

# Business Manager

The background of the cover features a green plant with several long, pointed leaves growing out of a dark, cracked, and textured surface, possibly asphalt or dry earth. A small red ladybug is perched on one of the leaves. The sky above is filled with white, fluffy clouds.

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Making HR People Complete

## Aspire to change

5 Stories of Courage, Leadership & Conviction





the impact of these advanced technologies on HR and people functions in the IT organizations. An article by **Dr. G.P. Sudhakar**.

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## Leading Culture of Organisational Trust



To develop and maintain a culture of authentic trust, leaders must be - Ability to connect with to people, Being honest, Clear in communication, and Demonstrate integrity. An article by **Dr. Sanjay Bhattacharya**.

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## Engagement matters!

The HR department has an important role to play especially when performance issues seem to be

plaguing them for long. However, it needs to relook at a few key questions before it can consider developing strategies to elevate employee performance. An article by

**Dr. Samta Jain & Prof. Rajini Anand**.



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## Workforce effectiveness through collaboration

In today's current work environment, to withstand the constantly growing global competition, the need to be different and radically change the way business is done has become an imperative. Organization need to be in constant alignment at regular intervals to take stock of situations and work towards a common objective. An article by **Pooja Bansal**.



## The making of Best Change Interventions of Asia Study

-BY **DR. SUJAYA BANERJEE**

**The WARTSILA Story**, Ganesh Rangnekar

**The LAFARGE Story**, Apama Sharma

**The Capgemini Story**, Rajesh Padmanabhan

**The PNB Housing Finance Story**, Anshul Bhargava

**The GVK (MIAL) Story**, Manoj Rajimwale



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## IDEA for Industry-Academia Interface

The article presents a 4-stage IDEA Model to ensure a meaningful industry-academia interface. The model suggests that industry-academia collaborations must occur at four distinct stages of any program. An article by **Dr. Upinder Dhar & Dr. Ashwini Sharma**.



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## Resignation & withdrawal

The cases indicate that once the employer on receiving a letter of resignation from an employee, accepts it, it becomes effective leaving no scope for withdrawal and this would enable the employer to go ahead with his arrangements to recruit a substitute to continue his business processes uninterrupted. An article by **B. Saikumar**.



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## Workplace integrity and honesty

To protect dishonest people is to condemn them to their own hells. By making individual rights a synonym to protect the criminal, one bring about a slave state for all. An article by **K.S. Ahluwalia**.



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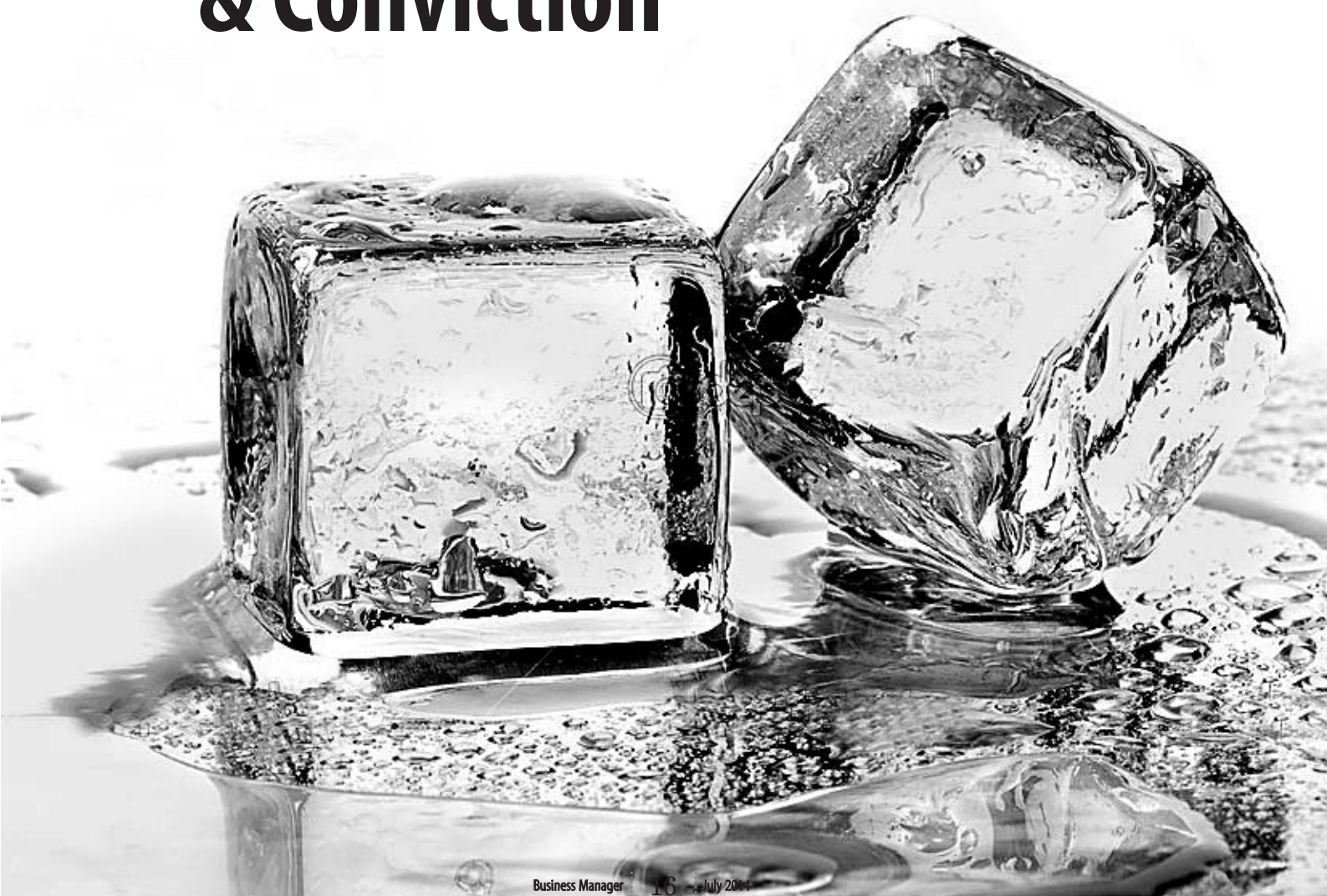
## "Rajasthan Beckons Way"

Rajasthan cabinet trying to project itself as an investor-friendly state and for scouting industries in the state proposed to ease some labour laws and it cleared major changes to the Industrial Disputes Act of 1947, the Factories Act of 1948, the Contract Labour Act 1971 and Trade Union Act 1926 making the same significantly easy. An article by **S.M. Jain**.



# Aspire to

## 5 Stories of Courage, Leadership & Conviction



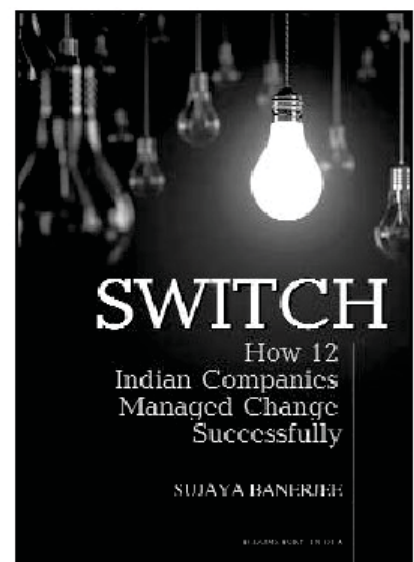


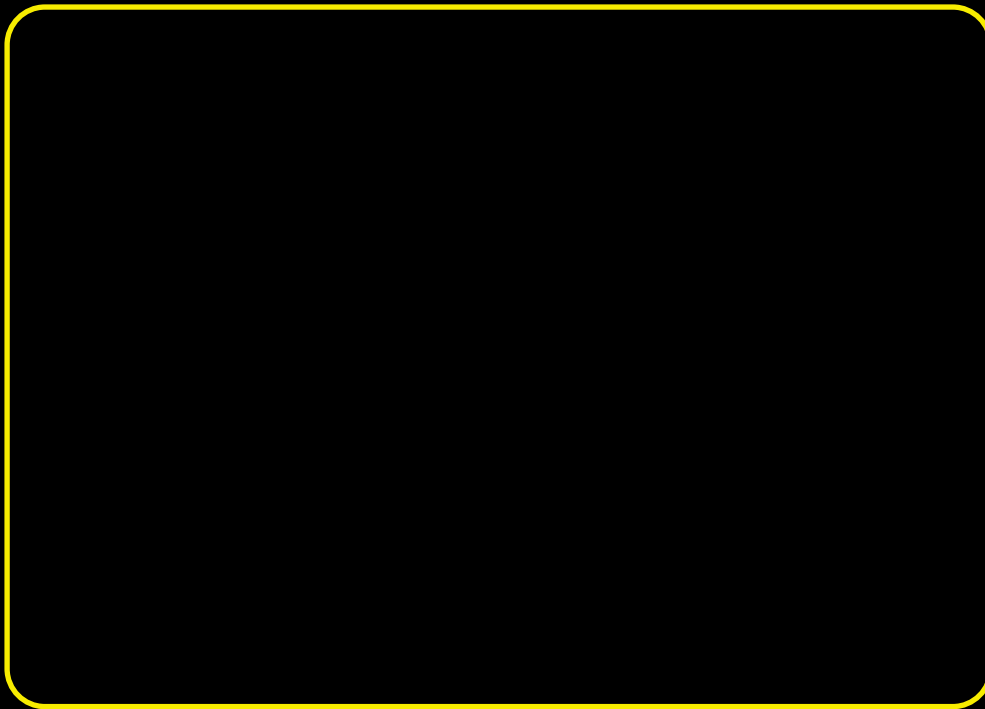
# change

**D**ue to the growth of technology, modern organizational change is largely motivated by exterior innovations rather than internal moves. When these developments occur, the organizations that adapt quickest create a competitive advantage for themselves, while the companies that refuse to change get left behind. This can result in drastic profit and/or market share losses. Organizational change directly affects all stakeholders. The entire company must learn how to handle changes to the organization.

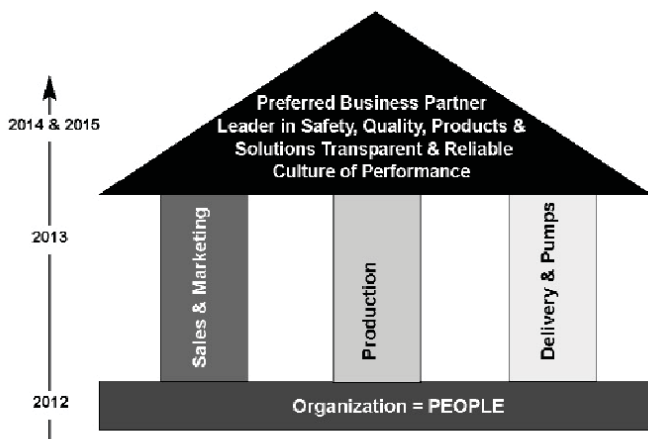
Regardless of the complexities of organizational change, the critical aspect is a company's ability to win the buy-in of their organization's employees on the change.

Here are excerpts from case studies of Wartsila, **Lafarge**, Capgemmi, PNB HFL and GVK (MLAL) from '*SWITCH*' by *Bloomsbury*, that have challenged the status quo, successfully managed the change and bring a lot of inspiration.





performing teams.



behind the LSIP was to create awareness about the relevance of the change initiative among employees across levels and to get their complete buy-in right from the beginning. Accordingly, a 2 day workshop was conducted with the objective of identifying action plans for the subsequent 100 days. A 100 day action planning commitment by each individual team member was charted out, focusing on action plan details which had to be completed within 30 days, 60 days & 100 days. This was tracked and reviewed periodically by each team. Teams involved in the LSIP workshop subsequently became the catalysts for change. A detailed communication on the LSIP workshop was sent out from the desk of the Product Line General Manager (Business Head) to all employees. To ensure alignment,

Further to sustain the change initiative at the grass root level, an initiative "MITRA" (Meeting & Interacting To Reinforce Abhilasha) was launched. This helped in employee alignment to Abhilasha & creation of innovative ideas to reach there. Regular communication to all employees on achievements on different pillars under the banner of "Wings of Fire" has been very successful. Pep talks are regularly conducted at various levels to engage employees.

area level meetings were conducted by managers who attended the LSIP workshops with their respective teams. In these meetings, Managers cascaded what is expected out of each team member and how each of them can play a critical role in achieving Abhilasha 2015. To further strengthen the teams, specially two important functions, Sales & Marketing and Quality Control, learning initiatives were designed & rolled out. For Sales Team, under the banner of Lafarge India Sales Academy (LISA)

Two workshops were designed & deployed, one was on Product Training & the other on Sales Force Effectiveness (SFE). For Quality Team, Lafarge India Quality Academy (LIQA) was launched which focused on improving the Product knowledge & trouble shooting. This ensured that we built the capabilities of people to change.

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to engage employees. This helps in positive reinforcement of the change initiative. Seamless implementation of the new organizational structure with a continuous focus on providing career opportunities for internal employees is being driven across the organization. Sales Force Effectiveness trainings in particular were very successful and positively impacted VAP sales and customer satisfaction scores. The need of the hour was to revamp the business and bring in a turnaround.

### What Lafarge did differently

- ◆ A new organisational structure was introduced with the objective of achieving enhanced customer focus and greater productivity of the existing workforce. Cluster Managers were appointed to manage plants in major markets, the quality function was strengthened through creation of Area Quality Managers.
- ◆ Sales Managers were trained on 'Sales Force Effectiveness', 'Value Selling' and 'Technical Selling' to enhance commercial acumen and customer focus.
- ◆ The Sales Team were restructured and the Key Account Managers were made to report directly to the



CEO to foster greater accountability and quicker decision making.

- ◆ Quality linked failures were periodically tracked and made part of the Key Performance Indicators across the organisation.
- ◆ A detailed segment based marketing plan and branding architecture was adopted to support the turn-around strategy with an enhanced focus on prescriptive selling and provision of value added products.
- ◆ A Large Scale Interactive Process (LSIP) was initiated to drive change and adoption across the organisation. Leaders periodically communicated organisational goals and strategic imperatives to employees ensuring alignment and focus on achieving set performance goals.
- ◆ Cross functional teams were created to generate solutions to key organisational pain points, these were periodically shared with the Management Teams and integrated into the change strategy.
- ◆ Lafarge built and sustained the momentum of the Change Intervention through the LSIP workshops which ended with each Function Head identifying action plans for the next 100 days with milestones and strict timelines. This helped create a shared vision among employees and supported the implementation of organisational strategy by aligning employees with organisational goals.
- ◆ Success stories were shared across the organisation creating a Best Practices and Lessons Learnt Culture across the organisation. **BM**

### Key take aways for Change Managers

- ◆ The organisation identified a key market segment which had the potential of emerging as a strategic differentiator in terms of enhanced revenue and profits in the medium to long run. Accordingly it launched an organisation wide change intervention with the objective of aligning larger organisational goals with performance goals of individual employees. Lafarge therefore 'acted on what it knew' and implemented a series of directed steps to achieve its goals-a differentiating feature of Learning Organisations across the globe.
- ◆ Ensuring alignment and high engagement levels during implementation of the Change Intervention is key. Leaders play a very important role in communicating organisational strategies and short / medium term implications of implemented decisions across employees. This therefore creates an incubating culture which helps manage discordant information effectively.
- ◆ To ensure a sense of urgency and maintain momentum, it is imperative that Change Managers create a robust Strategy Articulation document with strict timelines and well-articulated goals. This was a key differentiating feature of Abhilash 2015. which greatly contributed to the success of the change intervention.
- ◆ Providing, customised learning solutions basis business needs is essential to bridge observed technical, functional and behavioural gaps. Understanding business needs, supporting knowledge transfer post workshops and documenting improvements and sharing success stories is key to ensuring optimal Learning Transfer and Change.

