projects. However, his employment is through the permanent organisation which is beyond the project. His career path along the lines of the permanent organisation is always challenged because of the very nature of temporality and cross functionality of the PBO.

The time related and cross functional nature of projects often put project members, who have not worked together before, to be in the team. This requires mutual trust and respect among the project team members. In PBO, the fact remains that the project team members may work together in some future projects which need reputation to be built apart from building trust of the project workers. This puts a typical challenge for the organisation to build reputation in view of the temporary nature of employment relationship of the project workers.

Due to the cross functional nature of the projects and the expertise of project members in their competence area it is possible for each member of the project team

to influence the project. This type of work requires high level of commitment and motivation and also creates opportunities to project members to broaden their competencies and take up new challenges.

In PBO, the knowledge transfer or the learning occurs in two ways – documentation of learning from the completed projects and through the process of dialogue (Newell, 2004) The challenges experienced in these areas are firstly, the documentation of learning experiences are mostly unavailable and in case they are made available as document or in some other form they remain largely unutilised. In some cases it so happens that the document cannot be located and people felt that the document is not useful. Moreover, the project teams are often found reluctant to apply the knowledge from other projects in their own project.

Inadequate learning – which makes a project member looking for more understanding in the midst of project execution or the tendency to learn only when there is an obvious need of problem solving in a project or the project members exhibiting no interest in learning due to sequential disparity of level of execution of their respective projects due to the underlying logic that the learning from other project may not be of use to them, puts a formidable challenge in front of a PBO. But at the same time, it is also seen the knowledge transfer occurs in the cross functional groups that have a common understanding of the abilities and skills of the project team members.

Learning to some extent also depends on the organisational culture as it facilitates learning as a natural process in the organisation. Organisation culture has the potential to facilitate or constrain knowledge creation and transfer within the organisation. The flexibility or control in the organisation culture together with its internal and external orientation contributes towards the efficiency, innovativeness and collaboration in the organisational activities. (Ajmal & Koskinen, 2008).

The leadership challenge originates from the need to manage the above requirements of developing competencies, managing performance in the organisation and individuals participation. To achieve

this in a PBO, when we consider it to be a living organisation, the leaders have to come out of their set paradigm of plan , organise, lead and control to a framework where they have to restore the life and soul of the organisation and support the human dignity and spirit. They can achieve this when they set a context –they give voice to the deeper purpose and meaning of the organisation, they develop the people – enhance the competence of the individuals in such a way that they can contribute effectively both at the individual and collective level to the fulfilment of the organisational objectives, they build a community – both internal to the organisation and external to the organisation through a community of relationship within the organisation, and to be in service- they generate the thinking that whatever is performed as a project or produced as a product is for the service of the greater community (Wolfe, 2012).

Conclusion

A PBO, by its very nature of formation is more flexible, normally aimed at creating new business opportunities through the performance of projects. This flexibility of structure, time related and cross functional nature of jobs can also create opportunities for the organisation to shift towards the Living Organisation inspite of the challenges these same factors can produce. But this requires new approaches to human resource management, knowledge transfer mechanism and a new form of leadership in the organisation. As Senge (1999) has pointed out, that for the living organisation the definition of leadership has to come out of the conventional form of “driving change” emanating from the mechanistic view of organisation to a new form as “ the capacity of a human community – people living and working together- to bring forth new realities.”. The leaders energise the people through the generation of creative tension in them. As the creation of potential difference is necessary for the current to flow towards higher potential, this tension creates the urge to overcome the challenge of competence development or the challenge of knowledge transfer in a Project-Based Organisation in order to make it a Living Organisation.

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Building a Living Organization through Social Infrastructure- Lessons from the Honeybee Network

Sanjay Dhar*

" The honeybee network was developed as a model for creating a market for the innovations that emerge from the grassroots."

ABSTRACT

The article uses the Honey Bee Network, a non-profit organization working for developing markets for grassroot level innovations as a case to highlight the elements of a living organization. The author shows how the organization has evolved by leveraging the design elements of living systems like sensitivity to environment, sense of identity, coherence without excessive centralisation and focus on evolving in an interdependent eco-system. The honey-bee network provides an alternative approach to the design of organizations from the traditional mechanistic model to an evolutionary model which depends upon growth and sustainability by virtue of creating value for the ecosystem and drawing upon the social support and wisdom embedded in it.

Introduction

The honeybee network was established by Prof. Anil Gupta, a professor in the Centre for Management in Agriculture at IIM Ahmedabad when he reflected upon his experience as a well paid consultant for many developmental projects involving economically poor people and came to the realisation that people may be economically poor, but they were not poor in the mind. He also came to the realisation that people could benefit more from their own ingenuity than from government schemes because the solutions that the poor developed for their problems were much more appropriate and cost effective than any government schemes.

The honeybee network was started in 1988-89 as an initiative towards a different and sustainable approach to improving the quality of life of the people at the bottom of the pyramid, not by pumping in more resources spent through government agencies but tapping the creativity and innovations of these people and helping them to benefit from the own knowledge. It was an attempt at knowledge management and market creation for sustainable development.

It was realized that while there were numerous public/ private channels for diffusing innovations produced in formal sector, similar channels for diffusion and value addition of informal innovations were not available. The honeybee network was developed as a model for creating a market for the innovations that emerge from the grassroots. It aimed at actively seeking out innovations at the grassroots, documenting them and acknowledging the innovators, and then finding markets for their innovations so that the poor could benefit from their ingenuity. The network has evolved as a collaborative effort between many organizations having

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the same purpose. The major ones are listed below :

- **SRISTI (Society for Research and Initiatives for Sustainable Technologies and Institution)** - <http://www.sristi.org/cms/en> which maintains the network's database of innovations, and offers logistical assistance in protecting Intellectual Property Rights for grassroots innovators and drumming up venture funding for their inventions.
- **National Innovation Foundation (NIF)**- <http://www.nif.org.in/> India's national initiative to strengthen the grassroots technological innovations and outstanding traditional knowledge. Its mission is to help India become a creative and knowledge based society by expanding policy and institutional space for grassroots technological innovators
- **Grassroots Innovation Augmentation Network (GIAN)** - <http://www.gian.org/> - An incubator of grassroots innovations and traditional knowledge GIANS have been setup at Ahmedabad & Jaipur for providing incubation support to grassroots innovators from the regions of West and North India, respectively. In addition, GIAN Cells are present at SSIT, Tumkur, TCE, Madurai in South India, Kashmir University in J&K, Sikkim Manipal Institute of Technology in Sikkim.
- **SEVA, Madurai** - which initiated its work with the specific focus on researching rural peoples knowledge systems concerning plants, environmental values and diverse bio-diversity conservation traditions. While emphasising preservation of indigenous agricultural practices SEVA initiated developmental efforts such as :
 - Promotion of farmers experimentation to test watering schedule and tree seedlings methods in drylands
 - Exploration of new plant species and underutilized plants for deriving economic benefits to small holders
 - Preservation and dissemination of community conservation traditions such as sacred groves wasteland afforestation through women groups
 - Organization of Biodiversity contest for school children for transfer of knowledge from one generation to another
 - Publishing of Tamil newsletter for communication of indigenous agricultural technologies / farmers innovations, ethno-veterinary practices in collaboration with Honeybee Network
- **PEDES (Peermade Development Society)** Kerala- An NGO for empowerment of village communities especially tribal, women and the marginal farmers towards sustainable development by conserving and enhancing local resources in order to have fullness of life
- **Network of Gram Vidyapeethas in Gujarat**- There are several Gram Vidyapeeths in Gujarat which are set up and run on Gandhian Philosophy. These institutes basically run the Bachelors of Rural Studies course and provide fundamental education to the students, chiefly from the rural background, who are willing to go back to their community and work for them

The journey of promoting grass root innovation

With the mission of making more grassroots innovations sustainable by providing the support of knowledge and finding markets for the innovative products, the honey bee network started exploring options for capturing and disseminating knowledge about the grassroots innovations.

Scouting and documenting grass root knowledge

Scouting was done to discover and recognize grassroots innovations and traditional knowledge practices among various rural or urban communities with special effort look for creative knowledge among communities alienated from the mainstream. A number of initiatives were started for scouting and documentation of grassroots knowledge which included traditional knowledge that was under the risk of being lost or appropriated by corporates using modern intellectual property rights laws by claiming it to be theirs. Scouting or looking for such knowledge/innovations was the first step towards attaining this goal.

Shodhyatras (Journeys of exploration):

Shodhyatras or 'journeys of explorations' were organized twice every year, where people would walk through villages around a distance of 100 to 200 kms in a span of seven to ten days. Innovative farmers, artisans, students and scientists would join the Shodhyatra and walk with the objective of participatory learning, dissemination of information, as well as spreading experimental and inventive ethics among communities. The Shodhyatras were aimed at unearthing and honoring traditional knowledge and grassroots innovations that have not only enriched the lives of men, women and farm labourers but have significantly contributed towards the conservation of biodiversity. Honey Bee database was shared with farmers in their local language through laptop computers and print publications, posters and some time through street plays. Mobile exhibitions on medicinal plants, posters, artifacts, working models of innovations, etc., were used for making the presentation more relevant to the local context. During the Shodhyatra, following major activities were generally taken up:

- **Walking through the villages :** By walking through and setting up conversations the Shodhyatris met many people on the way and very often the casual interactions turned out to be interesting sources of information about some creative experiments. During the walks, the mutual knowledge sharing among the Shodhyatris led to the discovery of new knowledge and consolidation of existing knowledge.
- **Village meetings:** The objective of the meetings during the Shodhyatra was to initiate a dialogue on innovations, traditional knowledge and creativity, so that people with outstanding creative potential could come forward to share their innovations and knowledge. Mutual exchange of knowledge not only encouraged the innovator and the traditional knowledge holder to think more creatively and critically but also helped him/her to know about other experimenters in different parts of the country.
- **Bio-diversity Competitions :** The biodiversity competitions among the children were aimed at

making them aware of their ecological surroundings. The competitions initiated a process of knowledge churning within the village where the inter-generational dialogue on biodiversity took place. The knowledge transfer from grandparents to grandchildren during the process not only made the children aware about their environment but also ensured a sustainable transfer of ecological knowledge and values of preservation. In the competitions, the participants were asked to identify and stick the samples of vegetation found in their village on a cardboard/old used pages of notebooks or just bring these in hand and list down or narrate orally their various usages. Each participant was orally tested about the samples they brought. The students with best performance were given prizes, whereas all the participants were given certificates.

- **Recipe Competitions :** The recipe competitions were organized for the women in the villages. The women who prepared the most interesting recipes using the minor millets, lesser known crops or crops with medicinal values were given awards and participants were given certificates. The objective was to make the people aware about the unique nutritional value of the indigenous crops and their importance in maintaining the ecological diversity.
- **Felicitation of Creative Problem Solvers:** During the Shodhyatras, the farmers active in organic farming, those who had developed new methods through their creative abilities and ingenuity, the villagers who had helped in publicity of the aims and objectives of the Shodhyatra and the centenarian men and women are felicitated. The felicitation by some people outside the village not only created curiosity among the villagers but also in few cases helped them to widely share their innovations/traditional knowledge.

Shodhyatra turned out to be one of the major movements across the country that took the spirit of innovation to the doorstep of common man. Till 2012 twenty nine Shodhyatras have been organized in different parts of country covering more than four thousand five hundred kilometres. The shodhyatras

were a simple but effective method to tap the power of appreciative enquiry and social learning. The process of actively looking for innovations made them visible and conversations supported by appreciative processes used regular dialog to find extract tacit knowledge and make it shareable as explicit knowledge.

Scanning of old Literature

This was an attempt to transcend the language barrier and explore the wealth of knowledge available with the non-english speaking people. One of the purposes of scanning the old (and contemporary), vernacular literature was to bring these unaccredited knowledge systems and the wisdom contained in them to light. Many experts at the regional level, who did not get due credit and recognition for their work just because they did not publish their English, were thus provided a platform to get seen and heard by communicating about their innovations to a larger English reading public.

Involving the media

Interested journalists were identified and persuaded to publish articles on grassroots innovations and innovators. News items on stories of people who had done something 'different', innovations and traditional knowledge scouted and recognized by NIF & the Honey Bee network, were published in national and regional newspapers to provide higher visibility and create markets for grassroot innovations. The network worked on these interesting leads and tried to get the information through local scouts, resource persons, volunteers or collaborators and fed it to the media in a win-win collaborative process which provided visibility to the innovators and interesting stories to the media.

Including scouting in course curricula

In 2006, a college in Tamil Nadu, Lady Doak, started a course on "importance of traditional knowledge and grassroots innovation". This induction of traditional knowledge in a formal course provided it with not just a means of perpetuation, but also a platform to study it in a structured manner. This process also helped in increasing the perceived value of the traditional knowledge by providing it a social and formal credibility in the eyes of many people who would

consciously or unconsciously relate the relevance and utility of any knowledge primarily on the basis of its presence in a formal curriculum. Such people would consider technical know-how as valid only if it was taught in a college. By providing formal legitimacy to traditional knowledge, the network tried to work around the bias against valuing informally gathered knowledge.

Through publications and events of the honey bee network

Several methods to scout and document grassroots innovations and Tacit Knowledge from various parts of the country including publication of local language versions of the Honey Bee newsletter, organizing workshops of innovators and volunteers, network members, local press conferences, arranging the visit of volunteers in villages in search of innovators and knowledge holders etc. were harnessed to spread the impact of the traditional knowledge and grassroots innovations. There are six regional publications of Honey Bee magazine for networking and reaching out to people.

Uttarayan, the kite flying festival in Ahmedabad, which is attended by many international participants from across the globe was used as a means of spreading awareness about grassroots innovations. Kites were flown with messages written on them asking people to contact the network if they knew of any innovations. Over 5000 such kites were distributed. The passion for kite flying was harnessed for creating a vehicle to create a buzz around traditional knowledge and grassroots innovations through the festival.

The network collaborators and coordinators help to reach interiors regions which might have been bypassed by the state as well as markets.

Through social networks of artisans

Unlike the agricultural practices, the search for artisanal and farm machinery innovations is far more complex. One village may have several hundred farmers but only one or two artisans. To meet 100 artisans, one might have to survey 50-100 villages. However, over a period of time it was discovered that social network of artisans were reasonably strong and once the network scouts identified an innovative

artisan or mechanic, they would ask him to look for others of his kind. This process helped in discovering many innovators. Also, many of the innovators themselves started looking for other people like them and encourage them to submit their innovations/traditional knowledge practices. This in turn contributed to the growth and strengthening of the network. It also helped in spreading the message through word of mouth.

Through surveys in villages by students

Students from different universities and colleges were sensitized about the need to scout and document grassroots innovations, knowledge and explore their potential for development of a community. The possible benefits are also shared such as award/recognition at national level, business development, ability to learn from each other, generating low cost solutions to persistent problems etc . They are encouraged to appreciate the innovations created by their family members and neighbors in the village to begin with. They are also asked to narrate some of their own experiences, which are interesting, intriguing and/or inspiring . These students are then motivated to scout such innovations/TK from their respective regions. By underlining what is relevant for the search, students are given examples based on their own experience. When outsiders (some times more educated and expert in specific field of knowledge) share in a humble and honest manner that some of the insights shared by students were not known to them, it reinforces the self confidence of the young explorers.

One of the most successful results of documentation has been achieved by the network of students from Gram Vidyapeeths (rural colleges based on Gandhian philosophy of education). A large number of students, mobilized every year from 15-20 vidyapeeths , worked for two months during their summer vacation at SRISTI. They were given orientation about the richness of local knowledge/innovation domains, and trained in scouting and documenting innovations. In the whole process, while listening to their experiences, efforts were made to convey to them precisely what kind of practices they should look for and how to identify traditional knowledge/grassroots innovations.

Agricultural, cultural fairs and exhibitions

Fairs are vibrant traditional institutions, where people assemble in large numbers, either for religious or cultural celebrations. This platform was used for scouting and disseminating. Many farmers, artisans, community leaders and professionals would visit the stalls and get information about the innovations developed by other farmers. While accessing this knowledge base, they also shared their own innovations with network members. Some of the common platforms of such kind have been the organic haats (open markets akin to weekly rural markets) organized as part of the traditional food festival. Farmers from different parts of the country would display/ sell and share with people their knowledge about 'not so popular' food grains and millets.

Scouting fellowships

Fellowships schemes were started for innovators, scouts, and research students to enable them to go to their field and collect traditional knowledge practices and innovations. This fellowship covers their travel expenses, stationary and packaging and forwarding of the data collected. These fellowships have been given to different individuals in Jammu and Kashmir, Uttarakhand, West Bengal and Chattisgarh. They are provided all the necessary guidance from NIF.

Electronic submission

Understanding the tremendous potential of information and communication technology in furthering the cause of grassroots innovators, NIF has taken special efforts to use it for scouting purposes also. The network websites viz. www.nif.org.in, www.sristi.org, www.gian.org, www.honeybee.org, and www.indiainnovates.com were used to popularize the missions of Honey Bee and other collaborating institutions and received quite a few entries through these websites as well along with emails addressed to campaign@nifindia.org and info@nifindia.org. The innovations were classified and potential users can search through the database for innovations related to their problem by typing in a key word. The innovation database has been highly IT enabled and provides global access to the ideas for future use. The honey been network has over 100,000 inventions and discoveries on its website.

Protecting the rights of the grassroots innovators

A challenge that grassroots innovators face is that due to lack of resources and awareness about intellectual property rights they are never able to demonstrate ownership of their innovations and subsequently cannot benefit from any commercialisation of their technology. The honey bee network along with the national innovation foundation developed a mechanism for collecting information in a manner that gave confidence to the grassroots innovators to share their knowledge and explore how it could be further enhanced. They developed a mechanism called **PRIOR INFORMED CONSENT (PIC)** to do so.

The purpose of obtaining the Prior Informed Consent (PIC) from the traditional knowledge holders was to get the proper authorization from them to enable NIF or any other agency pursuing documentation, to work for, and on behalf of them. The larger purpose of the PIC was to create trust and reciprocity between the knowledge holder and NIF, member institutions or agencies responsible for building value chain around green grassroots innovations and traditional knowledge. Once an entry was accepted, NIF would send a PIC form in local language to all the innovators/Tacit Knowledge holders to seek their written consent and choice of conditions for dissemination and value addition of their products/process/idea. Innovators/Tacit Knowledge holders would decide among various options for scaling up their technology through commercial or non-commercial means or any other preference they might have. It was realized that many of the grassroots innovators and traditional knowledge holders could not read the PIC. In such cases, video PIC had to be taken. When an entry was short listed for any particular purpose, say value addition or research and development or business development, the PIC provided the framework of disclosure of the technology to the third party or taking up any further work.

In addition, PIC helped in enforcing the accountability of formal institutions towards the knowledge providers (individuals and community) and grassroots innovators. It must be remembered that never in the history, had the people been asked to give their consent for such a purpose. PIC was a cultural

revolution and it was also a sign that people's knowledge matters. The start was with a single PIC form, which evolved over the years, changing shape and content many times, based on the learnings on the way. Now there are discussions to have three separate PICs for different stages in the journey of knowledge/innovation, from initial documentation to value addition to possible business development and benefit sharing mechanism.

Developing a market for grassroots innovation

Solutions developed in one specific context could have applications in many different contexts at locations far removed from the original. An example of this is a tree climbing apparatus invented by Appachan a coconut collector from Kerela has applications for biologists trying to study tree tops in rainforests who want to save the time in climbing trees and focus on their research.

All innovations and tacit knowledge collected by the network was stored in a database by SRISTI which created a unified market for them and included facilitation of technology transfers to corporates who could scale them up for commercialisation. Grassroots innovation require financial assistance at different stages of product cycle. Financial support is mandatory for improving the attributes of the products or prototypes through extensive R&D. Providing licence to various entrepreneurs, industry associations and institutions for using the technologies enabled raising resources for further developing the value and effectiveness of the products. A sample of the technologies and products that have been marketed by the network are given in Exhibit I

Through GIAN (Grassroots Innovations Augmentation Network) many technologies and products were systematically developed to be marketable as brands providing the innovator the necessary marketing muscle to see his inventions scaled up and also protect his intellectual property rights. (Process of incubation given in Exhibit II). GIAN also provides support for filing patents etc. to protect the IPR of the innovators, and also provides funding and capital support for innovators who want to commercialise their inventions.

Celebrating the innovations

The network made heroes of its grassroots innovators by making them visible across the globe and highlighting their achievements across media including the web and TV channels. Some of the inventions discovered by the network became the focus of a documentary on Discovery channel. Innovations were uploaded on youtube and exhibitions were hosted in national and international fairs, including an exhibition in Rashtrapati Bhawan. Different awards were constituted along with the national innovation foundation. These grassroots innovations became the topic of a TED talk by Professor Gupta which had over 3 lakh views. The details of the inventions and the people behind them were published in books which can also be downloaded from the web site of the national innovation foundation, (Six such award books have been published till 2012) which not only impress with the brilliance of the innovations but also inspire with the stories of perseverance and determination of the people involved. By making such grassroots innovators heroes, the initiative gave strength to the trend of open innovation, where organizations looked beyond their formal boundaries for innovative solutions to their problems. This idea that innovation can come from anywhere, opened doors for new products and solutions to many organizations and avenues for getting the benefit of their native intelligence to many people who would otherwise have limited opportunities of benefiting from their ingenuity and hard work. Workshops with grassroots innovators were organised at elite institutions like IIM Ahmedabad.

Reflections on the honey-bee network as a living organization

A living organization is very good at managing change, ensuring internal coherence and responding to the environment as one entity even as it leverages diversity within itself. It derives its strength from the loose coupling of its various components that provide it agility and resilience. A common purpose and culture are the glue that holds it together as an entity. It is capable of learning fast and passing on the lessons to the subsequent generations making them even stronger with the collective wisdom of the past

generations. Arie de Geus (1997), cites some key traits of living organizations

1. Sensitive to their environment, in harmony with the world around them and managing to react in timely fashion to the conditions of society around them.
2. Cohesive, with a strong sense of identity, no matter how widely diversified they were, with cohesion being built around around the idea of "community"
3. Tolerant, generally avoiding exercising any centralized control, particularly tolerant of activities on the margin: outliers, experiments, and eccentricities within the boundaries of the cohesive firm, which kept stretching their understanding of possibilities.
4. Conservative in financing and frugal.

Similarly, Normal Wolf(2012) argues that living organizations, sense, learn, and adapt to their environment, are in relationship with all elements of their environment and are an interdependent and integral part of an ecosystem. Where machines are focused on producing, living systems are focused on creating.

When the honeybee network is studied as an organization the design of the organization and its internal processes show a very strong bias towards the organization as a living system rather than a mechanistic structure. The glue that binds the people at honey bee network is not one of command and control but of social bonding, strengthening by a sense of common purpose. The processes of collecting and disseminating know-how relies more on social interactions and being open to possibilities and continually "sensing" the environment for new ideas and new markets for existing ideas. Diversity is celebrated in the network and it runs with a federal work ethic with the various collaboration units being practically independent, but staying together due to a shared vision of helping the people at the bottom of the pyramid benefit from their own ingenuity. It does so by tapping existing social structures and connecting them together. Respect for each individual and his/her uniqueness is embedded in the organizational processes, like seeking consent from grassroots

innovators to further refine market their innovations.
The honey bee network provides a glimpse of the collaborative future of the organization, from which

all practicing managers have much to learn and managers need reflect if they are able to see their organizations through the same lens as the honey bee network and making their organizations come alive.

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Exhibit I

Some examples of technologies successfully transferred to corporates through the honey Bee Network and its collaborator SRISTI foundation are given below. The details of each product and technology can be obtained from the web site

<http://www.sristiinnovation.com/technologies-available-for-licensing.html>

| Sl. No. | Name of Product | Formulation form | Effectiveness | Technology Transfer |
|---------|----------------------------|------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------|
| 1 | For crop growth | Decoction | Growth Promoter | Technology transfered to Matrix BiosciencesPvt. Ltd.,Hyderabad |
| 2 | To inhibit flower shedding | Decoction | Growth Promoter, Effective against Shedding of flower | Technology transfered to Matrix BiosciencesPvt. Ltd.,Hyderabad |
| 3 | For Cotton Pest | Decoction | Growth Promoter, Effective against Pests of Cotton | Technology transfered to Matrix BiosciencesPvt. Ltd.,Hyderabad |
| 4 | For Leaf curl control | Decoction | Growth Promoter, Effective against leaf-curl disease | Technology transfered to Matrix BiosciencesPvt. Ltd.,Hyderabad |
| 5 | For Termite | Decoction | Growth Promoter, Effective against termite | Technology transfered to Matrix BiosciencesPvt. Ltd.,Hyderabad |
| 6 | Coccicure | Powder | Effectve agaist Eimariyaspp, Protozoan diseases | Technology transfered to Matrix BiosciencesPvt. Ltd.,Hyderabad |
| 7 | PoultMax | Powder | Against marek's disease virus & promotes general health in poultry birds. | Technology transfered to Matrix BiosciencesPvt. Ltd.,Hyderabad |
| 8 | Herbavate | Cream | Eczema and psoriasis | Technology transfered to Troikaa Pharmaceuticals Pvt. Ltd., Ahmedabad |

Some of the technologies that are available for licensing are :

- **Agriculture**

- Growth Promotion & Protection for Aphid, White Fly, Sucking Pest, Termite, Nematode, Root Rot, Smut, (each one is a separate technology)
- Growth Promotion & Seed Germination Enhancer

- **For Animal-** formulations / technologies to cure different types of diseases of animals. The different types of technologies that are offered include herbal medicines to cure mastitis, diarrhoea, intestinal worm etc., in animals. The technologies available for licensing are transferred under the local and international legislative policies.

- Herbal Cure for Mastitis
- Herbal Lactation Enhancer
- Herbal Wound Healer
- Herbal Cure for Intestinal Worm
- Herbal Cure for Diarrhoea
- Herbal Liver Tonic

- **For Humans-** The technology developed for benefiting humans includes different types of research based innovative formulations that cure eczema, wound etc. We also have herbal technology for mosquito repellent, pain relief products, skin care products etc. We licence these technologies to further develop the value and effectiveness of the products.

- Herbal Mosquito Repellant
- Herbal Crack Cure
- Herbal Pain Relief (Muscular)
- Herbal Skin Care
- Herbal Wound Care
- Herbal Cure for Eczema
- Herbal Mouth Freshner

SRISTI Product

Through Shristi a number of products have been made commercially available through marketing channels and are satisfying customer needs. (The list below is just categories, for more details about the products and brands in each category, the details can be obtained from the SRISTI web site <http://www.sristiinnovation.com/>)

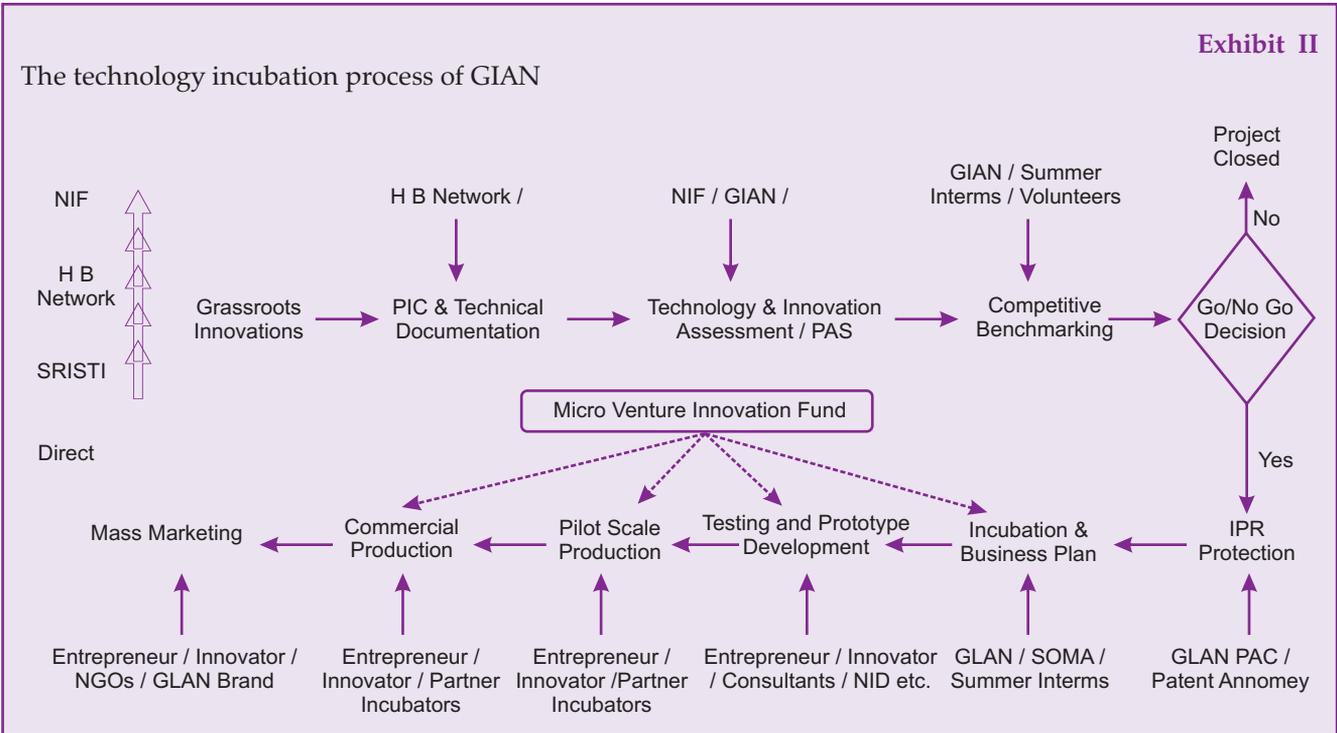
- **Herbal Extracts**

- Soap Nut Extract
- Ipomoea Fistulosa Extract
- Lantana Camara Extract
- Sea Algae Extract
- Vitex Negundo Extract
- Annona Squamosa Extract
- Clerodendrum Phlomidis Extract
- Butea Monosperma Extract
- Vernonia Anthelmintica Extract
- Acacia Catechu Extract
- Bambusa Arundineae Extract
- Boerhaavia Diffusa Extract
- Acacia Nilotica Extract
- Occimum Sanctum Extract
- Azadirachta Indica Extract
- Nicotiana Tabacum Extract
- Aegle Marmelos Extract
- Holarrhena Antidysenterica Extract
- Holoptelea Integrifolia Extract
- Guzotia Abbysinica Extract
- Centella Asiatica Extract

- **Herbal Agro Products**

- Growth Promoter
- Shedding of Flower

- o Pests of Cotton
- o Leaf Curl Disease
- o Termite
- o Aphids, White Fly & Heliothis
- o Mealy Bug
- o Sucking Pest
- **Veterinary Products**
 - o Herbal Appetizer
 - o Diarrhoea Control
 - o Cough & Cold Cure
- o Arthritis Cure
- o Intestinal Worms Control
- o Milk Enhancer in Animals
- **Human Products**
 - o Mosquito Repellent Cream
 - o Wound Healing Ointment
 - o Ointment to Cure Crack
 - o Antiseptic Skin Nourishment Cream
 - o Natural Pain Reliever
 - o Eczema and Psoriasis



Journey towards Sustainability : Imperatives for Mines

Awadhesh Kumar*

" Mining industries through sustainable development helps in growth of financial, technical and capacity building support of developing countries."

ABSTRACT

Mining as one of the activity in utilizing natural resources play crucial role in the economy as well as social development in many countries. Mining industries through sustainable development helps in growth of financial, technical and capacity building support of developing countries. The time has come to change the scenario and make it an eco-friendly mining industries through the implementation of Environment Management plan and compliance of Environmental standards for survival of the ecological integrity along with economic growth and social equity for the Nation. MIOM of RMD, SAIL has taken number of steps to make the mining ecofriendly and sustainable.

Introduction

Steel Authority of India Limited (SAIL) is the leading steel making company in India. It is fully integrated Iron and Steel maker producing basic and special steel for domestic construction, engineering, power, railway, automotive and defense industries and for sale in export market. SAIL is also among the six Maharatnas of the country's Central Public Sector Enterprises under the administrative control of the Ministry of Steel, Government of India. The present capacity of about 14.6 million tons of steel per annum.

Raw Materials Division (RMD) is the second largest mining outfit in the country. The mines of SAIL started their operations as captive sources of raw materials for its integrated steel plants. Major portion of its mining activities is managed by Raw Materials Division (RMD). Other mines are the Bhilai group of mines, the mines of VISL and the coal mines of IISCO.

The Raw Materials Division was formed in 1989 with the avowed purpose of creating synergy of all the SAIL mines in the eastern sector, to rationalize supply of basic raw materials to the our steel plants so as to achieve self sufficiency in quality production of iron ore.

Presently RMD, with its headquarters at Kolkata, manages 7 Iron Ore Mines and 3 operating flux mines, salient features of which are given at Table 1.

In tune with the corporate plan 2012 of SAIL, various capacity expansion projects have been taken up at the RMD mines so as to cope up with the enhanced requirement of iron ore and limes stone of desired quality. The major projects cover the Expansion of capacity of Bolani Ore Mines, Development of Central Block at Meghahatuburu Iron Ore Mine, Development of South Block at Kiriburu Iron Ore Mine, Mechanization and development of Chiria Mines, Development of Taldih

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Table 1 : Various Mines of RMD

| Sl.No. | Mines | State | Year of commissioning | Rated Capacity (in MT) |
|--------|-------------------------|-----------|-----------------------|------------------------|
| 1. | Kiriburu | Jharkhand | 1964 | 4.25 |
| 2. | Meghahatuburu | Jharkhand | 1985 | 4.30 |
| 3. | Bolani | Odisha | 1960 | 4.20 |
| 4. | Barsua | Odisha | 1960 | 2.01 |
| 5. | Kalta | Odisha | 1966 | 1.10 |
| 6. | Gua | Jharkhand | 1919 | 2.4 |
| 7. | Manoharpur (Chiria) | Jharkhand | 1907 | 0.7 |
| 8. | Kuteshwar (L/Stone) | M.P. | 1974 | 1.10 |
| 9. | Bhawnathpur (Limestone) | Jharkhand | 1979 | 0.80 |
| 10. | Tulsidamar (Dolomite) | Jharkhand | 1970 | 0.34 |

Block, and Opening a new mine at Thakurani. RMD also has a centralized workshop at Bolani for repair/overhauling of engines & transmission of heavy earthmoving machinery operating at the mines. Besides the above, RMD has three Customer Services Offices (CSO) at Rourkela, Durgapur & Bokaro and three Liaison offices at New Delhi, Bhubaneswar, and Ranchi for liaison and better coordination with various government agencies as well as different statutory agencies.

MIOM at a Glance

Meghahatuburu Iron Ore Mine (MIOM) is a part of the Bonai Iron Ore Range, located immediately to the North of Kiriburu Mine of SAIL. The deposit is within the lease hold area of Kiriburu Iron Ore Mine covered in survey of India Toposheet No.73 F/8 and lies between the latitude 22° 05' 46" to 22° 05' 59" and longitude 85° 16' 30" to 85° 17' 59". The word "Meghahatuburu" is comprised of Megha = Megh, Hatu = Gaon & Buru = Jungle, it means "Forest of Megha". MIOM is located at a distance of about 172 Km from Tatanagar and 110 Km. from Rourkela. The nearest rail head is Barajamda and Barbil on Chakradharpur (South-East Railways Divisional Headquarter) and is at a distance of 22Km from MIOM. Geologically, the deposit is associated with typical metamorphosed iron bearing sedimentary rocks of proterozoic (Upper Pre-Cambrian) age which from part of the Bonai Iron Ore Series of Jones (1934) and Dunn (1940).

The fully mechanized mine of RMD, SAIL and it is producing Iron Ore in lowest cost in the area.

It's salient features are :

- ↑ It is the only first mine of ISO-14001 certified unit of RMD Mines since 25 May 2002.
- ↑ It is the third mine of ISO-9001 certified unit of RMD Mines since 09 January 2008.
- ↑ It is the only first mine in India where started Seven days' operation is in practice.

Sustainable and Scientific Mining

Meghahatuburu Iron Ore Mine (MIOM) is located in West Singhbhum District of Jharkhand state with a present total excavation capacity of 7.00 MTPA. It initially started with target excavation capacity of 5.00MTPA with adequate infrastructure facilities and mining equipments. However, due to favorable market scenario and to meet the internal demand of our steel plant, MIOM proposed to 8.5MTPA ROM production with 2.00MTPA waste removal.

Mining Method

Mining is done by open cast mechanized method. Both ore and waste are worked systematically by forming benches of 10m height and width not less than 35m. The mining is done in scientific manner. Drilling is done by 150mm diameter blast holes drills in staggered pattern with 4.5-5.0m burden & 5.5-6.0m spacing. Blasted materials loaded into 100t dumpers by hydraulic shovels having 9.5 m³ bucket capacity. Wherever the ore is friable and soft in nature and the intrusion being very soft in lower benches, it is excavated directly by hydraulic excavator methods. Drilling and blasting operations are undertaken only where hard laminated, BHQ/BHJ and any thick

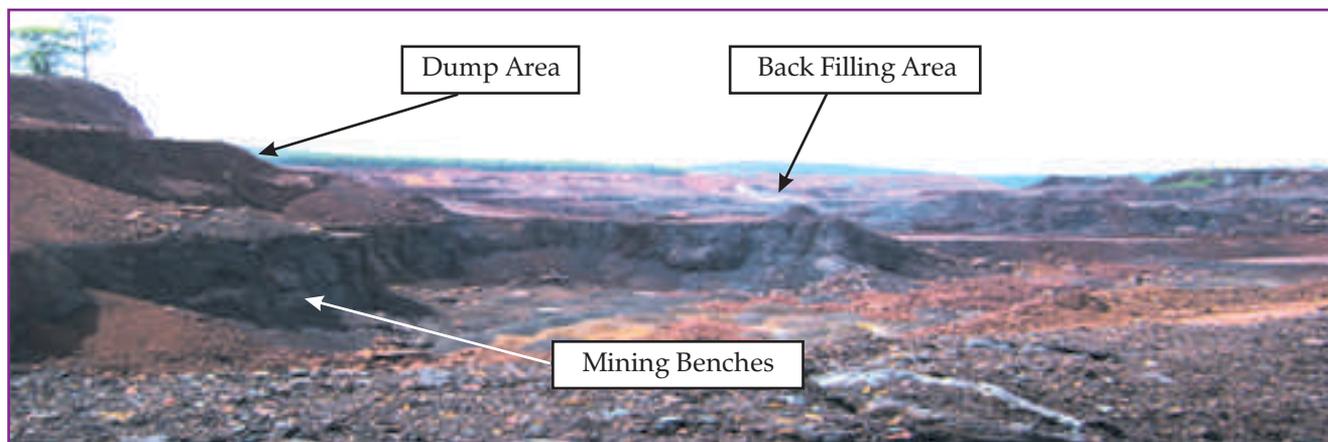


Fig. 1 : Showing The Mining Benches and Waste Dump Backfilling Area

laminated portion of ore body at the contracts including area of hard laminated ore are encountered.

Waste Dump Management

Over burden of deposit mainly comprises of laterite with practically no soil cover. The OB/waste dumped into the lower most benches of exhausted area of 4.02 hect. of existing mining pit and it is proposed to backfill the area in 14 hect. up to 2015. To prevent wash offs the top surface of the dump should have an in-ward slope. Plantation has been done on the stabilized dumps in 12Hect. Retaining wall has been constructed at a length of 1500m around the waste dump yards followed by garland drain and settling pits for arresting the wash-offs. It has been proposed that Geo textile Coir Matting will be done along the slope of external waste dump to avoid wash-off's and landslide during incessant rain.

Handling of sub-grade mineral

The sub-grade mineral encountered during mining operation blended with high-grade mineral for optimum utilization before dispatch to the consumer steel plants. It has been a standard practice at MIOM. Hence, separate arrangement in handling of sub-grade mineral is not envisaged.

Vibration Level

A detailed vibration study was conducted by Indian Bureau of Mines in the mine. As per DGMS standard safe vibration limit for canteen and mine office is 10mm/sec. and for hopper it is 15mm/sec. at a frequency of less than 8Hz., it is calculated value of PPV is below 10mm/sec. for a change weight of 100kg per delay, which is within the safe limit for both type structures. In present blasting practice change per

delay is below 1000kg, therefore, it may be concluded that there is no danger to any structures due to ground vibration from present blasting practice.

Top Soil

The top soil was mostly consisting of laterites and lateritic ore capping over the ore deposits. The soil cover had little thickness and the quantity of topsoil collected from the topmost bench of the mine is very less and has already consumed in the process of afforestation over the waste dumps to raise the plantation over them.

Environment Protection Measures

MIOM as a part of RMD, SAIL is committed to take care of its employees and people of neighboring villages with respect to health safety and generation of self employment. For protection of environment, due care is taken to suppress the dust, control the noise levels etc. by adopting wet drilling, water sprinkling on haul roads and civil route and covering of conveyors. MIOM planted more than 01lakh trees in colony, side of roads and on waste dump and constructed 07 Nos. Check dams in natural streams for arresting the wash offs during rainy season. Retaining walls shall be constructed around the waste dump yards slope followed by garland drains and settling pit for arresting the wash-offs. MIOM commitment towards environment protection and its concern towards the health, safety and employment generation of its people and surroundings.

Surface Run-off During monsoon

Surface Run-off from the mining areas has been drained to flow towards the centre of the pit, where it is allowed to settle the solids and seeps into the

ground. Therefore, the water from the mining areas is not expected to flow down to any surface water courses and thus there is no danger of contamination of any perennial nallahs. However, care shall be taken to check the surface run-off from the other areas by providing 07 nos. of check dam to restrict the silt in the source of water and recharge the ground water.

Treatment of Ore Washing Effluent

The effluent is taken to centre of the thickener, where solids gets settled, After settling of the micro-fine at the bottom of the thickener, classified water is collected in a sump and pumped to re-circulating overhead water reservoir. The sludge from bottom of the thickener is discharged through a pipe line into Rangring Tailing Pond. Hence, there is no direct overflow from pond, but seepage from the earthen dam exists. The seepage are also collected in a reservoir at Kumdi near Koina River and recycled back to the system along with make-up water. There is no discharge of process effluent from MIOM. Hence, Zero Discharge Concept has been achieved at MIOM.

Effluents from workshop and garages

The effluent generated from the HEMM workshop and Auto-garage mainly consists of Grease, Oil and Solids. These effluents are treated in series of tanks for separation of solids and oil. Separated effluent treatment plants have been provided, each at HEMM workshop and Auto-garage. The reclaimed oil from the treatment plant is stored and sold. The clarified water is being discharge to evaporation pond and hence no discharge of effluents from the shops.

Domestic effluents from township

The sewage and sullage water from the bath and kitchen of the residential buildings of mine is collected through a network of sewage pipe lines and main holes, which leads to a convenient open area at a

distance of 02 km from the township to the oxidation ponds for treatment and disposal of sewage and to avoid possible nuisance of mosquitoes and are occasional foul smell. The oxidation ponds were designed on the basis of 0.40Hect. Per 1000 persons. The depth of water in the oxidation pond is maintained at 120cm to facilitate penetration of sun light and enrichment of algae growth and proper photosynthesis for adequate supply of oxygen for biological activity, which is essential for effective functioning of the ponds.

Noise Level

It can be seen from the result of monitoring that the there is no impact of noise level as it is well within the permissible level. In the opencast mining the various source of noise are attributed mainly to drilling, blasting, loading, haulage roads, processing of ores and vehicular traffic etc. The noise from all these sources is periodical and limited to a fix period of operation only. The ambient of noise monitored at regular interval indicates that the noise level due to the existing mining operations, do not cause any serious concern as the existing noise level are well below the permissible level at all the locations. The new equipments(Dumper, excavator, Dozer, Grader etc) procured these days are fitted with sound proof cabin, AC etc and is ergonomically good for Mining activity. Noise monitoring of different HEMM’s, Plant and different locations in the mine and township are carried out every alternate months by our occupational health center. The Instrument used are BRUEL & KJAER. Noise pollution is controlled by proper maintenance of silencers of all the heavy earth moving equipment. The plant is also given due importance for our activities for control of Noise pollution. In blasting, the same has been controlled by

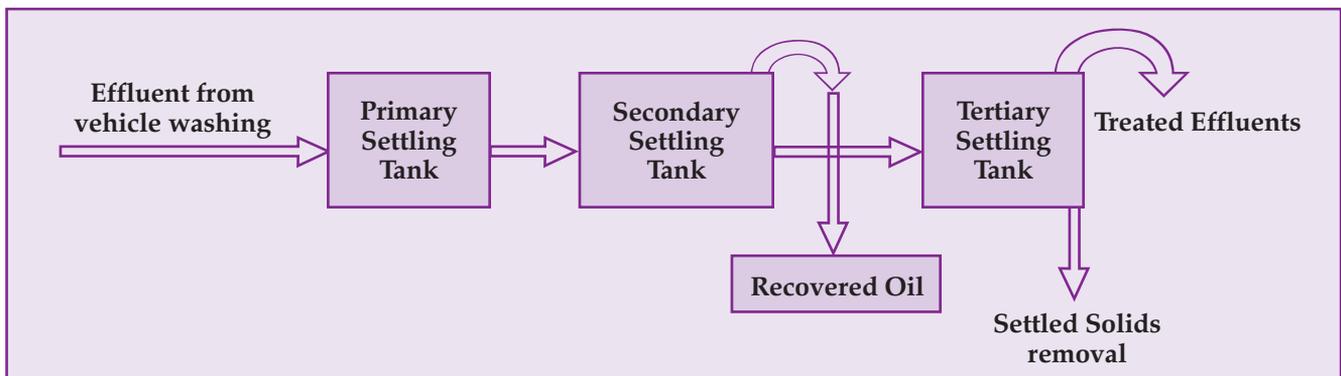


Fig. 2 : ETP for Workshop and Garages Effluents

placing detonating fuse with Nonel initiating technology.

Air Quality

The ambient air quality monitored in and around the work-zone of the mining area on regular basis at a distance of 50-300 meters away from the dust emission sources i.e. mining, drilling, blasting, haul roads, dumping, crushing, screening, stockpile and loading point etc., the Suspended Particular Matter (SPM) and Respirable Particular Matter (RPM) are below the permissible limits, which are likely to be effected by the mining operations only.

Climatology of The Area

The MIOM Township is situated at the top of the hills at an average elevation of 900m above the MSL and has salubrious climate. The climatic condition of the area has a hot dry summer and a goes rainy season followed by cool winter seasons. However, the township being situated at the top of the hills. Which are spread over lower regions around the hills, the climatic condition is totally different from the rest of the areas. Therefore, MIOM always receive much higher and extended rainfall nearing 200cm annually. The climate is blessed with heavy rainy seasons, a cold winter season a reasonably cool summer. However, the rainy season is extremely damp without much of sunshine as the cloud most of the time covering on and intersecting the township resembling foggy weather. But at the lower level where the villages situated at the time of summer heat and humidity during rainy season can become unbearable and with progressive denudation of forest the general climate and rainfall of the total area has been changing unfavorably. Thus the area receives nearly 80% of its rainfall during the rainy season July, August and September. It is both mentioning that the depression from the Bay of Bengal invariably afford this area in the monsoon and post monsoon months with cyclone weather.

Socio Economics

It is worthwhile to mention that the MIOM are one of the largest Public Sector Mechanized Mines in the area. No infrastructure facilities were available in the area before opening of the mine. Access roads, Township, Hospital and Schools are built by mine authorities. The complete infrastructure like water supply, power supply and communication facilities

have also been built for the region by the mine management.

The opening of the MIOM has brought substantial benefits for local population in terms of job opportunities, higher income level, better living standards, better infrastructure for education, medical care, transport & communication etc. In addition to these, mines constitute a significant source of revenue to the state by way of royalty of Iron Ore dispatched to the Steel Plants. Good health care and sanitation facilities are provided with free medical aid to workmen and tribal population of peripheral villages with good education facilities.

At present MIOM offered employment to the persons mostly belonging to Scheduled Tribe (ST), Scheduled Caste (SC) and Backward Communities (BC) from nearby villages out of total manpower, about 54% are from ST and SC. In addition to this an average about 250 persons per day are being hired by the mines from the local labour society. In addition to that mines also generated indirect employment on different associated activities like local trading, house construction, supplies of different materials to the mines office etc. There is no any displacement of population or loss of agriculture revenue etc. except forest land.

Corporate Social Responsibilities

SAIL-RMD being a Public Sector Enterprises has additional responsibility of the society in addition to production and sales. MIOM provides direct and indirect employment opportunities to the people of surrounding villages like Baraiburu, Kalaita, Kimdih, Karampada and Meghahatuburu etc. In other CSR activities, MIOM supports and nurtures the local talent by providing Industrial training at ITI Rourkela for job oriented professional education. Multi purposes community helps, construction of dwelling houses, toilets, water storage tank and approach roads distribution of utensils, blankets and installation of leaf plate making machine, construction of boundary wall near Jaiyra (Puja) Asthal, Installation of computers in self employment centre. Extending Medical treatment facilities, organizing family welfare camps, malaria control programmes, programmes on eye care and dental care and immunization, and AIDS awareness programme etc. Commissioning of DG set and submersible pump with all accessories and



Fig. 3: Under CSR Schemes New Handpumps, Houses Under Indira Awas Yojna Has Been Provided to The Near by Villagers

construction of pump house and laying pipe line at dwellinghouse.

In order to increase the cleanliness of surrounding health of the people providing stipend to health work towards a bright future of India. MIOM has been provided schoolbags, school bus and books to the students. Constructing class rooms, construction of school boundary wall, benches etc. In order to improve the quality of education. Moreover to support the traditional culture and to support the cultural heritage, MIOM is contributing in best possible ways, in the form of financial and moral support in conducting “Maghe-Parab”.

Vision

MIOM as a part of Steel Authority of India Limited has been contributing to the development of nation with the organizational goals and policies and “to be a respected world class corporation and leader in Indian Steel Business in quality, productivity, profitability and customers’ satisfaction”. MIOM is going to be enhanced the capacity of finished product to 6.5

million ton per annum in coming year and committed to continuously promote sustainable development encompassing environmental, societal and economical aspects related to its business activities. To emerge as a global steel company with international standard of excellence, rendering optimum satisfaction to all its’ stakeholder.

Conclusion

Mining as one of the activity in utilizing natural resources play crucial role in the economy as well as social development in many countries. Mining industries through sustainable development helps in growth of financial, technical and capacity building support of developing countries. The time has come to change the scenario and make it an eco-friendly mining industries through the implementation of Environment Management plan and compliance of Environmental standards for survival of the ecological integrity along with economic growth and social equity for the Nation.

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"...Knowledge Management is an ongoing process with the common belief that KM is expected to enhance organisational performance and Organizational Innovation by systematically identifying, selecting, capturing, storing, retrieving and disseminating knowledge within the organisation."

Breathing Life into Organisations through Organisation Innovation on the Fulcrum of Knowledge Management

B Sunil Kartha* and Sreekumar**

ABSTRACT

Organisations of today operate in a turbulent business environment with fast and multi-directional winds of change, where their sustainability depends on how fast the organisations shift and stabilise from "machine" organisation-model to "living" organisation-model built on the foundations of dynamic organisational innovative capacity. Among all the possible predictors of Organisational Innovation, Knowledge Management has emerged as an important predictor. This paper is based on an array of studies and content analysis of research papers, thesis reports and handbooks in the area of Living Organisation, Knowledge Management and Organisational Innovation and contributes to the stream of research on building Living Organisations through Knowledge Management and Organisational Innovation. This paper reviews the importance of organisational elements in the organisational Knowledge Management process leading to Organisational Innovation and highlights the need for organisations to effectively create, manage and leverage organisational knowledge to leapfrog the Organisational Innovation processes for creating and sustaining healthy Living Organisations.

Introduction

Organisations of today operate in a turbulent business environment with fast and multi-directional winds of unprecedented change and uncertainty. To thrive, or even survive, organisations need to be alive and responsive to the business environment and their sustainability depends on how fast the organisations shift from "machine" organisation - an organisation of independent components linked together by a connecting control system to a "living" organisation - an organisation based on biology and designed on intent on enhancing value to stakeholders and customers on a sustained continual basis. Living Organisations display vital physiological signs, including market thirst and exhaustion, which indicate their health and absence / presence of these vital signs can produce dangerous symptoms that, if left unchecked and untreated, can make the organisations gradually diabetic, consequently affecting all their vital organs leading to organisational demise.

Therefore, it is essential to periodically check the healthiness of live network of relationships among different organisational elements and breathe life into organisations for their endurance and sustenance. The sustainability of organisations will depend on their innovative capacity (Sveiby, 2001) and given the importance of innovation to an organisation's competitive position, an array of studies (mostly western-based such as from the United States of America and

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Europe) were conducted to identify the possible antecedents of Organisational Innovation. Among all the possible predictors of Organisational Innovation, Knowledge Management emerged as an important predictor of Organisational Innovation and Organisational Performance (Chang & Lee, 2008; Darroch & McNaughton, 2002; Gloet & Terziovski, 2004).

Also, past research studies have indicated that resilient Living Organisations appear to have higher levels of energy in different forms viz. Emotional, Intellectual, Physical, Spiritual etc, which are deliberately developed through a series of specific planned organisational processes including Knowledge Management processes.

The field of Knowledge Management has, therefore, generated excitement and achieved increased visibility for its potential to leverage the newly recognized asset - knowledge (precisely organisational knowledge) and by doing so, leapfrog Organisational Innovation.

Knowledge Management

Wiig (2002) provided a thorough review of the field when he formally introduced the subject to the public through his books. Wiig emphasised fundamental concepts and laid a Knowledge Management foundation built on three pillars: Pillar I - Exploring Knowledge, Pillar II - Finding the Value of Knowledge and Pillar III - Actively Managing Knowledge.

Davenport and Prusak (1998) defined Knowledge Management as the management of a corporation's knowledge through a systematic and organisational specified process for acquiring, organising, sustaining, applying, sharing, and renewing both tacit and explicit knowledge from employees to improve organisational performance and to create value. Darroch (2003) defined Knowledge Management as "the process that creates or locates knowledge and manages the sharing, dissemination, and use of knowledge within the organisation"

As per Singh et.al (2006), Knowledge Management involves strategies and processes of identifying, capturing, and leveraging knowledge to enhance competitiveness. Du Plessis (2007) defines Knowledge Management as a planned, structured approach to

manage the creation, sharing, harvesting and leverage of knowledge as an organisational asset, to enhance a company's ability, speed and effectiveness in delivering products or services for the benefit of clients. In addition, it is referred to "a systematic effort for sharing and using the organisational knowledge within the firm in order to increase organisational performance" (Shahrokhi, 2010). Daud et al. (2011) says "it is a conscious strategy of getting the right knowledge to the right people at the right time by putting information into action that strives to improve performance"

To sum up, Knowledge Management is an ongoing process with the common belief that KM is expected to enhance organisational performance and Organisational Innovation by systematically identifying, selecting, capturing, storing, retrieving and disseminating knowledge within the organisation.

Need for Knowledge Management

The review of literature has helped in identifying the following different factors that have helped in establishing Knowledge Management as the management discipline of the decade.

- a) KM has a coordinating mechanism, puts technology into perspective and promotes innovations (Karthikeyan and Rengaraj, 2010).
- b) KM captures and retains the employees' experience and expertise during the downsizing and restructuring. (Chong et al., 2000)
- c) KM improves organisational and managerial as well as the financial aspects of an organisation. (Goel et al., 2010).
- d) The KM helps the organisation to manage and institutionalise Knowledge Management processes and to create organisational culture for managing and motivating knowledge workers (Goel et al., 2010)
- e) Effective KM is one method for improving innovation and performance. (Wang and Ahmed, 2003)
- f) Davenport and Prusak (1998) indicate that with KM, individuals in the organisations are likely to obtain information faster and can make faster decisions.

- g) KM can be leveraged as a strategic tool for innovation. (Kamath et al., 2011).
- h) The shift in the economy from information toward knowledge, organisations to embark on KM initiatives in order to adapt and seize the opportunities available to expand within a niche market (Mahapatra & Sarkar, 2000).
- i) Other benefits obtained from Knowledge Management practices include gaining new business, improved customer service and reduction of risk (Skyrme, 1999).
- j) According to Yip, et al. (2010), KM can help the organisation to achieve the best quality of products and services by providing greater responsiveness to customers.

Literatures related to KM commonly highlight the benefits of KM in terms of abridging the loss of intellectual capital from retiring, downsizing, attrition etc., reducing duplication of efforts of the employees, enhancing individuals' and organisational ability to think, to learn faster from innovations and experiences and to implement decisions, accessing and managing knowledge repositories, assisting in developing the systems to share information quickly across geographically dispersed units to compete global business etc.

Organisational Elements and Knowledge Management Activities

In studies done in various organisations, Dixon (2000) found that the two main knowledge activities that need to be balanced are the creation of knowledge and transferring of knowledge. The study by Syed-Ikhsan and Rowland (2004) highlighted the importance of these two key factors which influenced Knowledge Management activities. Syed-Ikhsan and Rowland (2004) observed that "effective Knowledge Management requires a combination of many organisational elements – technology, human resources practices, organisational structure and culture – in order to ensure that the right knowledge is brought to bear at the same time". This is in line with the approach suggested by Rubenstein-Montano et al. (2001) who stressed that a Knowledge Management strategy should include the entire knowledge management activities based on people, technology, infrastructure and culture of sharing knowledge.

It is, therefore, very important that each of the organisational elements is designed and managed in alliance with the others for successful Knowledge Management activities leading to effective Knowledge Management processes for Organisational Innovation. A Living Organisation is one which has different organisational elements harnessing the ever increasing creative energy created through Knowledge Management processes to turbo-power higher order Organisational Innovation on a continual basis.

Knowledge Management Process

Knowledge Management process is the heart of Knowledge Management. According to Johannssen (2000), knowledge processes refer to an interconnected and intertwined set of activities that can be done with the knowledge in the organisation and thus are used to facilitate the knowledge flows.

A number of studies have addressed Knowledge Management processes; they divide Knowledge Management into several processes (Bhat, 2002; Gold et al., 2001; Lee & Choi, 2003; Lee & Yang, 2000; Nonaka & Takeuchi, 1995; Spender, 1996; Teece, 1998).

Researchers have identified many aspects to the Knowledge Management process: capture, transfer, and use; create, transfer, assemble, and exploit (Teece, 2000); create, transfer, use (Spender, 1996); acquisition, creation, saving, disseminating and use (O'Sullivan, 2008). Gold et al. (2001) mentions that Knowledge Management capabilities consist of three interrelated processes: knowledge acquisition, knowledge conversion, and knowledge application.

Nevis et al (1995) split knowledge management processes into acquisition, sharing, and utilisation. Knowledge acquisition is the development or creation of skills, insights, and relationships. Knowledge sharing is the dissemination of what has been learned. Knowledge utilisation is the integration of learning so it is broadly available and can be generalised to new situations.

Several researchers (e.g. Nayir & Uzuncarsili 2008; King 2008a; Beesley & Cooper 2008) have built different kinds of models about the Knowledge Management process and defined the different stages of that process.

It is therefore essential for an organisation to realise the importance of Knowledge Management processes – knowledge acquisition, knowledge sharing and knowledge application – for an effective Knowledge Management system in an organisation.

Organisational Innovation

Weerawardena et al. (2006) defines Organisational innovation as the application of ideas that are new to the firm, whether the newness is embodied in products, processes, and management or marketing systems. Organisational innovation, entailing the development of new products or services as well as new administrative systems, is emerging as an important source of sustainable competitive advantage (Damanpour, 1991; Hurley and Hult, 1998). Based on Goffin & Szwejcowski (2001), Armbruster et al. (2006) define organisational innovation as “the development and implementation of new organisational structures and processes to offer customers more flexibility and efficiency”. Armbruster et al. (2006) discuss organisational innovation in details, noting that organisational innovation is indeed true innovation, as it may increase productivity and profits and thereby improve the competitiveness of the firm.

Literatures on innovation indicate a variety of types of innovation (Damanpour et al., 2009), and some researchers group the types of innovation into administrative and technical. Given the importance of technical innovation consisting of process, product and market and administrative innovation in enhancing manufacturing organisations' performance, the organisational innovation is operationalised to be multidimensional comprising of these two types of organisational innovation – technical and administrative innovations.

Knowledge Management Processes for Organisational Innovation

Knowledge Management processes have become crucial issues for organisational innovation (Liao, Fei, and Liu, 2008). The link between KM processes and innovation has been investigated by many authors (Cavusgil, Calantone & Zhao, 2003; Chen & Huang, 2007; Leonard & Sensiper, 1998; Popadiuk & Choo, 2006; Ruggles & Little, 1997).

Raghunath and Joseph (2008) provided significant insights about the importance of internalisation of knowledge, skills and competencies and the application and recombination of internalised knowledge for the firm's innovativeness. Dasgupta et al. (2009) provided insights into how acquisition, sharing and application of knowledge by an organisation by managing knowledge through culture, structure, technology and leadership lead to organisational innovation.

Liao and Wu (2010) discussed that there will be no innovation in firms which cannot learn from their individual and group knowledge. Darroch (2005) in her empirical study of the relationships between Knowledge Management and innovation found that effective Knowledge Management is able to contribute to innovation.

Ogiwara (2011) highlighted the role of Knowledge Management processes in accelerating Organisational Innovation. Lin and Lee (2005) also stated that efficient Knowledge Management process such as knowledge acquisition, application and sharing are vital for the adoption of new technology leading to Organisational Innovation. Du Plessis (2007) highlighted the main drivers of the application of Knowledge Management in innovation.

Numerous studies have shown that KM processes are the best way to improve organisation's ability in various aspects of innovation (Brachos et al., 2007; Chen & Huang, 2009; Chang & Lee, 2008; Jiang & Li, 2009; Liao & Wu, 2010; Sáenz et al., 2009) and OP (Asoh et al., 2007; Bierly & Daly, 2007; Choi et al., 2008; Ho, 2008; Kim & Gong, 2009; Liao & Wu, 2009; Yang et al., 2009b; Zack et al., 2009). Also, the findings of Chopani (2011), Chang et al., Jimenez & Jimenez, and Lin (2007) supported the findings of Neyestani et al. (2012) that there are significant positive relationships among Knowledge Management processes and Organisational Innovation.

Therefore, Knowledge Management processes of knowledge acquisition, knowledge sharing and knowledge application play a pivotal role in fostering and leapfrogging Organisational Innovation.

Conclusion

A Living Organisation can be defined as an alive organisation that continuously adapts, responds and innovates itself to the changes in its business environment - in much the same way that a living organism seeks to do. A Living Organisation, like an organism in nature, is resilient, sustainable, fast learning and able to exploit the opportunities for real growth. The real growth and resilience starts from the stem of Organisational Innovation built on the strong roots of organisational knowledge built through effective Knowledge Management processes. Effective Knowledge Management processes require a combination of many organisational elements viz.

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Effective Mantras for Creating a Vibrant Organisation

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ABSTRACT

Building a organisation from sleeping to living in present global competitiveness basically, depends on its effective people. Management techniques are simple to understand but difficult to practice in consistence. Few simple but effective mantras, based on principles & correct values in harmony with natural law which are time free and independent of conditions and conditioning, can cure chronic management problems from root and can build a living organisation. Organisations are tension city, memo heaven. Challenges never been taken as opportunities by reactive managers. Most of the organisations are headed by mangers but not the leaders. They climb the ladder efficiently following procedures, logic, left brain but they normally don't check whether ladder is leaned against right wall. Managers generally busy for example arranging chairs in most disciplined way on Titanic without going into fate of ship. The leaders only check right wall or ship from right brain and in harmony with few universal management mantras .Such leaders build organisations living by creating effective people and takes organisation on right track with growth and prosperity.

Introduction

Sow a thought, reap an action; sow an action, reap a habit; sow a habit, reap a character; sow a character, reap a destiny." as maxim goes.

Transformation of any organisation is basically lies in the hand of its people. Marching into or out of fortune 500 companylist primarily depends on human asset of any Organisation . Human asset can only deal with physical assets and financial assets of company. Organisations are fighting with challenges like shortages of inputs, volatile market for output, fierce competition, struggling hard for survival and sustaining profit. Chronic diseases are like break downs, accidents, rejections, low yield, high inventory, delays, lack of P & PC balance, more control, more procedures, high overhead expenses are making industries sick. Reactive people live more on bad mouthing, back biting, accusation, manipulation, more show up, more faults finding with others etc. These challenges are in circle of influence of any organisation which can be cured by consistent chanting of simple but effective mantras. People must re-educate and reinvest themselves. They must develop their minds and continually sharpen and invest in development of their competencies to avoid becoming obsolete. A healthy organisation can ignite fire in its people heart and mind who in turn create miracle by outperforming in sales and profit.

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Chronic Issues :

Chronic issues are like diseases that makes the organisation ineffective and dead. We have enumerated some of these common diseases that afflict organisations.

1. Lack of P & PC Balance
2. Conditional living
3. Lack of purpose
4. Never keep promises
5. Never trust other
6. Never listen to others
7. Lack of creative cooperation
8. Never consistent

Disease No. 1 (Lack of P & PC Balance)

Lack of P & PC balance is deadly disease that effect physical asset, financial asset and human asset. The symptoms from such infection are untimely equipments failure, depleting bank balance and broken relation in professional and personal life.

Organisation gets sick by untimely breakdown, higher down time, less production, stress, low morale, and crisis. Profits nosedive . Lack of effectiveness or P & PC balance needs to identified and treated in time save the organisation from bankruptcy and closure or dead.

Disease No. 2 (Conditional Living)

Living with condition and conditioning is disease that results from reactive people. The people, lacking with initiative that create a negative forces, are responsible for problems. They believe in shifting responsibility and finding problems with others. Their outputs are function of physical environment and conditioning .They live with have's. They see thing through wrong perception, wrong paradigm or wrong map. People don't acknowledge mistake, don't learn from it, and don't correct it. They are part of problem but not the part of solution. Lack of proactive people makes organisation sick and unproductive. Timely curing of such disease is very important for growth and sustainability.

Disease No. 3 (Lack of Purpose)

This disease is very common in many sick

organisations. People lack goals and roles. They unaware of mission and vision of the organisation. People lack creation from right brain. The lack of purpose or choice takes organisation to wrong destination. Building a house without proper blue print will cost higher but will not meet the purpose .People leave by scripts handed over by associates. This disease inhibits long term diversification and takes organisation out off global competitiveness.

Diseases No. 4 (Never Keep Promises)

Never keep promises is deadly disease that affects the integrity. Time overrun projects, high downtime, not meeting commitment to buyers etc cripples a organisation. People work without time schedule .They love to live with crisis and urgency. They mostly concentrate on least priority jobs. They act to be very busy without result. They procrastinate. They live with stress and less time for every thing. This disease requires immediate attention as organisation can lose reputation, as late supplier, employees with no integrity etc.

Diseases No. 5 (Never Trust Other)

This disease effects interpersonal relationship. People generally live with low trust. They are win/ loose mentality. They lack maturity. They are poor in strength and empathy. They live with scarcity mentality and think that there is little for them. They lack trust and relationship with associates, internal and external customers.

Disease No. 6 (Never Listen to Others)

This disease effects empathic listening. They never indent to listen to others. They listen not to understand but to only reply. They always prescribe before diagnosis. They love protective and defensive communication. They don't like to open up with others. Every communication, they normally listen to know what is in it for him. Openness is missing among people. This disease makes organisation sick due to lack of cooperation and team work.

Disease No. 7 (Lack of Creative Cooperation)

This disease effects creative cooperation. Mixed Virus leads to this kind of disease of Organisation. People lack balance in all other habits. They lack synergy. They truly lead a hostile life. This disease make

organisation without creativity and problem solving attitude.

Disease No. 8 (Never Consistent)

This disease make organisation terribly sick as people are not consistent in result. They always blame others. They don't learn from mistake. They never work for growth and prosperity. They believe that consistence in result is management talk and it is only depend on fate which synchronises the 3 M by hit and miss. They only think volume and miss quality. Skills are god gifted and training does not play any role. Training are only for records sake and people take this as to relax & time pass but not to read & learn . This disease makes a organisation with fate of patient in ICU.

Approaches

Few effective mantras are required to be chanted and to be practiced consistently to cure such chronic diseases permanently. Only weapon to solve the pressing problem in industries is to look into its human assets because the problems are conscious choice of mangers or workers only. Human factors are more important than the technical factors. Human assets can only understand from core of heart and mind and adopt for self development and for converting a sleeping organisation into living organisation. Mantras are in harmony with principles and correct values. These mantras are fundamental thumb rules and are very powerful doses to cure any chronic diseases from roots with the insides out technique.

Simple but very powerful mantras are only to be kept in heart & mind and are to be practiced day in and day out. It involves a process and a tremendous commitment. The wonderful approaches for solving any challenges in any organisation are explained in brief as follows :

1. The greatest problems are always golden opportunities.
2. You can choose your action but you cannot choose the consequence of those actions.
3. Always defend other in absence.
4. Diagnose before prescribe.
5. Attend to the little things.
6. Always keep promises.

7. Work without selfish motive.
8. Master on your time equity but not the servant.
9. What you are today because what choice you made yesterday.
10. Successful Leaders don't do different things but they do it differently.
11. Acknowledge others weakness with compassion.
12. Enrich your emotional bank account.
13. Be genuinely happy for other people successes.
14. We will always reap what we sow-no more, no less.
15. Never guard the gate of change.

Mantra No. 1

This mantra is very effective because proactive people only convert problems into opportunities. It is basic mantras which are nothing but freedom to choose with self awareness, imagination, conscience and independent will. People basically lack initiative and responsibility. They are reactive. They believe in shifting responsibility, they find problem with others, their output are function of physical environment and conditioning . They live with have's. They generally focus on circle of concern where they cannot contribute anything. People don't acknowledge mistake, don't learn from it, don't correct it. They use to be part of problem. They least bother about consequences. They always love to be acted upon. They never keep commitment. They normally procrastinate. They live on other weakness. It is true with mangers. It is true with workers. The people lacking with initiative create a negative force and responsible for sinking of any organisation. This mantra helps in developing proactive people. The effective people always cash problems into opportunities that ultimately make organisation vibrant with growth and profits.

Mantra No. 2

Second mantra tells us every action has natural consequences which are generally not known to people. The consequences are independent of our actions. We can choose to get rich by without work by adopting a method of manipulations, cheating, stealing etc. but natural consequences of such action

is natural i.e. behind bars if caught . People live with sword hanging on head all the time when they choose such actions with conscious mind. Many corporate scams like Satyam, 2G auctions etc. were conscious choice of most dynamic people but consequences of such choices are known to everybody. Many choices of manipulation in business, personal life or social life make industry sick, personal life with tension and social life with mistrust and hate respectively. They buy thing more than their capacity as credit card has made it easy i.e. buy today and pay later. But burden of high interest takes away their peace and ultimate result is bankruptcy or may be on road without roof or suicide.

Mantra No. 3

Third mantra teaches us to defend always others in absence. Reactive people always criticise others in absence. They always think problems are result of others mistake. They make promises and never keep them. It is because that they act in circle of concern where they cannot contribute. They always procrastinate. This mantra makes people proactive. They are successful in gaining others trust. They get private victory that helps to work out solution with others. This mantra is very effective in building team and interpersonal relationship.

Mantra No. 4

Fourth mantra is Diagnose before prescribe. This is basically empathic listening and is important in interdependent situation for us to be understood. Emphatic listening means listening with intent to understand, Seek to first understand is diagnosing before you prescribe. Most people do not listen with intent to understand. They listen with intent to reply. They are either speaking or preparing to reply. They figure out others motive, behaviour base on their own motives and behaviour. This mantra is very powerful in understanding others in heart and mind. They work with their circle of influences. Being Influence able is key to influence other. Their circle of influence begins to expand. Spending time one on one, listening to them, understanding them and giving them air are helpful in building trust or Emotional Bank Account. Listening make people so open that potential problem can be nipped at bud. He can learn one thing that more genuine people are in there vision and mission,

other people will also equally genuine in extending their support and cooperation. Author would like to mention here about one of his interactions with GM (Marketing) over mobile with at 8.30 P.M. He started with said "Sorry, I disturb you at this hour". Immediately he heard reply of GM in his ear that "No, No, I find pleasure in hearing your voice, Please go ahead". It was a great feeling in his life to find success in building relationship with others and this motivated him to a great extent. This mantra is very effective in professional and personal life.

Mantra No. 5

Fifth mantra is "Attend to the little things" in dealing with others. In building relationship, little things are big things . Little discourtesies, little unkindness, little forms of disrespect make very large withdrawal in relationship. So little courtesies and kindness very important in trust. In big organisation, managers or workers generally live with Win/lose concept i.e. I win and you lose. Win/Lose people are prone to use position, power, credentials, possessions or personality to get their way. They lack integrity, maturity, abundance mentality. This mantra builds relationship and mutual confidence. They involve other in problem solving and work out solutions together which are mutually beneficial and mutually satisfying. Team work with win/win concept is true necessity in today's operation to make a vibrant organisation .

Mantra No. 6

Sixth mantras is always keep promises. This mantra show the integrity of a person. Higher is the integrity, the greater is the private victory. Making promises primarily deals with making a choice with initiative and responsibility. Keeping promises is action or principle of personal management . More success you are in keeping promises, your integrity will be very high in personal as well as professional life. This is very common denominator to all great and successful leaders. Always make small promises and keep it both in family and in organisation. People in any organisation day in and day out fail to keep promises in completing assigned task in assigned time. This is true for a production man, maintenance man, project man, internal agencies and external agencies in any organisation . Time is money . Failing to keep promises

means fail to tap money at right time. This in turn make a meaningful difference in balance sheet of the organisation. A man with high integrity can make miracle in shaping a vibrant organisation.

Mantra No. 7

Seventh mantra is work without selfish motive. In Gita, Lord Krishna has explained Arjuna that always work but never bother for the price. Heaven knows how to price the one's hard work. In any organisation, people always evaluate job with personal motive and always think "what is in it for him". Owning any job from heart & mind and act without selfish motive generates unimaginable dedication in people. They in turn completes job right first time and before the schedule. The failure rate comes down and profit of the organization zooms up. This mantra creates a culture that is important for effective people and living organisation.

Mantra No. 8

Eighth mantras is master on your time equity but not become its servant. Time equity is unique gift by god and it is given equal to everybody irrespective of poor or rich and caste or creed. Success of people depends on how they invest their time equity. People in any organisation normally feel short of time and live in acute stress with dead line assignments. They always say that 24X7 hours in a week is too less and never checked ledger of their time investment. If they make simple calculation taking 6hrs per day on sleeping, 11 hours for work, walk, waitor eat per day, still they are left with 7 hours per day for effective use. They lack initiative and responsibility to priorities their time. They live with urgent and live out important. Most of precious time of managers or workers are wasted in canteen, repetition of job, gossiping on global issue, gossiping about associate, about friend, try to present everywhere, never delegate, handling breakdown, searching spares, procrastinating searching papers, on e-mail, on internet, work for self gain, work for boss gain, in least priority jobs. They live in paradigms of, short of time, less time given for job, acting busy. They generally lead a stressful life, a life with pressing problem, a dead line projects. They pay more for delayed decision. Keep commitment or put first thing first, is very effective mantra based on personal management. It is self discipline in making and

keeping commitments. This mantra inoculate time management concept into people heart and mind. Proper planning, correct priority, timely preventive maintenance, stewardship delegation are essence of putting first thing first or Time Management. Working with important but not with urgent, planning, prevention, P/PC balance, relation building, recognising opportunities, recreation etc are true habit quadrant II mangers or worker that are possible with this mantra.

Mantra No. 9

Ninth mantra is "what you are today because what choice you made yesterday". This mantra reminds them ultimate destiny or goal in their life. It is the self choice of people to update the knowledge, acquiring skill to handle the technology and with desire to do it continuously, today, tomorrow, every day to have ultimate goal of growth in mind. This tells them to perform every roles keeping ultimate goal in mind. Work like a leader or manager are only self choice. Left or right brain takes them to sky or keep them in crowds. This mantrais very powerful in creating effective people. People in any organisation live by script handed over by others. What they do or see thinking a reality. They never check the map for its correctness. They work with attitude and behaviour with wrong map and reach a wrong place faster. They least care about ultimate destiny but strongly believe in short term gain. As people recognise ineffective script, incorrect & incomplete paradigm within them and they begin to re script based on this mantra. This mantra makes them effective managers who ultimately remembered by others as man of dignity, integrity, calibre, compassion and sacrifice.

Mantra No. 10

This mantra tells us that successful leaders don't do different things but they do it differently in synergy with other mantras. Synergy is principle of creative cooperation. Synergy is highest activity in all life –a true test and manifestation of all of the other mantra put together. The highest form of synergy is focused on four unique human endowments, motives of win/win and skill of emphatic listening. Success lies with delight product. It is something more than the expectation of customer along with normal requirement. Most of the people in big industries

normally do not work with creative cooperation. People are basically Win/lose with ego battles. They do not much care about creativity. There are social, mental and emotional differences. They are not geared to service or contribution. They lead a selfish, less open, less giving, more defensive, protective and political life. They are more possessive and judgmental. They only think about past failures, bad experiences. They do not want to go beyond comfort zone. People love protective and defensive communication. They firmly believe that other people cannot be trusted. They never believe in hit or miss, trail or error. They always work with high tolerance. People are not effective. Synergy is essence of principle centred leadership. This mantra is very effective in cooperative creations that bring unique solutions by creativity.

Mantra No. 11

Acknowledge others weakness with compassion is eleventh mantra. People generally live on others weakness, accusation, backbiting, finding problem in others. They do it to cover up their personal stagnation. This mantra helps in developing team. Working out solution together is essence of this mantra. This creates relationship & trust that helps in working together. This mantra gives true public victory or interdependence.

Mantra No. 12

Enrich your emotional bank account is twelfth mantra. This mantra is metaphor that describes the amount of trust that has been built in the relationship with others. Like in financial bank account, higher is balance, safer you are. Similarly emotional bank account if higher, you are safer with another human being. This mantra builds your emotional bank account with others by deposits from courtesy, honesty, kindness and keeping promises. This reserve helps in rescue when you make mistake in dealing with others. Withdrawal from this account takes care of trust and maintain safe in business dealing. When trust account is high, communication is easy, instant and effective. Organisation is tension city, memo heaven. 'Fight or flight' attitude creates verbal battle, slammed door, strained relation, emotional withdrawal in offices and work places. The withdrawal from emotional bank account takes place

every time you interact negatively in your official dealing without your knowledge. Any amount of training in communication skill will not help in relation building if deposit of trust is not there. People will perceive the excellent communication from a reactive boss as manipulation and relationship will further deteriorate. Building and repairing relationship is long term investment and fat deposit in emotional bank account.

Mantra No. 13

This mantra tells us to be genuinely happy over others success. Normally people bite their heart seeing others success but they always show their happiness externally. They also want such success first and look for quick fixes, training from solution providers. We always try to solve acute problem by temporary solution, which ultimately appear as more ugly way. This mantra helps in developing proactive people who appreciate others success and learn from it. More genuine you are in appreciating other people success, more fortunate you are in getting genuine support from others. This mantra works wonderful in interdependent arena and builds organisation more vibrant.

Mantra No. 14

This mantra is "what you reap as you sow – no more, no less". It is inside out approach. Growth and change are natural process. A thousand mile journey starts with first step and one step in one time. There is no short cut in growth and change. This mantra tells us get victory over independence and interdependence. Managing self and right living give excellence in the personal and professional life. People live in harmony with correct principles and values. This mantra develops effective people and makes a vibrant organisation.

Mantra No. 15

"No one can persuade another to change. Each of us guards a gate of change that can only be opened from the inside. We cannot open the gate of another, either by argument or by emotional appeal". - MARILYN FERGUSON

Never guard the gate of change is very effective mantra. People generally guard their gate for self change. Self change is mastery in independent habits

and interdependent habits which people only can make by self choice. Inside out starts with self more fundamentally, to start with the most inside part of self with your paradigm, character and motives. Making and keeping promises to self precedes making and keeping promises to others. It is upward spiral of growth that leads to progressively higher form of responsible independence and effective interdependence. People always adopt outside in approach where they focus on other weakness and the circumstances responsible for their stagnant situation. No amount of argument or emotional appeal can create change in people. This mantra time and again remind them for self change. People are to be proactive enough to live in harmony with fundamental natural laws. We must understand the very basic but important thing that if we change, globe will change.

Conclusion

People are basically spiritual being with human experiences. Challenges offer opportunities for creativities. Approaches must be inside out based on

fundamental character ethic instead personality ethic or outside in. If you want to achieve our highest inspiration and overcome your greatest challenges, identify and apply the principle or natural law that governs the result you seek. How we apply a principle will vary greatly and will be determined by our unique strengths, talents and creativity, but, ultimately, success in any endeavour is always derived from acting in harmony with principles to which success is tied. In word of Sri C S Verma , Chairman, SAIL in his new year greeting 2013 , " Trust yourself you can do more than you think you can. Each one of us has higher potential and greater opportunity to deliver than we realize and make use of. Let us strive to surpass ourselves every day, making each day count". This article enumerates few simple unique management mantras or thumb rules and no doubt these mantras will be highly effective in working out principled solutions to acute challenges in any organisation. Day in and day out chanting of these mantras by effective people of any organisation will cure its chronic diseases from roots and make it healthy, living and vibrant.

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People Development : Nurturing Young Employees at BHEL

G. Prakash* and Hariom Piple**

Unlike a drop of water which loses its identity when it joins the ocean, man does not lose his being in the society/organization in which he lives. Man's life is independent. He is born not for the development of the society/organization alone, but for the development of his self.

- Dr. B. R. Ambedkar

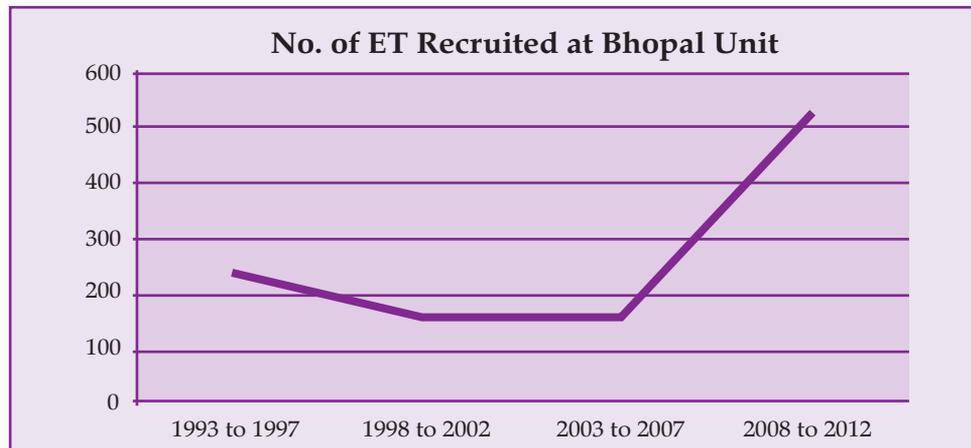
Three key factors, pertaining to employees that drive company performance are:

- Attracting and developing talented employees.
- Creating a performance-oriented workforce.
- Having a flexible workforce that quickly adapts to changing market conditions.

A sustainable organization always has competent employees as its biggest strength. BHEL has nos. of superannuating employees hand in hand new recruitment-generation 'Y'. The biggest challenge is to tune in these young employees toward the organization's culture, belongingness and its sustainability. Corporate management envisioned the need to groom Gen-Y by sensitizing their seniors at E4-E7 level towards their role in developing their subordinate. HRDI, Noida itself designed a TOT module and through unit HRDCs conducted "People Development Programmes."

Introduction

BHEL has inducted a large number of fresh graduates in the last few years. These executives will form the backbone of the company workforce in the years to come. If company's growth is concerned then it is important that they are nurtured and groomed to handle responsible positions in the near future. A graphical representation from 1993 to 2012 is shown below :



* AGM (HRD), BHEL, Bhopal

** Engr. (HRD), BHEL, Bhopal

It is very clear from above graph that recruitment of new Engineer/Executive trainees has got enhanced during 2007-2012.

Needless to say that the expectations and aspirations of this generation are different from the current lot and BHEL need to take into account these while handling young employees Gen Y. Nurturing and grooming Gen Y has been a matter of concern for the organization. Now the question is how the young brigade can be nurtured and developed to derive best out of them to perform better by getting engaged in to their job?

BHEL already have a training module of 1 year duration at induction level for newly recruited Engineer Trainees (ETs). It comprises of various modules focusing on how Engineer Trainees. :

- understand the Company's Vision and Mission, Corporate Expectations, Reinforce BHEL Values and share cultural norms and expectations.
- settle into the organization and the job, speedily to become a performing member of the organization.
- have a reasonably good understanding of the Task, Organizational Structure, Policy System, Technology and Human Resources of the Organization.
- have a feel of the internal and external business and economic environment.
- find opportunities for using their knowledge, skills and other competencies meaningfully in the organization and accelerate their learning in the relevant areas.

But still something is missing and that is the area of our concern ' **Engagement of employee and lack of belongingness.**'

Need Identification

Corporate Office thought of conducting a survey which may enable to know how the newly recruited employees were contributing to vision and mission of company. Consequently, an online survey was conducted at corporate level to assess engagement of employee. In this survey employees were asked to mention their position and responsibilities. Prior to this a Youth survey has been conducted in order to

understand and harness the young minds better. Now things were becoming clear about their views on their responsibilities & systems. When both surveys were studied together, findings were very obvious. It was found that they are less engaged as compared to their seniors.

Inception of "People Development Programme" (PDP)

Further, focused group discussions conducted in various units. It has emerged that one of the reasons for low engagement was the reporting officers are not adequately focusing on developing their young subordinates. It was therefore felt, that reporting officers should be trained on how to develop, coach, and manage the performance of the young executives working with them. But issue was that how this big group of reporting officers (E-4 to E-7) should be addressed for developing their subordinate. Even if they were addressed and message of developing their subordinate is communicated then what would be the tools? And how those tools would be utilized? An expert committee of senior executives at HRDI, Noida suggested that training is a strong medium to answer the questions. Moreover a module with teaching material for training programme was finalized and named as "**People Development : Nurturing Young Employee.**" No doubt the focused audience was senior executives (E4-E7) but the agenda has to nurture and develop young employees.

Scheme of PDP

There was a huge no. of employees at E4 to E7 level, say 600 plus at BHEL, Bhopal unit itself. HRDI, Noida has training facilities for limited nos. of employees. Training would go on for months if the PDP was conducted at HRDI, Noida. Best alternative was to choose senior level (E6-E7) officer and develop them as faculty who would further train reporting officers of young executive at respective unit. This was most effective scheme which worked and gained large appreciation. Interaction with the employees of own organization gives a comfort feeling to ask questions without any hesitation and the next most important thing was that examples/case studies during lecture topics were well received by participants as they might be aware of the same kind of scenario in day to day working. Training duration of programme was

fixed for 2 days as relieving of senior officers from work place for more than 2 days is not viable.

First PDP training started from 29/10/12 to 30/10/12 and gradually organized one by one to achieve 13 nos. of such programme within two months. The entire programmes were organized successfully and received accolades from participants & management as well.

Methodology

HRDC has used questionnaires which were basic requirement of the content of programme. These were designed to give a deep and practical understanding of the topics covered during programme. These questionnaire are enclosed as Annexure 1 to 4. Participants were asked to get these annexure filled up and bring them at programme on very first day. Two sets of these questionnaire were filled by their subordinate (E1-E3) and one by participant himself. The responses were discussed, analyzed in classroom and participants were asked to share the outcome with their subordinates at their workplace. The programme begun with inauguration by top management representative followed by Director HR's address projecting management vision, strategy upto 2012-17. Input of PDP were given to participants by lectures, role play, management games, group exercises, sharing experiences and learning, video recording and replay. Major topics were presented by educative thought provoking video clips.

Contents of PDP

Topics to be covered in programme were very appropriately chosen by drafting committee. The lecture topics were however familiar to participants

but presented in a way that resulted live and practical interactive participants rather than typical bored learner.

Major topics covered were :

- Motivational Need Theory
- Blocks to Excellence
- Strategies for Unblocking
- Pygmalion Effect
- Pygmalion in Management
- Situational Leadership
- The Power of Listening
- Building Open and Trusting Relationship
- Giving and Receiving Feedback
- Golden Rules of Goal Setting
- The Power of Words.

Recognition

This programme was largely appreciated by participants. A time came when no. participants exceeded to 50 nos. apart from expectation of 30 nos. per batch. HRDC Bhopal has successfully covered 303 nos of employees out of 598. That is More than half within 2 months training period. HRDI, Noida felicitated Shri G. Prakash, AGM (HRD), HOD HRDC and team of faculty members for efforts in conducting PDP and achieving of target of training 300 and above reporting officers. The programme has not only added behavioral competence to participants but also to the faculty members who were rewarded to become an excellent faculty.

Leader Effectiveness and Adaptability Description (LEAD)

Paul Hersey and Kenneth H Blanchard

Directions : Assume you are involved in each of the following twelve situations. Read each item carefully and Think about what you would do in each circumstance. Then CIRCLE the letter of the alternative that you think would most closely describe your behavior in the situation presented. *Circle only one choice.* For each situation, interpret key concepts in terms of the environment or situation in which you most often think of yourself as assuming a leadership role. Say, for example, an item mentions subordinates. If you think that you engage in leadership behavior most often as an industrial manager, then thinks about your staff as subordinates. If, however, you think of yourself as assuming a leadership role primarily as a parent, think about your children as your subordinates. As a teacher, think about your students as subordinates.

Do not change your situational frame of reference from one item to another. Separate LEAD instruments may be used to examine your leadership behavior in as many different settings as you think helpful.

| | | | |
|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. | Your subordinates have not been responding to your friendly conversation and obvious concern for their welfare. Their performance is in a tailspin. A. Emphasize the use of uniform procedures and the necessity for task accomplishment. B. Make yourself available for discussion but do not push. C. Talk with subordinates and then set goals. D. Be careful not to intervene. | 5. | The performance of your group has been dropping during, the last few months. Members have been unconcerned with meeting objectives. They have continually needed reminding to do their tasks on time. Redefining roles has helped in the past. A. Allow the group to formulate its own direction B. Incorporate group recommendations, but see that objectives are met. C. Redefine goals and supervise carefully. D. Allow group involvement in setting goals, but do not push. |
| 2. | The observable performance of your group is increasing. You have been making sure that all members are aware of their roles and standards. A. Engage in friendly interaction, but continue to make sure that all members are aware of their roles and standards. B. Take no definite action C. Do what you can do make the group feel important and involved D. Emphasize the importance of deadlines and tasks. | 6. | You stepped into an efficiently run situation. The previous administrator ran a tight ship. You want to maintain a productive situation, but would like to begin humanizing the environment. A. Do what you can do to make the group feel important and involved. B. Emphasize the importance of deadlines and tasks C. Be careful not to intervene D. Get the group involved in decision-making, but see that objectives are met. |
| 3. | Members of your group are unable to solve a problem themselves. You have normally left them alone. Group performance and interpersonal relations have been good. A. Involve the group and together engage in problem-solving B. Let the group work it out C. Act quickly and firmly to correct and redirect D. Encourage the group to work on the problem and be available for discussion. | 7. | You are considering major changes in your organizational structure. Members of the group have made suggestions about needed change. The group has demonstrated flexibility in its day-to-day operations. A. Define the change and supervise carefully. B. Acquire the group's approval on the change and allow members to organize the implementation. C. Be willing to make changes as recommended, but maintain control of implementation. D. Avoid confrontation, leave things alone. |
| 4. | You are considering a major change. Your subordinates have a fine record of accomplishment. They respect the need for change. A. Allow group involvement in developing the change, but do not push. B. Announce changes and then implement them with close supervision C. Allow the group to formulate its own direction. D. Incorporate group recommendations, but direct the change. | 8. | Group performance and interpersonal relations are good. You feel somewhat unsure about your lack of direction of the group. A. Leave the group alone. B. Discuss the situation with the group and then initiate necessary changes. |

| | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <p>C. Take steps to direct your subordinates toward working in a well-defined manner.</p> <p>D. Be careful of hurting boss-subordinate relations by being too directive.</p> |
| 9. | <p>Your supervisor has appointed you to head a task-force that is far overdue in making requested recommendations for change. The group is not clear about its goals. Attendance at sessions has been poor. The meetings have turned into social gatherings. Potentially, the group has the talent necessary to help.</p> <p>A. Let the group work it out.</p> <p>B. Incorporate group recommendations, but see that objectives are met.</p> <p>C. Redefine goals and supervise carefully.</p> <p>D. Allow group involvement in setting goals, but do not push.</p> |
| 10. | <p>Your subordinates, usually able to take responsibility, are not responding to your recent redefining of standards.</p> <p>A. Allow group involvement in redefining standards, but do not push.</p> <p>B. Redefine standards and supervise carefully.</p> <p>C. Avoid confrontation by not applying pressure.</p> <p>D. Incorporate group recommendations, but see that new standards are met.</p> |

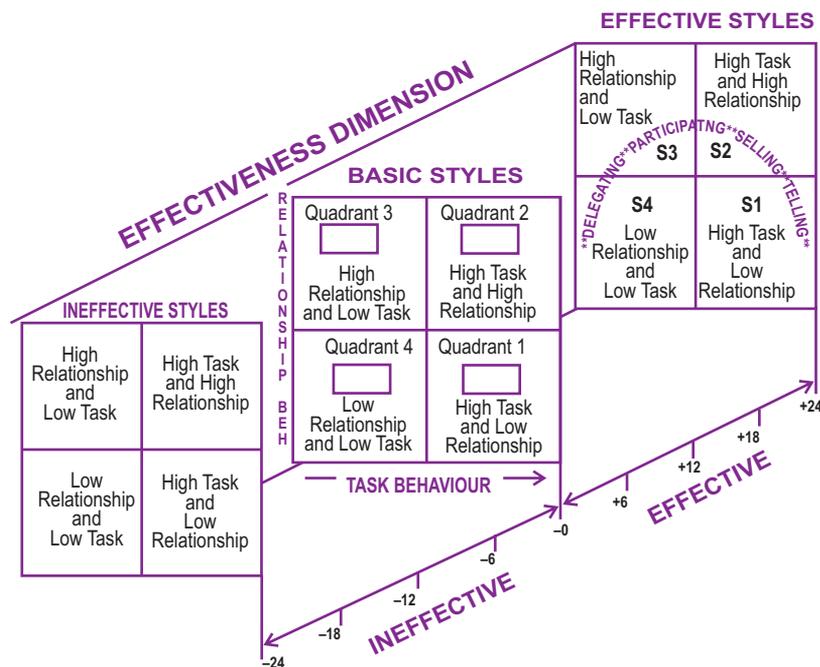
| | |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11. | <p>You have been promoted to a new position. The previous supervisor was uninvolved in the affairs of the group. The group has adequately handled its tasks and direction. Group interrelations are good.</p> <p>A. Take steps to direct subordinates toward working in a well-defined manner.</p> <p>B. Involve subordinates in decision-making and reinforce good contributions.</p> <p>C. Discuss past performance with the group and then examine the need for new practices.</p> <p>D. Continue to leave the group alone.</p> |
| 12. | <p>Recent information indicates some internal difficulties among subordinates. The group has a remarkable record of accomplishment. Members have effectively maintained long-range goals and have worked in harmony for the past year. All are well qualified for the task.</p> <p>A. Try out your solution with subordinates and examine the need for new practices.</p> <p>B. Allow group members to work it out themselves.</p> <p>C. Act quickly and firmly to correct and redirect.</p> <p>D. Make yourself available for discussions, but be careful of hurting boss-subordinate relations.</p> |

Processing Data from Column II (style Adaptability)

Multiply the totals entered in sub-columns (a) (b) (c) and (d) under column II by the positive and negative factors in the same sub-columns. Enter the product in the space provided directly below (Be sure to include pluses and minuses). Then add all four

figures and record the sum in the box designated TOTAL.

Then place an arrow () at the corresponding number along the ineffective or effective dimension of the leadership model below :



Leader Effectiveness and Adaptability Description (LEAD) Scoring Sheet

| | | Column I | | | |
|-------------|----|--------------------------------------|-----|-----|-----|
| | | (Style Range) Alternative Actions | | | |
| | | (1) | (2) | (3) | (4) |
| | 1 | A | C | B | D |
| | 2 | D | A | C | B |
| | 3 | C | A | D | B |
| | 4 | B | D | A | C |
| | 5 | C | B | D | A |
| | 6 | B | D | A | C |
| | 7 | A | C | B | D |
| | 8 | C | B | D | A |
| | 9 | C | B | D | A |
| | 10 | B | D | A | C |
| | 11 | A | C | B | D |
| | 12 | C | A | D | B |
| Sub-Columns | | (1) | (2) | (3) | (4) |

| Column II | | | |
|---------------------------------------------|-----|-----|-----|
| (Style Adaptability) Alternative Actions | | | |
| (a) | (b) | (c) | (d) |
| D | B | C | A |
| B | D | C | A |
| C | B | A | D |
| B | D | A | C |
| A | D | B | C |
| C | A | B | D |
| A | C | D | B |
| C | B | D | A |
| A | D | B | C |
| B | C | A | D |
| A | C | D | B |
| C | A | D | B |
| (a) | (b) | (c) | (d) |

Multiply by

| | | | |
|-----|-----|-----|-----|
| (a) | (b) | (c) | (d) |
| -2 | -1 | +1 | +2 |

| | | | | | | | | | | | |
|--|---|--|---|--|---|--|---|--|---|--|-------|
| | + | | + | | + | | + | | = | | TOTAL |
|--|---|--|---|--|---|--|---|--|---|--|-------|

ANNEXURE - 2

Motivational Profile Questionnaire

Different persons like doing different things. Further "Liking may very strong or weak. Pl. read the statements listed below and indicate the extent of your liking by circling the appropriate number mentioned on the right hand side of each statement. The number between 1 to 5 describes the extent of liking as follows:

- '1' indicates 'No Interest'
- '2' indicates 'only a little interest'
- '3' indicates 'you like the activity somewhat'
- '4' indicates 'you like the activity quite a bit'
- '5' indicates 'you like the activity very much'

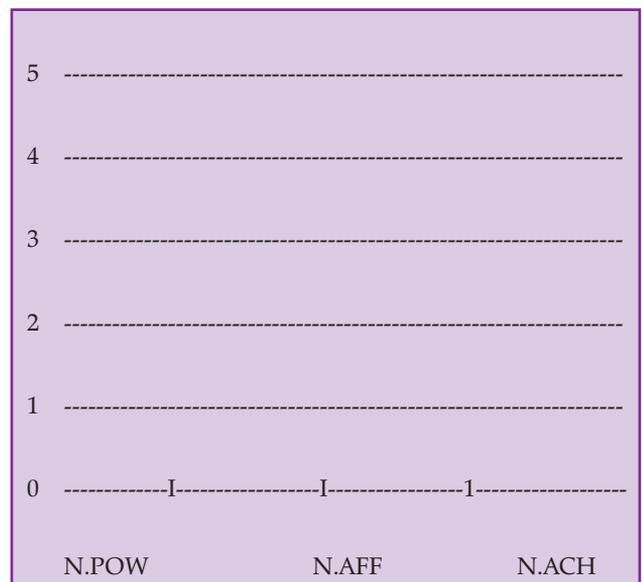
| | | | | | | |
|-------|--------------------------------------------------------------------------------|---|---|---|---|---|
| Qi | Getting people accept my ideas/ points of view | 1 | 2 | 3 | 4 | 5 |
| Qii | Having a lot of friends | 1 | 2 | 3 | 4 | 5 |
| Qiii | Selecting task that are a bit difficult to achieve | 1 | 2 | 3 | 4 | 5 |
| Qiv | Demonstrating my knowledge and ensuring that people accept it | 1 | 2 | 3 | 4 | 5 |
| Qv | Inviting people at my place for parties & functions | 1 | 2 | 3 | 4 | 5 |
| Qvi | Initiating even such activities for which there may be some chance for failure | 1 | 2 | 3 | 4 | 5 |
| Qvii | Getting what I desire even if I have to fight for it | 1 | 2 | 3 | 4 | 5 |
| Qviii | Greeting others on their birth day and other personal or family occasions | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|---------|-------------------------------------------------------------------------------------------------------------|---|---|---|---|---|
| Qix | Doing things that would stand out uniquely | 1 | 2 | 3 | 4 | 5 |
| Qx | Checking things with superior before taking action | 1 | 2 | 3 | 4 | 5 |
| Qxi | Dressing appropriately as per the rituals/occasions | 1 | 2 | 3 | 4 | 5 |
| Qxii | Competing with others in my area of work for better and higher performance | 1 | 2 | 3 | 4 | 5 |
| Qxiii | Observing strictly the rules & regulations outlined for any work or duty | 1 | 2 | 3 | 4 | 5 |
| Qxiv | Taking decision through conscientious | 1 | 2 | 3 | 4 | 5 |
| Qxv | Doing things that are necessary to build my career | 1 | 2 | 3 | 4 | 5 |
| Qxvi | Controlling the workers with various techniques | 1 | 2 | 3 | 4 | 5 |
| Qxvii | Caring for others feelings, more than their work | 1 | 2 | 3 | 4 | 5 |
| Qxviii | Starting even such activities about which things may not be very clear | 1 | 2 | 3 | 4 | 5 |
| Qxix | Framing rules and regulations that other should follow | 1 | 2 | 3 | 4 | 5 |
| Qxx | Avoiding conflicts as far as possible | 1 | 2 | 3 | 4 | 5 |
| Qxxi | Initiating something new or different | 1 | 2 | 3 | 4 | 5 |
| Qxxii | Punishing people who are conceited | 1 | 2 | 3 | 4 | 5 |
| Qxxiii | Giving others credits for their contribution | 1 | 2 | 3 | 4 | 5 |
| Qxxiv | Planning before taking any action | 1 | 2 | 3 | 4 | 5 |
| Qxxv | Directing others towards what I feel is right | 1 | 2 | 3 | 4 | 5 |
| Qxxvi | Organizing social gathering or functions | 1 | 2 | 3 | 4 | 5 |
| Qxxvii | Doing something important to prove that I can do it | 1 | 2 | 3 | 4 | 5 |
| Qxxviii | Doing things that I consider necessary to raise/maintaining my status | 1 | 2 | 3 | 4 | 5 |
| Qxxix | Getting personal with every one irrespective of status, superior or subordinate | 1 | 2 | 3 | 4 | 5 |
| Qxxx | Taking pleasure in solving problems that come on the way | 1 | 2 | 3 | 4 | 5 |
| Qxxxi | Initiating work with intention that other should follow | 1 | 2 | 3 | 4 | 5 |
| Qxxxii | Allowing others to decide the work that they like to do | 1 | 2 | 3 | 4 | 5 |
| Qxxxiii | Initiating activities with determination to complete | 1 | 2 | 3 | 4 | 5 |
| Qxxxiv | Doing tasks that my superior asks me to do. | 1 | 2 | 3 | 4 | 5 |
| Qxxxv | Delegating work to subordinate/ colleagues | 1 | 2 | 3 | 4 | 5 |
| Qxxxvi | Making fresh efforts with due modification for achieving goal which could not be achieved with past efforts | 1 | 2 | 3 | 4 | 5 |

SCORING

| n POW Motivation | | n AFF Motivation | | n ACH. Motivation | |
|---------------------|-------|---------------------|-------|----------------------|-------|
| Qno. | Score | Qno. | Score | Qno. | Score |
| i | | ii | | iii | |
| iv | | v | | vi | |
| vii | | viii | | ix | |
| X | | xi | | xii | |
| XIII | | xiv | | xv | |
| XVI | | Xvii | | xviii | |
| XIX | | xx | | xxi | |
| XXII | | xxiii | | xxiv | |
| XXV | | xxvi | | xxvii | |
| XXVIII | | xxix | | xxx | |
| XXXI | | xxxii | | xxxiii | |
| XXXIV | | xxxv | | xxxvi | |
| Total= | | Total= | | Total= | |
| Total/12= | | Total/12= | | Total/12= | |

PROFILE



BLOCKS to Excellence (Innovations)

Given below are the statements indicating your behavioral disposition to innovation? Pl read each statement independently and indicate your stand by marking

- 4 - for 'strong agreement'
 3 - for 'agreement'
 2 - for 'disagreement' and
 1 - for 'strong disagreement'.

There is nothing like right and wrong marking. The instrument will provide as accurate feedback as accurately you assess your stand in respect to each statement :

There is nothing like making right or wrong marking. the instrument will provide as accurate feedback as accurately you assess your stand in respect to each statement:"

| S.N. | Marking Statements. | S.N. | Marking Statements. |
|------|-----------------------------------------------------------------------------------------------|------|------------------------------------------------------------------------------------------------------------------------------------------|
| 1) | It's better to give up in the beginning, if task appears too difficult. | 18) | Women should not dress like men and vice versa. |
| 2) | I don't like to act in any unfamiliar situation. | 19) | I don't think India has the resources to catch up with the West. |
| 3) | I prefer making friendship with those who appreciate me. | 20) | I don't change my opinion about a person too often. |
| 4) | I see great danger in giving up our old customs. | 21) | I don't entertain the imaginative questions such as "what would happen if birds had brains like humans and humans had wings like birds". |
| 5) | I don't think I have any other very distinctive skill outside my area of specialization. | 22) | I hate to lose at games. |
| 6) | Behavioral response of a person can be predicted if we know his social background. | 23) | I don't feel like attending any meeting without receiving prior clear agenda. |
| 7) | One can't be really called mature unless one can really control one's emotions. | 24) | I feel tense communicating with persons who have greater authority than myself. |
| 8) | I don't prefer competing where I perceive very strong competitors. | 25) | Premarital sex is wrong because it is considered immoral in our society |
| 9) | If I don't plan my holiday meticulously, I just end up wasting my time & money. | 26) | I don't think I can do well in a job or occupation very different from my present one. |
| 10) | Really, I don't like any criticism leveled against me. | 27) | Necessities must always receive priority over artistic matters. |
| 11) | Parents know best what occupations their children should pursue. | 28) | I don't like to go serious movies. |
| 12) | Either at work or in study generally I don't share problems or seek guidance with colleagues. | 29) | In a meeting I don't speak unless I am very sure to win my point. |
| 13) | I can make out what people are like by noticing the way they dress. | 30) | I don't initiate or act unless all confusion is cleared. |
| 14) | Generally I resist expressing my tenderness & weaknesses to others. | 31) | I don't like being contradicted in the presence of others. |
| 15) | I dislike being compared to others. | 32) | One must fulfill one's social obligations at any cost. |
| 16) | I prefer a boss who tells precisely what I am supposed to do. | 33) | One can accomplish very little without the support of the authorities. |
| 17) | I don't like junior trying to be very familiar with me | 34) | People in the same profession have similar personalities. |
| | | 35) | No matter what choices of food I have in the restaurant, I tend to order the same old favorite |

BLOCKS to Excellence (Innovations) – SCORING

Transfer 'markings' given by you under the corresponding Sl. Nos. and compute the column totals

| | NRP | AA | AC | CC | RM | RR | TC |
|-------------------------------------------------------------------------|-------|-------|-------|-------|-------|-------|-------|
| | 1... | 2... | 3... | 4... | 5... | 6... | 7... |
| | 8... | 9... | 10... | 11... | 12... | 13... | 14... |
| | 15... | 16... | 17... | 18... | 19... | 20... | 21... |
| | 22... | 23... | 24... | 25... | 26... | 27... | 28... |
| | 29... | 30... | 31... | 32... | 33... | 34... | 35... |
| a) Total | | | | | | | |
| b) Divide 'a' by 5. | | | | | | | |
| c) Subtract 1 from 'b' | | | | | | | |
| d) Multiply 'c' by 100/3 to Obtain the Average Strength of each 'Block' | | | | | | | |

ANNEXURE - 4

Learning Style Inventory

This inventory is designed to assess your method of learning. Its aim is to describe how you learn, not to evaluate your learning ability.

There are 12 sentences listed below each with 4 endings. Rank order the endings for each sentence assigning '4' to the ending which best characterizes your learning style, a '3' to the ending which next best characterizes your learning style, a '2' to the next most characteristic one, a '1' to the ending which is least characterizes you as a learner. Be sure to assign a different number 4, 3, 2 or 1 to each of the four endings in each sentence. Do not make tie:

| | | | | | |
|----|----------------------------------|--------------------------------------|-----------------------------------|------------------------------------------------------------|------------------------------------|
| 1 | When I learn | I like to deal with my feelings | I like to watch and listen | I like to think about ideas | I like to be doing things |
| 2 | I learn best when | I trust my hunches and | I listen and watch carefully | I rely on logical thinking | I work hard to get thing done |
| 3 | When I am learning | I have strong feelings and reactions | I am quiet and reserved | I tend to reason things out | I am responsible about things |
| 4 | I learn by | feelings | watching | Thinking | doing |
| 5 | When I learn | I am open to new experiences | I look at all sides of the issues | I like to analyze things, break them down into their parts | I like to try things out |
| 6 | When I am learning | I am an intuitive person | I am an observing person | I am a logical person | I am an active person |
| 7 | I learn best when | personal relationship | observation | rational theories | a chance to try out and practice |
| 8 | When I learn | I feel personally involved in things | I take my time before acting | I like ideas and theories | I like to see results from my work |
| 9 | I learn best when | I rely on my feelings | I rely on my observations | I rely on my ideas | I can try things out for myself |
| 10 | When I am learning | I am an accepting person | I am a reserved person | I am a rational person | I am a responsible person |
| 11 | When I learn | I get involved things | I like to observe | I evaluate | I like to be active |
| 12 | I learn best when | I am receptive and open minded | I am careful | I analyses ideas | I am practical |
| | Total the score from each column | Column 1 | Column 2 | Column .3 | Column 4 |
| | | CE | RO | AC | AE |

Please compute your combination scores as follow, preserve negative signs if they appears :

(A) $AC - CE = \text{---}$

(B) $AE - RO = \text{---}$

Creativity : Unconventional Wisdom from 20 Accomplished Minds

Herb Meyers and Richard Gertsman

Main Focus and Approach by The Author

This book looks at the creativity from a different angle. Authors have interviewed 20 creative people from different areas like book writer, play writer, artist, architect, software industry, business, films, painter, designer, music composer, sculpture artist and photography. The interviewees range widely in age and countries of origin. The views of these creative people about creativity, their thought process, dreaming of different ideas and thoughts that others have never before envisaged, their motivators, steps they take to create things that delight their audiences have been described.

The book also tries to find the answers to the questions like Can one learn to be creative? Can one make people creative who are not initially creative? What's the impetus to be creative? Is money an important motivation to creativity? Or is it fame? If neither, what drives creative people to do what they do? Certain characteristics that were shared by these accomplished creative people are sharing the creative experience with others; breaking the rules; personal satisfaction; discovery and individualism.

Chapter Wise/ Content Wise Summary

David Halberstam

He is distinguished social and political writer in America. His writing career started as news paper reporter which culminated with reporting of Vietnam War for which he won Pulitzer Prize. He thinks creative person is someone who is uncomfortable in the conventional setting and cannot really function well there. This is someone who cannot go to office from nine to five. There are lot of people who are creative, but are not seeking creative work because they have made more conventional choices and they are going to unhappy about it.

According to him money does not stir creativity. If someone thinks he wants to be famous or make lot of money he doesn't go in to most creative jobs. When he started his career as journalist it was a poorly paid and not so glamorous career. But he went for it because he was not good at other subjects as compared with English and history. When he saw normal career options are blocked and door is open at some other option he worked harder than anyone else in that field and was ahead of the rest.

Edward Elbee

He is American playwright known for works and themes that have changed the landscape of American drama. He thinks the only thing that separated the creative from the non-creative is the fact that creative people are not content merely to have

the experience, but insist on commenting on it. Some people translate these experiences into something such as painting, plays or classical music. Art is the comment they make on the experience that everybody else has had. The very best do it because they are incomplete without doing it.

According to him too many schools and families discourage creativity. In schools today, the only goal is getting a good job and making a lot of money. It's destructive and there cannot be a great society or civilization without a descent educational system. He admires most creative people as long as they are serious about their art and are not in to it just for money or fame. Money and fame are two highly destructive things to creative artists.

Nandan Nilekani

CEO of Infosys thinks there are different kinds of creativity. Classically we have thought of creativity in artistic sense, in terms of art, music and literature. But there is lot of creativity in business today and it is about visualizing the future that others don't see. He visualized that with new technology it is possible to work at some other place for a company which actually is stationed somewhere else. Along with this he thought the foreign companies would outsource their jobs to such companies that have stature and presence, that have a campus where people are able to work, and that have investment in technology. So, he first build a campus; that was a big idea in 1991. When there was outsourcing boom Infosys was ready with the infrastructure to capitalize on the opportunity while others were still building the infrastructure. So thinking about the future development that nobody has laid out before is creativity for a business.

Erica Jong

The author who created sensation with its frank treatment of a woman's sexual desires; thinks real creativity consists of seeing the world differently from the way other people see it, and being compelled to share that with others. People criticize and protest against her writings because they think women should not write about the things she write about, because the things she writes about breaks their notion of what a women should be like. Her work has always created controversy because she is being

outspoken on women sexuality as she thinks nobody is indifferent for her writing work.

She thinks the process of creating the work is a process of discovery, both inner and outer discovery. It cannot be forced and you don't know where it comes from, but in surrounding yourself to the process- you make discoveries. Working on the similar lines she writes on what she feels rather than thinking about what is wrong and what is right? So, the outcome is real creative work which nowadays people appreciate and she also received the United Nations National Award for Excellence in literature.

Karim Rashid

A leading designer thinks that we are all born creative. What kind of behavioral or educational conditioning we have at young age determines whether or not we continue to be a creative human being. His father was a painter and a television set designer. His father used to paint until four in the morning and as a child he has seen his paintings and television designs. So he really grew up in a creative world all the time. Therefore in a sense he thinks creativity can be learned and a person can be encouraged to be creative. To explain a different case compared to his own i.e. a person not getting creative environment but still successful at creative work; he says that one of his friend who was a brilliant violinist even though his parents were both doctors, happened because his parents saw the world in a different way than other people, so they could shape their child to be what he was.

Unfortunately, today's society tends to suppress creativity. Society teaches us to conform in school, at home, at a restaurant, at a ball game-in short everywhere. So even though as a child you are creative you have to grow up in a conforming society. This conforming at a young age prevents the majority of people, who may be basically creative, from pursuing a creative career. One more thing which suppresses the creativity is laziness. The majority of us are lazy especially as we get older, we focus more on making a living and on such activities that seem to be most important to us, and being creative takes a backseat.

Outcomes/Overall Summary of The Book

Creativity is not only about looking at the existing

things and making subtle changes in it but dreaming things that never were and making it in reality to happen. Every creation has to be the original work of the creator who treats it as a new birth thereby giving his everything in to it. The creations have to be your own signature to distinguish it from the rest. An idea behind creation comes from your learning of whole life and carefully watching the surrounding things and activities. Experimenting is also good for making an idea to convert in to success. For all these you need to have energy to work all the time, which all the artists have.

Money and fame cannot be motivators for creativity. The motivator for being creative is finding out in life, you love the most to do and putting all your energy in to it. Not treating it as a job but thinking about it even when you are not at your workplace and keenly watching the things and activities around you and thinking about ways you can use these learning in the work you do.

Creativity can be learned and encouraged. It is the need of the hour to modify our educational system which teaches us that you are at the school for getting a degree and the job out of it. If the educational system encourage us to nurture our ideas and be a guiding support for our creativity rather than be just conforming to a set pattern, then more and more

people could become creative and one can bring a lot of change in human psyche through creativity which can change not only our everyday life but our whole surrounding environment and shape a new culture.

Learning Points

1. To be creative you should not be lazy and have excess of energy.
2. To be creative one needs to dream and visualize the things that never were there.
3. Money and fame cannot be motivators for creativity.
4. Creativity can be learned and encouraged.
5. In business creativity is visualizing the future which others don't see.
6. Our educational system and society needs to change which tends to suppress the creativity.

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In the Company of Givers and Takers

Grant Adam

Every organization has two kinds of people, givers, who are more concerned about their contribution and takers who are very assertive about what they want. People can demonstrate these opposing traits across a whole range of behaviors ranging from outright selfishness to selfless sacrifice, with most people ranging in-between. Organizations work most effectively when people behave generously toward their colleagues.

Every day, employees make decisions about whether to act like givers or like takers. When they act like givers, they contribute to others without seeking anything in return. They might offer assistance, share knowledge, or make valuable introductions. When they act like takers, they try to get other people to serve their ends while carefully guarding their own expertise and time.

Organizations have a strong interest in fostering giving behavior. A willingness to help others achieve their goals lies at the heart of effective collaboration, innovation, quality improvement, and service excellence. In workplaces where such behavior becomes the norm, the benefits multiply quickly. When employees act like givers, they facilitate efficient problem solving and coordination and build cohesive, supportive cultures that appeal to customers, suppliers, and top talent alike.

But even as leaders recognize the importance of generous behavior and call for more of it, workers receive mixed messages about the advisability of acting in the interests of others. Forced-ranking performance evaluations, and competitive bonus pools, pit employees against one another, encouraging them to undercut rather than support their colleagues' efforts. Even without a dog-eat-dog scoring system, strict delineation of responsibilities and a focus on individual performance metrics can cause a "not my job" mentality to take hold.

Studies have thrown up interesting findings about the success of givers in organizations. They are either the most productive or the least, with the takers being mostly the median performers. Generosity appeared to sink some employees to the bottom while propelling others to the top. This creates a challenge for managers. Can they promote generosity without cutting into productivity and undermining fairness? How can they avoid creating situations where already-generous people give away too much of their attention while selfish coworkers feel they have even more license to take? How, in short, can they protect good people from being treated like doormats?

Part of the solution must involve targeting the takers in the organization—providing incentives for them to collaborate and establishing repercussions for refusing reasonable requests. But even more important, is helping the givers act on their

generous impulses more productively. The key is for employees to gain a more nuanced understanding of what generosity is and is not. Givers are better positioned to succeed when they distinguish generosity from three other attributes—timidity, availability, and empathy—that tend to travel with it.

- **Timidity** - Generous people tend not to ask for help, but they will do so if they are acting as agents on behalf of others. Timidity needn't have anything to do with generosity, but it often plagues givers. Encourage the givers to be more assertive by making them see that their assertiveness is required for the benefits of many other people also, not just them. They can teach employees who are uncomfortable with self-advocacy to shift their frames of reference and advocate for others using relational accounts. The first step is to ask employees to think of others who share their interests. A colleague, perhaps, or a customer, supplier, direct report, friend, or family member? Having identified a beneficiary, the employee might make a verbal commitment to help that person. Then it's time to target the right audience and begin to advocate, making all due reference to those relational accounts.
- **Availability** - If givers drop everything when anyone asks for a favor, their own productivity suffers. The key is to carve out time and space for uninterrupted work. Instead of accommodating every request for help, givers need to set boundaries like quiet hours, and redirecting people to others who can help them. It takes some time and energy to stick to these guidelines but ends up in retaining the essential giving character without losing personal productivity. One of the critical distinctions between self-sacrificing givers and successful ones is the willingness to seek support. Although many givers are uncomfortable seeking help for themselves, asking on behalf of others is easier to them, so they end up developing a network of givers and their credibility also ensures that more people responds to their requests. It also makes sense for givers to be selective as to whom they help. It's probably unrealistic to expect that they will outright refuse to help others, even inveterate takers. But leaders can point out a middle ground: When dealing

with takers, givers can be matchers. Instead of helping with no strings attached, matchers hold takers accountable for their behavior, helping them only if they will reciprocate by helping the matcher—or others—in return. As for how to help, leaders can prompt reflection on the types of giving that are best aligned with employees' skills, interests, and values. The more an employee becomes known for offering specific kinds of help, the less likely people are to pile on miscellaneous requests. Over time the questions directed toward that employee will become more aligned with his or her expertise and enjoyment, making giving more sustainable. Studies by the psychologists Netta Weinstein and Richard Ryan show that when helping is based on a sense of mastery and personal choice rather than duty and obligation, it's more likely to be energizing than exhausting. Building a network of givers, will enable employees to fulfill requests without accepting the entire burden themselves. Asking recipients to pay it forward also serves as a mechanism for sincerity screening, letting employees see who's willing to help and who isn't. They can then dedicate their time and energy to other givers, where the return on investment is greatest.

- **Empathy** - Givers can be easily swayed by emotional appeals for their assistance, but they can make better choices about helping when they are taught to consider others' perspectives in addition to their feelings. If a busy person is easily moved by empathy to spend time doing favors he or she cannot afford, that person runs a serious risk of being manipulated by shrewd takers. By teaching people to be perspective takers – not just empathizers – when they are called on for favors, managers can help givers provide more-productive allocations of time that will benefit the enterprise as a whole. Leaders and managers can ask employees to gather information about a counterpart's interests and to make a list of their own interests as well. From there, employees can examine the overlap to generate ideas for what negotiation experts call compatible issues and logrolling. Compatible issues are points at which interests align, and logrolling means that employees will let a counterpart win on issues that

matter less to them so that they can win on the issues they value most. Givers excel at understanding other people's thoughts as well as their feelings, because concern for others involves getting to know their backgrounds and values. Givers allow themselves to become pushovers when they fail to gather and use knowledge about others' interests. By putting this skill into action, it's possible to transform win/lose scenarios into win/win gains.

There are three payoffs associated with teaching employees about the power of agency, boundaries on availability, and perspective taking. The first is saving your best employees—those who exemplify collegial generosity—from being taken advantage of and helping them to gain stature as successful givers instead. The second is enabling employees who fear the risks of giving to contribute more to others and to the success of the enterprise. The third is creating a culture of and reputation for generosity that attracts more givers to your organization and appeals less to takers.

Developing a refined view of generosity will help resolve a fundamental dilemma that ambitious professionals face today: Although giving behavior is beneficial to organizations and ardently praised in the abstract by leaders, it often comes at the expense of those who engage in it. As Bill Gates said at the World Economic Forum's 2008 meeting in Davos, "There are two great forces of human nature—self-interest, and caring for others." In many organizations, those forces come together with damaging effect. With thoughtful management, however, they can be yoked in such a way that caring for others becomes the best strategy for the most ambitious.

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जीवंत संगठन - चुनौतियाँ एवं अवसर

इन्द्र कुमार अचप्लानी*

"कुछ लोग जिम्मेदारी से सिर्फ इसीलिए भागते हैं कि यह अपने साथ जवाबदेही भी लाती है। जब हम जवाबदेही से कतराते हैं तो अपने लिए एक बेचारगी पैदा करते हैं। अतः अपने आप को मुक्त कीजिये और जिम्मेदारी उठाइये। तब आपको अहसास होगा कि आप कुछ भी कर सकते हैं।"

संगठन अथवा कम्पनी कोई इमारतों का समूह नहीं है वरन् सोच समझकर बनाई गयी एक सामाजिक इकाई है जिसके मुख्य अंग उसमें कार्यरत कर्मी हैं, जो अपेक्षाकृत सतत् आधार पर कार्य करती है एवं जिसका उद्देश्य तयशुदा लक्ष्य या लक्ष्यों की प्राप्ति होता है। वातावरण में बदलाव के साथ कम्पनी को भी अपने आप को वातावरण के अनुसार ढालने की आवश्यकता होती है और यह कम्पनी के जीवित रहने के लिए नितांत आवश्यक है। कम्पनी का कोई अंग अगर अपेक्षानुसार काम नहीं कर पाता तो कम्पनी 'बीमार' हो जाती है और अगर कम्पनी के मुख्य अंग (यथा वित्त एवं विपणन इत्यादि) अपना काम करने में विफल हो जायें तो कम्पनी अन्ततः 'मृत' हो जाती है।

अगर हम उपरोक्त की तुलना जीवन से करें तो पायेंगे कि जिन्दा रहने के लिए हर जीवित प्राणी को अपने आप को वातावरण के अनुकूल ढालना होता है, अगर शरीर को कोई रोग पकड़ ले तो व्यक्ति बीमार हो जाता है और अगर शरीर के महत्वपूर्ण अंग जैसे हृदय या फेफड़े आदि काम करना बंद कर दें तो व्यक्ति की मृत्यु तक हो जाती है अर्थात् हम यह निष्कर्ष निकाल सकते हैं कि संगठन में भी जीवन होता है।

कोई भी संगठन उसमें कार्यरत कर्मियों का कुल योग है और व्यक्तियों का यह समूह ही उस संगठन की आत्मा (संस्कृति) होती है। संगठनों के बारे में इतना लिखा जा चुका है कि अगर हम 10 जन्म भी सब काम काज छोड़कर, संगठनों से संबंधित किताबें अथवा लेख पढ़ते रहें तो भी शायद समय कम पड़ेगा। अतः हम संगठन के बारे में बात नहीं करेंगे वरन् हम संगठन की जीवंतता के बारे में चर्चा करेंगे। अब जब आप मान ही चुके हैं कि संगठन में भी जीवन होता है तो जीवन में आने वाली हर चुनौती का सामना संगठन को ही करना पड़ता है। इसलिए यह आवश्यक हो जाता है कि हम जानें कि 21वीं शताब्दी की वो कौन-कौन सी चुनौतियाँ हैं जो संगठन को अपने जीवनकाल में झेलनी पड़ेगी और क्या इन चुनौतियों को अवसर में बदला जा सकता है ?

आज की गलाकाट प्रतियोगिता के युग में किसी भी संगठन अथवा यूँ कहिये कि उनमें कार्यरत कर्मियों के सामने पहाड़ बन के खड़ी दस प्रमुख चुनौतियों के बारे में चर्चा करते हैं और साथ ही साथ यह जानने की कोशिश भी करते हैं कि इन चुनौतियों को कैसे अवसर में बदला जा सकता है।

1. अनिश्चितता (अनसरटेनिटी)

आज किसी भी व्यवसाय की सबसे बड़ी चुनौती है - अनिश्चितता का माहौल। यूँ तो व्यक्ति तो स्वभाव से ही अनिश्चितता पसंद नहीं परन्तु व्यवसाय में यह सबसे ज्यादा असुविधाजनक है। संगठन के उच्चाधिकारियों के लिये जिन्हें न सिर्फ सीमित समय के लिए योजनाएं बनानी होती है वरन् लम्बे समय के लिए विनिवेश के निर्णय भी लेने होते हैं ताकि संगठन की स्थिरता कायम रहे। इस अनिश्चितता भरे माहौल में संगठन के प्रमुख अधिशासी लम्बे समय के लिए निर्णय लेने से कतराने लगे हैं और अपना सारा ध्यान वे सिर्फ सीमित समय की योजनाएं बनाने में लगा रहे हैं। इसका सबसे

* उप महाप्रबंधक (शैक्षणिक) एवं वरीय संकाय सदस्य, एम० टी० आई०, सेल, राँची

बुरा प्रभाव संगठन की स्थिरता पर पड़ेगा जो कि अन्ततः संगठन के लिए घातक ही सिद्ध होगी। दुनिया की सर्वश्रेष्ठ कैमरे बनाने वाली कम्पनी आगफा अन्ततः बन्द हो गयी क्योंकि उन्होंने अपने व्यवसाय के शिखर पर बैठ कर भी आने वाले कल के लिए योजना नहीं बनायी और कल की आयी कम्पनियाँ उनसे आगे निकल गयीं।

अवसर : हम बचपन से सुनते आये हैं कि लाभ जोखिम उठाने का पुरस्कार है। अब या तो हम आने वाले कल से डर जायें और आज की चिन्ता करें या फिर ऐसी योजनाएं बनायें जो हमें आज तो लाभ की स्थिति में रखें ही लेकिन आने वाले कल की चुनौतियों का सामना करने के लिए भी संगठन को तैयार रखें। तभी हम अपने संगठन की स्थिरता लम्बे समय तक कायम रख पायेंगे। हमें याद रखना होगा कि आज की प्रतिस्पर्धा भरे युग में हमसे आगे निकलने के लिए एक नहीं अनेक लोग तैयार बैठे हैं।

2. वैश्विकरण (ग्लोबलाइजेशन)

संगठनों के सामने आज दूसरी सबसे बड़ी चुनौती वैश्विकरण को लेकर है। दुनिया की सर्वश्रेष्ठ कम्पनियों के 10 मुख्य कार्यकारी अधिकारियों में से सात ने एक साक्षात्कार के दौरान माना कि आज वैश्विकरण उनके लिए सबसे बड़ी चुनौती है। आज पूरा विश्व एक बाजार के रूप में उभर रहा है तभी तो हमारे देश में पूजे जाने जाने वाले भगवान की मूर्तियाँ हों या फिर होली की पिचकारी या दीवाली की लाइटें, सब हमारे देश में चीन से आ रहा है। अतः संगठन को प्रतिस्पर्धा में बने रहने के लिए यह जरूरी हो गया है कि वे दूसरे देशों की संस्कृति एवं सभ्यता को समझें, उनकी जरूरतों को पहचानें और उनके पास उपलब्ध साधनों और संसाधनों का संज्ञान लें ताकि उनके बाजारों में पैठ बनायी जा सके और उपलब्ध उत्पादों को उनके बाजारों में बेचा जा सके और साथ ही साथ उनकी आवश्यकताओं के अनुसार नये उत्पादों के लिए डिजायन इत्यादि तैयार किये जा सके।

अवसर : यद्यपि वैश्विक स्तर पर खुला बाजार संगठन के लिए चुनौती है तो साथ ही साथ यह अवसर भी तो है अपने उत्पादों के लिए नये बाजार खोजने की आज आवश्यकता है तो सिर्फ इस बात की कि आप अपने उत्पादों या सेवाओं को विश्व स्तर का बनाये और अपनी विपणन गतिविधियों का दायरा बढ़ायें। तब यह चुनौती आपको एक सुखद संजोग की तरह दिखाई देगी। आज इन्फॉर्मेशन टेक्नोलॉजी में हम विश्व में अग्रणी हैं और हमारी सेवाएं विश्व के सबसे उन्नत देश भी ले रहे हैं। आप जान ही गये

होंगे कि मैं इन्फोसिस, विपरो, टी.सी.एस. जैसे संगठनों की बात कर रहा हूँ जिनकी आमदनी का बड़ा हिस्सा दूसरे देशों को अपनी सेवाएं बेचकर ही आता है। आवश्यकता सिर्फ इस बात की है कि संगठन दूसरे देशों की संस्कृति को पहचाने और व्यापार से संबंधित योजनाएं बनाने के लिए जरूरी सूचनाओं को एकत्र कर उन्हें विश्लेषित करने की योग्यता का विकास करें।

3. अभिनवता (इनोवेशन)

अपने कार्यकलापों, उत्पादों एवं सेवाओं में अभिनवता लाना आज संगठनों के लिए बड़ी चुनौती है। हाल ही में किये गये एक सर्वे के अनुसार यह पाया गया कि बड़ी कम्पनियाँ अभिनव संस्कृति को अपनाते से कतरा रही हैं। चूँकि इसमें उन्हें जोखिम दिखाई देता है। कई मुख्य कार्यकारी इसकी आवश्यकता को मानते हैं और अपने उत्पाद और सेवाओं में अभिनव प्रक्रियाओं को अपनाते चाहते हैं। परन्तु परिणामों से डरते हैं। चुनौती यह है कि अभिनवता को तो अपनाया जाये परन्तु संगठन पर नियंत्रण बना रहे।

अवसर : आज की उन्नत प्रौद्योगिकी के युग में जहाँ आज का उत्पाद कल अप्रचलित हो जाता है। संगठनों को वातावरण से तालमेल बिठाये रखने के लिए अपने उत्पादों, सेवाओं और कार्यकलापों में निरन्तर अभिनवता लाने का जोखिम उठाना ही पड़ेगा। इस चुनौती का सामना करने का एक ही तरीका है कि आप अपने उत्पादों एवं सेवाओं में नवीनता लाते रहें ताकि आपका बाजार कायम रहे। अभिनवता के अनेकों उदाहरण क्षण भर में ही आपको याद आ जायेंगे। फिर चाहे आप इलेक्ट्रॉनिक उत्पादों के बारे में सोचें या स्टील, प्लास्टिक या ऐसे अन्य हजारों उत्पाद जिसमें अभिनवता ने बाजार का स्वरूप ही बदल दिया। अतः इस चुनौती को अवसर मानिये कि कैसे आप अपने उत्पाद को अपने प्रतिद्वंद्वी से बेहतर बना सकते हैं और इसका एक ही उपाय है कि आप अभिनवता के महत्व को पहचानें और अभिनव संस्कृति को अपनायें न कि इस चुनौती से घबराकर अपने संगठन को प्रतिद्वंद्वियों के हवाले कर दें।

4. विनियमन (रेगुलेशन)

आज संगठनों के सामने एक नयी चुनौती है कि नित नये बदलते हुए नियम एवं कानून फिर चाहे वो पर्यावरण से संबंधित हों अथवा सरकार की वित्तीय या विनिवेश नीतियों आदि के चलते हों। आज विश्व के सामने 'ग्लोबल वार्मिंग' एक नयी चुनौती के रूप में उभरी है और संगठनों को हरित उत्पादन करने के लिए

ग्राहकों एवं अंशधारकों की ओर से दबाव डाला जा रहा है। हमारे देश में किसी भी बड़े कारखाने को लगाने में सबसे बड़ी चुनौती पर्यावरण संबंधी मंजूरी प्राप्त करने के रूप में संगठनों के सामने आती है। बैंकों से पैसा मिलना भी अब उतना आसान नहीं है। जितना कुछ समय पहले तक था, आप जिस व्यवसाय में हैं उससे संबंधित नियमों, अधिनियमों, कानूनों आदि की जानकारी आप को होना अत्यंत आवश्यक है, फिर आप इसे चुनौती माने या अड़चन। इस तरह के आदेश अथवा अध्यादेश कोई भी सरकार गहन विचार विमर्श के बाद लाती है और इसमें आम आदमी का हित सर्वोपरि होता है।

अवसर : मैं कोई पर्याविद नहीं हूँ पर यह जानता हूँ कि हम अपने आप को संवारने के लिए आने वाली पीढ़ी का कल खराब नहीं कर सकते। अतः हमें उन्हें हरा भरा वातावरण देना ही होगा। जो आज आपको चुनौती लगती है उसे अवसर मानिये कि आप देश का कल संवार रहे हैं। आने वाले समय में वो ही संगठन स्थिर रह पायेगा जो हरित निर्माण को प्रोत्साहित करेगा। अतः इसे अपने प्रतिद्वंद्वियों से आगे निकलने के लिए मिला एक अवसर मानिये जो हो सकता है अपने आकार और तकनीक की वजह से इसे लागू करने में आप से पीछे रह जायें।

5. प्रौद्योगिकी (टेक्नोलॉजी)

आज विश्व में जिस तेजी से नयी नयी तकनीक का विकास हो रहा है, उससे निपट पाना संगठनों के लिए एक बड़ी चुनौती है। आज आप अच्छा खासा निवेश करके कोई उद्योग लगाते हैं और अगले ही वर्ष आपका प्रतिद्वंद्वी उसी उत्पाद को नयी तकनीक द्वारा बना कर आपके सामने नयी चुनौती प्रस्तुत कर देता है। प्रश्न यह है कि क्या आप नयी तकनीक को आने से रोक सकते हैं और शायद उत्तर एक ही है - नहीं।

अवसर : इस नित बदलती तकनीकी दुनिया में संगठनों को ऐसी योजनाएँ बनानी चाहिए कि वे इस अवसर का लाभ उठायें और अपने संगठन में ऐसी लचीली व्यवस्था कायम करें कि आज जिस तकनीक पर आप उसका लाभ उठा सकें, ताकि आप दूसरों से हमेशा आगे रहें तब आपको यह चुनौती अवसर के रूप में दिखाई देगी।

6. विविधता (डाइवर्सिटी)

व्यवसाय में विविधता लाने का प्रयास आज एक बड़ी चुनौती है क्योंकि कोई भी व्यक्ति आदतन बदलाव को पसंद नहीं करता।

अतः संगठन की किसी भी कार्य प्रणाली अथवा उत्पादों में बदलाव को जल्दी से स्वीकारा नहीं जाता और इसी असहमति के डर से संगठन के नेतृत्वकर्ता विविधता लाने से डरते हैं और संगठन पुरानी लीक पर लम्बे समय तक बने रहते हैं फिर चाहे उनका अस्तित्व ही खतरे में पड़ जाये। संगठनों के इतिहास उठा कर देखिये, आप पायेंगे कि ऐसे कई संगठन विलुप्त हो गये जो एक समय अपने व्यवसाय के नेता होते थे और उसका एकमात्र कारण आप यही पायेंगे कि वह अपने आप को समयानुसार बदल नहीं पाये और नये उत्पादों अथवा नवीन टेक्नोलॉजी ने उनका अस्तित्व ही मिटा दिया।

अवसर : अपने संगठन की जीवंतता बनाये रखने के लिए निरन्तर विविधता बनाये रखने के बारे में सोचिये। यह मानकर चलिये कि इस नित बदलती दुनिया में कुछ भी स्थयी नहीं है, अगर आज अपने व्यवसाय में शिखर पर हैं तो कल कोई और आपसे आगे निकलने के लिए तैयारी कर रहा है। अतः आवश्यक है कि आप बदलाव के बारे में सोचें। परन्तु इसके लिए आवश्यक है कि आप क्या विविधता चाहते हैं या अपने व्यवसाय में ला सकते हैं। इसके बारे में अपने साथियों या सहकर्मियों से सलाह मशविरा करें और उन्हें विश्वास में लें ताकि आपके प्रयासों में सामंजस्य बना रहे और संगठन उन बदलावों को स्वीकार करने के लिए तैयार रहे।

7. जटिलता (कम्प्लेक्सिटी)

इसमें कोई संदेह नहीं कि आज जीवन और व्यवसाय दोनों में बहुत जटिलता आ गयी है, यद्यपि उन्नत तकनीक एवं प्रौद्योगिकी की बदौलत संगठन की गतिविधियाँ एवं कार्यप्रणाली काफी आसान हो गयी है। परन्तु यह बहुत जल्दी-जल्दी बदलती रहती है और इनसे तालमेल बनाये रखना काफी जटिल हो गया है। वैश्विक अर्थव्यवस्था आज एक दूसरे से ज्यादा अच्छी तरह जुड़ी हुई है और संगठनों का दुनिया भर में फैले विविध ग्राहकों एवं सप्लायरों से जुड़े रहने की एक जटिल चुनौती का सामना करना पड़ रहा है।

अवसर : अगर इसे अवसर की तरह देखें तो हम पायेंगे कि आज पूरा विश्व आपके उत्पादों के लिए एक बाजार है और उन्नत आई. टी. की बदौलत आप विश्व के किसी कोने से भी व्यापार कर सकते हैं। हमें अपने अनुभव और ज्ञान की बदौलत पता है कि कोई भी नयी प्रणाली शुरूआत में बहुत जटिल प्रतीत होती है परन्तु सही कार्यान्वयन एवं निगरानी की वजह से बाद में आसान लगने लगती है। यह सुनहरा अवसर है अपने व्यवसाय को फैलाने के लिए, बस आपको चाहिये कि यह सुनिश्चित करें कि

नवीनतम कार्यप्रणालियों को कैसे बनाया और क्रियान्वित किया जाये ताकि कम से कम जटिलता में अपने व्यापार मॉडल, प्रक्रियाओं, उत्पादों और सेवाओं को डिजाइन किया जा सके।

8. सूचनाओं की भरमार (इन्फॉर्मेशन ओवरलोड)

बदलाव प्रकृति का नियम है परन्तु आज कोई भी अन्य चीज इतनी तेजी से न तो विकसित हो रही है न बदल रही है जितनी कि सूचना और इसका आदान-प्रदान। इन्टरनेट का प्रयोग 21 वीं शताब्दी में सूचना का एक नया युग लेकर आया है। जहाँ एक बटन दबाते ही दुनिया भर की खबरें आपके सामने होती हैं और यह व्यापार के लिए अगर वरदान है तो साथ ही साथ एक बड़ी चुनौती भी। सूचनाओं के इस अम्बार में से अपने काम की सूचना ढूँढना/एकत्रित करना, उससे अपने मतलब की जानकारी निकालना एवं उपलब्ध सूचना के आधार पर निर्णय लेना, किसी भी संगठन के लिए बेहद चुनौतीपूर्ण कार्य है।

अवसर : अगर संगठन उपलब्ध सूचनाओं को पहाड़ में से अपने काम की जानकारी एकत्रित करने की कोई प्रणाली उपलब्ध आई. टी. प्रौद्योगिकी या अपने कर्मियों के ज्ञान कौशल का इस्तेमाल करके विकसित कर लेते हैं तो यह जानकारी उनके संगठन की तरक्की के नये-नये आयाम विकसित करने में बेहद कारगर साबित होगी। अतः इक्कीसवीं शताब्दी के संगठनों को इसे अवसर के रूप में ही देखना होगा और वही संगठन शिखर पर पहुँच पायेगा या स्थिर रहेगा, जो उपलब्ध सूचना का सबसे बेहतर उपयोग करने में सक्षम होगा।

9. आपूर्ति श्रृंखला (सप्लाइ चेन)

मांग में नित होते बदलाव और अपनी लागत को कम से कम रखने की नियत से आज कम्पनियाँ अपने पास कच्चे उत्पादों को निम्नतम स्टाक रखना चाहती हैं। परन्तु इस प्रयास में सबसे बड़ी चुनौती है - समय पर कच्चे माल की आपूर्ति, नित बदलती कीमतें, कच्चे उत्पादों की मांग में बढ़ोत्तरी की वजह से बढ़ती प्रतियोगिता एवं अन्य लाजिस्टिक बाधाएँ। इन सब कारणों से संगठन के लिए अपने कच्चे माल की आपूर्ति की योजना बनाना बेहद चुनौतीपूर्ण कार्य हो गया है। इसके अतिरिक्त ऐसे छोटे आपूर्तिकर्ता जो पूंजी की कमी के कारण अपने पास कच्चे माल का भंडारन नहीं करना चाहते वे अपना माल बड़े ग्राहकों को नकद बिक्री के तहत बेच देते हैं जिससे समस्या और गंभीर हो जाती है।

अवसर : गहन प्रतियोगिता के इस युग में इस चुनौती से पाठ पाने के लिए ऐसी आपूर्ति श्रृंखला विकसित करने के लिए कारगर योजना बनाने की आवश्यकता है ताकि कच्चे माल की आपूर्ति न सिर्फ कम से कम कीमतों पर हो, वरन् यह भी सुनिश्चित किया जा सके कि माल आपके पास तयशुदा समय पर हमेशा पहुँचता रहे। याद रखिये कि जब आप जरूरत से ज्यादा माल का अपने यहाँ भंडारन करते हैं तो आप सिर्फ और सिर्फ उन वित्तीय संस्थानों को अपने लाभ का हिस्सा दे रहे होते हैं जो आपको ब्याज पर पैसा देते हैं। आज जब लाभ कम हो रहा है तो आपको यह अवसर मिला है कि आप भी जापानी कम्पनियों की तरह अपनी आपूर्ति श्रृंखला को 'जस्ट-इन-टाइम' तकनीक पर विकसित करें, ताकि आपके द्वारा कमाया पूरा लाभ आपका अपना हो।

10. समस्या निवारण (प्रोबलम साल्विंग)

उपरोक्त नौ चुनौतियाँ, जिनका हमने अभी तक जिक्र किया, वे सब गहन शोध का परिणाम है, परन्तु अंतिम चुनौती जिसका अब जिक्र हो रहा है, वह संबंधित है संगठन में कार्यरत कर्मियों से। किसी भी समस्या को या तो आप चुनौती मान सकते हैं अथवा अवसर और यह निर्भर करता है आपके नजरिये पर। अक्सर एक सुखद, सफल परिणाम और एक निराशाजनक विफलता के बीच अंतर केवल धारणा या नजरिये में मामूली बदलाव का परिणाम ही होता है जो हम उस समस्या को लेकर बनाते हैं जो हमारे सामने मुँह बाये खड़ी होती है।

जैसा कि हमने लेख के शुरूआत में ही जिक्र किया कि संगठन उसमें कार्यरत कर्मियों का समूह है और उतना ही जीवंत है जितना उसमें कार्यरत कर्मी। नित नवीन समस्याएँ आज के व्यवसाय में अपरिहार्य हैं। अब या तो समस्या आने पर उससे जैसे-तैसे निपटा जाये या फिर समस्याओं से निपटने के लिए कुशल प्रबंधकों का एक ऐसा समूह बनाया जाये जिनका नजरिया हमेशा सकारात्मक हो और जो यह मानते हों कि हर समस्या का हल संभव होता है और वह समस्या समाधान के लिए कारगर रणनीति बनाये। चुनौतियों को अवसर में बदलने के लिए तीन कारगर तरीके निम्न हो सकते हैं।

(क) अपने को मुक्त करिये और जिम्मेदारी संभालिये :

इसके लिए आवश्यक है कि आप मानें कि आप अपनी भावनाओं के वश में हैं - जैसे कुछ लोग कहते पाये जाते हैं कि मैं ऐसा ही हूँ, मैं अपने आप को नहीं बदल सकता। हमें अपनी प्रतिक्रियाओं

की जिम्मेदारी उठानी ही होगी और यह मानना होगा कि हम अपनी प्रतिक्रिया को वश में कर सकते हैं।

जिम्मेदारी स्वीकार करना एक शानदार मुक्ति का अनुभव है। यह हमें हमारे अपने जीवन को चालक की सीट में बदल देता है। इसका मतलब है कि हम नियंत्रण में हैं और हम अपनी प्रतिक्रिया को वश में कर सकते हैं।

कुछ लोग जिम्मेदारी से सिर्फ इसीलिए भागते हैं कि यह अपने साथ जवाबदेही भी लाती है। जब हम जवाबदेही से कतराते हैं तो अपने लिए एक बेचारगी पैदा करते हैं। अतः अपने आप को मुक्त कीजिये और जिम्मेदारी उठाइये। तब आपको अहसास होगा कि आप कुछ भी कर सकते हैं।

(ख) सही शुरूआत कीजिये :

किसी भी नयी चुनौती का सामना करते समय सही शुरूआत कीजिये अर्थात् अगर आप समस्या को शुरू में ही ऐसा मान लेंगे कि यह जटिल समस्या है और इसका हल पाना मुश्किल है तो आपका सफर कठिन हो जायेगा क्योंकि आप अपने लिए कई

उलझनें पैदा कर लेंगे और सही दिशा में वापसी कठिन होगी। अगर आप सकारात्मक शुरूआत करते हैं तो आपके प्रयास सही दिशा में ही होंगे और आप चुनौती का डटकर सामना कर पायेंगे। यह समस्या से पार पाने का ज्यादा सरल तरीका है बनिस्पत इसके कि आप हर समस्या से भिड़ जायें।

(ग) जिन्दगी का लुत्फ उठाइये :

अगर आप हर समस्या को बहुत गंभीरतापूर्वक लेते हैं तो हो सकता है कि आप किसी भी समस्या पर अनचाही प्रतिक्रिया दे बैठें। यदि आप हर चुनौती के लिए नकारात्मक प्रतिक्रिया करते हैं तो किसी ऐसे व्यक्ति की नकल करने की कोशिश कीजिये जो हमेशा सकारात्मक प्रतिक्रिया करता है। भले ही शुरूआत में इसे आप खेल की तरह लें। परन्तु इस खेल को तब तक जारी रखिये जब तक आप सकारात्मक नहीं हो जाते। विश्वास मानिये इसे कोई नहीं जान पायेगा सिवाय आपके। दूसरे सिर्फ विषम परिस्थितियों में भी आपकी सकारात्मक प्रतिक्रिया देखकर प्रभावित ही होंगे और वे भी आपको सकारात्मक प्रतिक्रिया ही देंगे और इससे एक खुशनुमा माहौल बनेगा और संगठन की जीवंतता बनी रहेगी।

Articles invited for "Growth"

Aim and Scope

Growth is the Quarterly Journal (ISSN 2249-6394) of Management Training Institute, Steel Authority of India Limited, Ranchi. The Journal seeks to enrich and disseminate management knowledge through its publication and is circulated to senior executives of SAIL, eminent management practitioners and leading business institutes of the country. It provides learning opportunities, stimulates discussion on achieving performance excellence and delivers the means by which individuals, organizations and society can improve.

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