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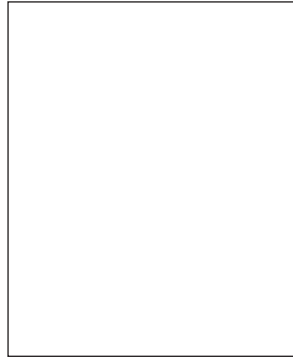
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FROM THE DESK OF THE PRESIDENT...

Managing Human Resources : A More Strategic Role



Many changes have occurred on the global, competitive market environment lately. There are many more changes that we can foresee already. We are living in a turbulent world, and turbulences have become the norm of the modern business world. To-day, business organizations have to be more adaptable, resilient, agile and customer-focused.

This new environment has had a major impact on the H.R.M function. Human Resource Professionals having to evolve and become strategic partners in their business organizations. They are being expected to play a more strategic role. The function is becoming more business-driven; with a strategic people management approach to ensure that the workforce is focused on achieving the strategic objectives of the business.

An effective people strategy integrated with the overall corporate strategic plan will definitely help businesses have the right people, in the right positions, with the right competencies, at the right time. The Human Resource professionals are expected to contribute to the development of and the accomplishment of the organization-wide business plan and objectives.

This strategic approach impacts H.R services, such as the design of work positions, hiring, reward management, performance development and appraisals, career and succession planning, and employee development. Behind the scene, lies the universal truth that the function has to show how it is helping the business realize its objectives. This means that as well as providing transactional, administrative and operational services, strategic H.R Managers also need to lead and facilitate transformational change.

With the management of people becoming a more strategic function, we will simply be seeing the affirmation of the importance of the effective management of people as a source of competitive advantage.

Areff SALAUROO

President

*Association of Human
Resource Professionals*

Knowledge Management-Theories, Issues and Challenge

Jayanta Chatterjee, Professor, IIT Kanpur,
Chairman-IEEE U.P. Section

INTRODUCTION

Firms have always been oriented toward accumulating and applying knowledge to create economic value and competitive advantage and the need to do it has never been more. In this context, knowledge needs to be made more visible and tangible; yet the very ambiguity and intangible nature of tacit knowledge makes that a challenge and brings out the paradox elements of Knowledge Management.

Tacit knowledge is often more valuable as a source of uniqueness and competitive advantage but it may or may not be observable in use, it may be complex or simple and it may be an element in a system or an independent factor (Winter, 1987). There is an additional complexity that tacit knowledge carried by individuals only reaches its full potential to create economic value when embodied in organizational practices that is when it is more explicit. But this conversion process or flow is neither automatic and easy nor replicated easily (Nonaka and Takeuchi, 1995). Many tacit, non-transferable, complex knowledge assets (Winter, 1987, Teece 1987) have strategic value, yet if they are not measurable and tradable, then how can they be valued? But in spite of this normative emphasis on Knowledge and its management (Grant, 1996); (Gupta and Govindarajan, 2000), few studies and practically none in this part of the world have been done to establish empirical linkage between Knowledge and Business performance or how the knowledge advantage can be sustained and renewed (McEvily and Chakravarthy, 2002).

Interactive and Networked computing encourages companies to link employees and business process partners across geography and time zones and many firms are lured by the buzz of 'hard technology' but the gap between 'data warehousing' and 'Knowledge Creation' can be large without proper research and understanding of the more ambiguous realm of restructuring social relationships and changing nature of 'psychological contracts' in Indian organizations.

It is necessary but perhaps easier to create a unified 'customer database' and then to 'slice and dice' it for better market segmentation and targeted, efficient campaigns. But it needs an array of multidisciplinary inputs

to be able to use that 'information and insight' to reorganize organizational routines for innovative and sustained excellence to produce world class products and services.

While informal mechanisms for the effective conversion of information into knowledge may limit wide dissemination, formal procedures packaged in powerful information technologies often inhibit learning. Information technology tools (and there are many research opportunities in exploring their indigenous derivatives) can vastly improve the efficiency of moving information from 'one head to another' (Cole, 1998) and such KM activities can pick the 'low hanging fruits' like technology mapping, patent search, collaborative design, business process acceleration, and mining of 'illstructured' contents.

Yet much wider (multidisciplinary) and deeper (empirical, longitudinal, multi-criteria) research will be needed to unravel the tapestry linking individual cognition, knowledge, learning and Organizational Learning and innovativeness or as to how knowledge absorption and the process of recombination can be enhanced for bridging the complex gap between knowledge and action.

THE BUSINESS CHALLENGE

- ▶ The key business challenge in the new economy is
 - ▶ ... to deliver
 - a wide array of products
 - with value added services
 - ▶ ... to customers who...
 - want trusted partners not just vendors
 - expect responsiveness
 - demand global execution
 - ▶ ... in an Industry where ...
 - time to market is key
 - innovation is a table stake
 - competition is diverse and fierce
 - ▶ ... through ...
 - a very large and dispersed organisation
 - having hundreds of partners
 - ▶ ... achieving ...
 - continuous growth
 - sustained profitability

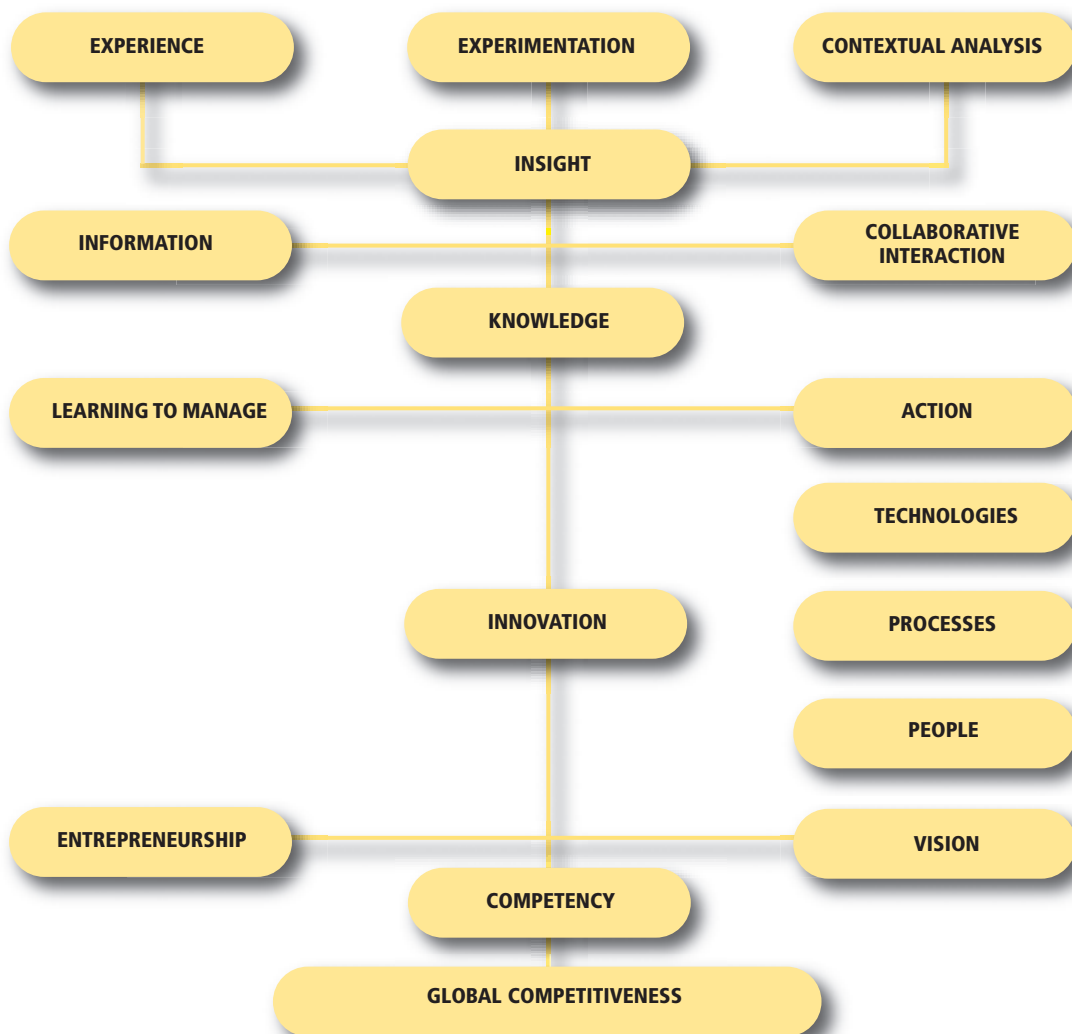
KEY ISSUES/AREAS OF RESEARCH/APPLICATIONS OF KM IN INDIAN ORGANISATIONS

Two dominant streams of research/applications of KM may be identified:

- ▶ 1. Role of Information Technology and Artificial Intelligence in organizational processes: This requires a strong contribution from computer scientists and artificial intelligence researchers in particular. It deals with the areas of intelligent agents, ontologies, and computer-mediated collaborations.
- ▶ 1.1 Role of IT and development of organizational memories and intelligent databases: Data and knowledge management research is focused in cooperative and intelligent database/information systems, distributed data systems and data and knowledge base systems integration. Technologies of relevance to these research areas include database modeling and design, query languages, knowledge representation planning and problem-solving, information retrieval, integration and interoperability of heterogeneous data/knowledge bases. Corporate memories (also known as organizational memory or organizational memory information systems) are used for enhanced decision making. A corporate memory embraces all forms of institutional knowledge, whether formally encoded within the current information systems, or tacit (informal) knowledge used by individuals in professional practice.
- ▶ 1.2 Applications of AI, neural networks and evolutionary algorithms: Artificial Intelligence has emerged as the core technology for knowledge representation and is now the key to knowledge discovery, automated taxonomies and collaboration around competencies to the new practice of knowledge management. Databases with millions of records and thousands of fields are now common in business, medicine, engineering, and the sciences. The problem of extracting useful information from such data sets is an important practical problem. Probabilistic and statistical techniques in particular, play a key role in both analyzing the inference process from a theoretical viewpoint and providing a principled basis for algorithm development. Intelligent data mining techniques are required in recognizing behavioral patterns of people within organizations, consumers, buyers and suppliers in the market. Increased complexities of data create the need for and applications of neural networks and evolutionary algorithms for efficient data mining.
- ▶ 2. Insights into the theory of knowledge, the knowledge of the firm, organizational culture, measurement of intellectual capital and learning organizations.
- ▶ 2.1 Role of cognitive and social sciences in organizational learning: Cognitive sciences help to design knowledge management solutions such that it fits smoothly with the cognitive capabilities of the people involved and is optimally embedded in their work context. Organizations as well as researchers still know very little about the favorable circumstances that stimulate people in organizations to create, share or apply knowledge.
- ▶ 2.2 Process of knowledge-action dynamics and the challenge of actualizing learning: Persuading knowledge workers to create, share and apply knowledge is a challenging task. Mere deployment of technologies at appropriate places is not enough, a good area of research then, is to redesign the knowledge work processes or modify them so that they channel the flow of knowledge in the right direction.
- ▶ 2.3 Methods and instruments of knowledge and epistemology: Study of how knowledge is obtained and validated in a respective philosophical system is a major challenging area of research. Research into epistemology is needed to explore new methods for knowledge creation and bridge the gap between our knowledge and semantic information.
- ▶ 2.4 Measurement of intellectual capital: The commercial value is more visible in companies that have traditional tangible values. Since beginning of the 1980s, the share of Intangible Assets of corporate market value, that is the amount of market value that is not reported on a company's balance sheet, has constantly increased from an average of 40% to over 80% at the begin of the 21st century. This also means that the traditional accounting methods does account for only about 20% of the total assets of a company. Correct evaluation of intangible assets is essential for a firm in order to keep track of, benchmark and build on its intangible assets. It also gives greater insights into a company's performance and provides for better explanations for the 'invisible balance

sheet' for the accountants and financial experts by giving a true picture of the financial state of the firm. In the new economy, where most value is created through a new strategy (that means a unique combination of certain knowledge assets or other winning factors), through product innovation and relationship building with customers and business partners, the traditional accounting approach from the industrial age has to be complemented with additional insights and therefore with new tools. The traditional cost accountant toolbox is lacking in instruments for the systematic monitoring and optimization of external output factors, for example, network effects, sales partnerships, or user communities. Nowadays, these factors are just as important to the success of an enterprise as managing costs. In addition, to manage successfully product innovation projects in R&D requires more than just cost information.

- ▶ 2.5 Evaluation of knowledge levels in an organization: Achieving KM success involves significant change - in terms of culture, process, and systems - within an organization. It is unlikely that this change can be achieved in one giant leap, and a staged framework is thus desirable. Various maturity models try to assess the current maturity level of an organization and provide a mechanism to focus, and help prioritize, efforts to raise the level of KM maturity. Development of highly models/metrics for accurate assessment of KM maturity level and providing a holistic quantitative and qualitative picture of Knowledge Management maturity level is still a challenge for KM researchers.
- ▶ 2.6 Insights from chaos theory and complexity science: Building upon the theories of chaos, complexity science is the study of the properties, behavior and evolution of biological, computational,



HOW KNOWLEDGE IN A LEARNING ORGANIZATION LEADS TO GLOBAL COMPETITIVENESS

technological and economic systems (called 'complex adaptive systems'). Research into chaos and complexity can yield a set of practical applications for business which are far more expansive than the ones imagined so far.

- ▶ 2.7 The Learning Organization: Peter Senge (1990) defines a learning organization as:

"A learning organization is a particular vision of an enterprise that has the capacity to continually enhance its capabilities to shape its future".

The concept of a learning organization is one in which learning is a continuous and cyclic, interactive process and global competitiveness is achieved by turning actionable knowledge into a fountainhead of innovative product/process. This in itself creates new avenues and drives for further learning. This whole process in a learning organization as a framework

towards organizing Indian firms for global competitiveness is shown in the adjoining figure.

Knowledge management draws from a wide range of disciplines and technologies: Cognitive science, Expert systems and artificial intelligence, Computer-supported collaborative work (groupware), Library and information science, Technical writing, Document management, Decision support systems, Semantic web networks, Data warehouses and networked databases, Fuzzy systems, evolutionary algorithms, neural networks, and chaos theory, Organizational science, object-oriented information modeling, electronic publishing technology, hypertext, and the World Wide Web, fulltext search and retrieval (data mining and text mining, search engines), simulation and modeling, case based reasoning, video conferencing, intranets and the internet, indexing techniques, intellectual assets management and performance support systems.

RECRUITMENT : A WONDERFUL WORLD

Some of the most currently used words in the wonderworld of Recruitment. Some may be familiar, some not. Let us discuss some these words used in the territory of recruiters.

Walk-in Interviews – an epidemic often believed by HR managers to be the panacea for people shortage.

- ▶ **CONSULTANTS:** these are the "coaches" or referees in the ballgame of recruitment. They also toss the coin but with a difference. Heads they win but tails they win too. And they get to keep the coin! Here are certain type of consultants, and the list is by no means exhaustive.
- ▶ **THE UNEMPLOYED:** The problem of unemployment has been mitigated to some extent by the emergence of the new profession – placement consultancy.
- ▶ **THE UMEPLOYABLE:** Here belong those college or school dropouts who were wise, they did not waste precious time looking for less lucrative employment.
- ▶ **MRS. SENIOR MANAGER:** In slant, it is known as "side business". In jargon, it's known as moonlighting. Experienced managers sometimes encourage their spouses to take to the placement profession. The contacts, knowledge base and

access to industry information of the manager are well used.

- ▶ **PROFESSIONAL CONSULTANTS:** In this wonderworld, there are also placement consultants who are value-adding to the organisation. They integrate well in the supplier chain, ensure candidates are not traded off, and provide a bridge for the right people to reach suitable organisations.
- ▶ **PEN FRIENDS:** These are candidates who are perennially in correspondence with HR folks.
- ▶ **COWBOYS:** These are candidates whose primary objective is to "milk" as much from the company as possible. And use it (a) to negotiate within their current company; (b) renegotiate with another company; and (c) use it for credit rating of themselves.
- ▶ **HOBBYISTS:** These collect "offer letters". They spend considerable time and effort interviewing with many companies and maintain meticulously a portfolio of offers that include imaginative service conditions and of course different titles.
- ▶ **GENUINE CANDIDATES:** It is not too difficult to recognise these; they are known by their knowledge, interest values and words.

Concepts in People Management

1. TEAM BUILDING

Belbin has developed the concept of Team Roles, with everybody having their own preferred role(s). You need a reasonable understanding of the overall idea before you can apply it fully, otherwise you will be reducing people to being pre-programmed robots. He describes 8 roles (below) which a team must fill, plus that of the subject Specialist (expert):

- ▶ Chair (co-ordinator and social leader)
- ▶ Shaper (gives drive and impetus)
- ▶ Plant/Innovator (ideas person)
- ▶ Monitor/evaluator (stopping over enthusiasm, missing key points)
- ▶ Resource investigator (delicate external negotiations)
- ▶ Organiser/company worker (implementer - turns ideas into practical action)
- ▶ Team worker (diffuses friction)
- ▶ Completer/Finisher (progress chaser)

2. LIFECYCLE OF TEAMS

A real team (rather than just a group of individuals) will go through 4 identifiable stages:

- ▶ Forming. Often initially seemingly a very straightforward, uneventful activity. But sooner or later, any team which is going anywhere much has to address:
- ▶ Storming. Getting all the differences out in the open, leading to:
- ▶ Norming. Agreeing who is doing what, modes of behaviour etc., leading to:
- ▶ Performing. For a project team which performs well, there is likely to be another stage - mourning - when it comes to an end.

3. MOTIVATION

Herzberg splits motivation into 2 key areas:

- ▶ 1. Hygiene factors. These don't motivate, but inadequate fulfillment here could be de-motivating. Includes working conditions, working relations, pay, technical supervision, company policy. Good hygiene can help prevent illness, but doesn't improve your health!
- ▶ 2. Satisfiers/motivators. Achievement, responsibility, recognition, advancement, work itself.

4. APPRAISAL AND SUPERVISION

Appraisal ideally contributes to both organisational and personal learning, plus achieving the organisation's objectives.

It works best if there are regular supervision sessions during the year, picking up and dealing with minor issues on both sides, and establishing a level of understanding between the supervisor and supervisee.

5. JOB DESIGN/PERSON SPECIFICATION

Before recruiting to a post, you need to (re-)design the job! A checklist :

- ▶ what,why,when,where,howisitdone?
- ▶ what are the responsibilities (people, budgets, resources)
- ▶ defineworkingrelationships
- ▶ requirements for the job - skills, education, motivation, level of performance expected
- ▶ describeconditionsofwork
- ▶ check whether this all stacks up (with current job-holder, line manager)

Then draw up the job description. You should be able to draw out most of the person specification too - what are the essential or desirable skills, experience, attitudes, knowledge?

6. DEVELOPMENT / TRAINING NEEDS ASSESSMENT

Can be part of Appraisal process. The idea is to identify what training is needed to do the job well, and works best if the job is well-defined with specific requirements (skills etc.).

Training Needs Assessment Before signing up for courses, an assessment of what the job involves (purpose, responsibility, key activities - should have some match to job description!), what skills and knowledge this requires (essential v. desirable), assess the gap between this and the existing position.

TRAINING OBJECTIVES

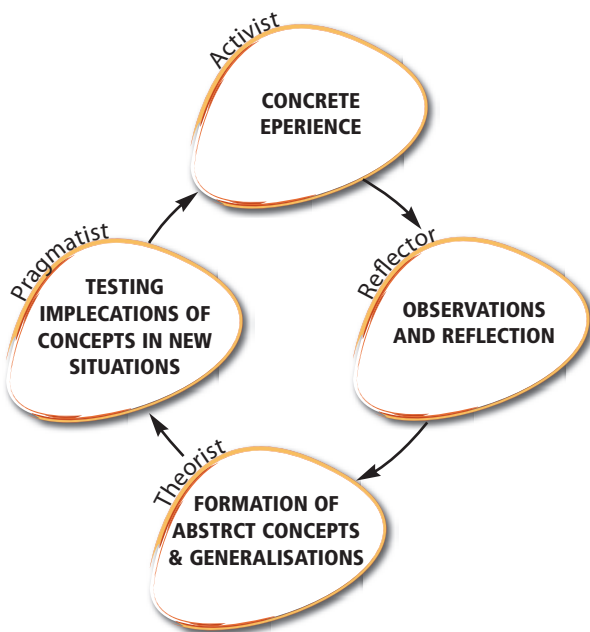
- ▶ What are the intended learning outcome(s) of the training sessions?
- ▶ What will the participant be able to DO as a result of the sessions?

- ▶ What observable activity will show what ability has been gained by the trainee as a result?

7. LEARNING STYLES/ORGANISATION

Kolb and Fry learning cycle

Learning and development, according to Kolb and Fry, follows the cycle illustrated here. The names outside the boxes are the descriptors (Learning Styles) for people who have a particular preference for that part of the cycle (Honey and Mumford). There are Questionnaires around designed to evaluate what your preferred Learning Style is. This is helpful to trade on strengths and minimize weaknesses, as you are likely to learn most from your part of the cycle.



Characteristics of adult learning process

- ▶ Bring (their own) package of experience and values to the learning process - start from where they are.
- ▶ Usually come with set intentions - wanting to solve a particular type of problem they have encountered or anticipate
- ▶ Bring certain expectations about how the learning process works (and their capabilities).
- ▶ There are competing interests - social, work, etc.
- ▶ Have preferred learning styles (see above)
- ▶ Adults by definition - treat them as such
- ▶ Engaged in continuing process of growth. It may not seem like it, but adults don't stop growing and developing, but the pace and direction varies.

Training is usually done in short bursts, with clear aims. See Training Needs above.

8. LEARNING ORGANISATION?

Characteristics of a learning organisation (derived from Argyris): open, exploratory, enquiring, mistakes are puzzles to be analysed.

Some barriers to being a learning organisation (from Salaman and Butler):

- ▶ formal learning doesn't fit with informal (what actually happens day-to-day, what gets praised or recognised)
- ▶ departments, specialists, experts defend their corners, don't accept others' comments, ideas
- ▶ a political approach to controlling information, defensive
- ▶ strong group loyalties and pressures to conform/come to a consensus.

9. PEOPLE MANAGEMENT

People are our most important assets, yet the most difficult to manage. It is essential to employ professionals to manage your workforce and ensure you have the best contribution from each and everyone. The secret lies in creating a "good organizational climate"; an environment conducive to trust and commitment and where people are ready to go the extra miles to support the business in the realization of its goals. People Management is about getting the edge in the new people economy.

JOKES SHARED AMONG HR MANAGERS

TWISTED MEANINGS

"COMPETITIVE SALARY"

We remain competitive by paying less than our competitors.

"JOIN OUR FAST-PACED COMPANY"

We have no time to train you.

"CASUAL WORK ATMOSPHERE"

We don't pay enough to expect that you'll dress up.

"MUST BE DEADLINE-ORIENTED"

You'll be six months behind schedule on your first day.

"SOME OVERTIME REQUIRED"

Some time each night and some time each weekend.

"DUTIES WILL VARY"

Anyone in the office can boss you around.

"MUST HAVE AN EYE FOR DETAIL"

We have no quality control.

"CAREER-MINDED"

Female Applicants must be childless (and remain that way).

"APPLY IN PERSON"

If you're old, fat or ugly you'll be told the position has been filled.

"NO PHONE CALLS PLEASE"

We've filled the job; our call for resumes is just a legal formality.

GLOBAL HR CHALLENGES: Yesterday, Today and Tomorrow

At some point in time it is always advisable to stop and take a look at the past, the present and the future. To this effect the WORLD FEDERATION OF PERSONNEL MANAGEMENT ASSOCIATIONS (WFPMA) has recently commissioned a survey, undertaken on its behalf by PriceWaterhouse Coopers (PWC), on the current HR Challenges faced by HR Professionals three years ago, what those issues are today and what they believe they will be three years from now.

It is good to note that the WFPMA is a global network of professionals in people management. It was founded in 1976 to aid the development and improve the effectiveness of professional people management all over the world. Its membership comprise continental federations, such as the African Federation of Human Resource Management Associations (AFHRMA), the AsiaPacific Federation of Human Resource Management (APFHRM), the European Association of Personnel Management (EAPM), the Interamerican Federation of Professional HRM Associations (FIDAGH) and the North American Human Resource Management Association (NAHRMA). The continental federations are made up of more than 70 national personnel associations representing over 400,000 people management professionals.

Sharing this information is intended to help HR professionals who are facing new issues by assisting them in finding others that may have dealt with those same issues and have helpful suggestions to share. In addition, the information could help HR professionals sharpen their focus on challenges that are being experienced globally and thereby provide a rationale for changes that can be adopted within their own regions, countries and companies. This summary presents an analysis of responses from some 200 companies in more than 35 countries.

Question: Please choose 3 areas that represent significant challenges for you today (Global Results)

Table 1.

CHALLENGE	% OF COMPANIES
Benefit costs: Health & Welfare	13%
Benefit costs: Retirement	9%
Change management	48%
Compensation	24%
Employee rewards	12%
HR effectiveness measurement	27%

CHALLENGE	% OF COMPANIES
HR technology selection & implementation	9%
Industrial relations	7%
Leadership development	35%
Learning & development	19%
Legal/Regulatory compliance	7%
M&A integration/restructuring	11%
Organizational effectiveness	25%
Outsourcing	8%
Staffing: International mobility of employees	4%
Staffing: Recruitment and availability of skilled local labor	24%
Staffing: Retention	16%
Succession planning	20%
Other	7%

Change management represents a particular challenge for personnel management staff, as this expertise has generally not been a consistent area of focus for training and development of HR professionals. This may also be the reason why it is cited as the foremost issue as HR continues to attempt to help businesses move forward. An intensified focus on training may be needed to develop added competencies to deal with change management.

Leadership development also proves to be a big challenge. HR professionals continue to wrestle with understanding the best ways to keep people in the pipeline and develop leaders for future succession planning. Increasingly recognized as becoming strategic business partners within their organizations, HR professionals are expected to provide the essential frameworks, processes, tools and points of view needed for the selections and development of future leaders. Across the globe leadership development has been identified as a critical strategic initiative in ensuring that the right employees are retained, that the culture of

the organization supports performance from within to gain market position, and that managers are equipped to take on leadership roles of the future so that the organization is viable in the long term.

Yesterday and tomorrow

Looking back three years, as illustrated in the following table, the three historical issues most often cited by the global group were change management (36%), compensation (31%) and leadership development (24%). Looking ahead, the three key issues expected to pose a challenge three years from now are organizational effectiveness (39%), leadership development (33%) and change management (28%).

Table 2.

Responses to the three questions regarding HR challenges you were facing 3 years ago, what they are today and what you believe they will be in 3 years (Global responses)

Change management and leadership development were, are and will be important issues for HR professionals. Compensation has moved down the list of perceived challenges while organizational effectiveness is expected to play a larger role in the years to come. Where HR departments have traditionally focused on measuring their own effectiveness, there is an evolving recognition that they can provide organizational value by measuring the effectiveness of the entire business organization. The shift is significant as it represents movement from simply counting the numbers hired to determining the ROI of collective and individual hires on a long-term basis. Going beyond measuring turnover, this new approach considers “bad” turnover and “good” turnover along with the overall cost of replacement hires.

Compensation was one of the top three issues in 2001 because of factors including mergers and acquisitions (and pay equity among new divisions), the invention of new systems for human capital management (including stock option plans), and global competition (in which attracting and retaining key employees became increasingly important). While these factors remain important in 2004, compensation has fallen to 5th place in the tier of challenging issues. The survey respondents expect it to be in the 9th place three years from now. Some key issues surfacing in the survey’s look ahead include

ALL REGIONS			
CHALLENGE	3 YRS AGO	TODAY	IN 3 YRS
Benefit costs:Health & Welfare	10%	13%	13%
Benefit costs: Retirement	3%	9%	5%
Change management	36%	48%	28%
Compensation	31%	24%	15%
Employee rewards	13%	12%	12%
HR effectiveness measurement	13%	27%	17%
HR technology selection & implementation	13%	9%	5%
Industrial relations	12%	7%	8%
Leadership development	24%	35%	33%
Learning & development	23%	19%	19%
Legal/Regulatory compliance	8%	7%	5%
M&A integration/restructuring	16%	11%	6%
Organizational effectiveness	23%	25%	39%
Other	5%	7%	4%
Outsourcing	15%	8%	8%
Staffing: International mobility of employees	7%	4%	13%
Staffing: Recruitment and availability of skilled local labor	22%	24%	24%
Staffing: Retention	15%	16%	23%
Succession planning	8%	20%	21%

recruiting and availability of skilled local labor, succession planning, learning and development, and the measurement of HR effectiveness. In addition, outsourcing and cost of retirement benefits were mentioned in many of the comments as a concern.

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Association of Human Resource Professionals's Commitment to employee Development

The Association of Human Resource Professionals is of the opinion that if Mauritius wants to position itself as an important business centre in the region it will have to be attributable to the high standards of competence and professionalism that can be found here. It is an undeniable fact that the "availability of skilled personnel" has been, is, and always will be "critically important" in attracting investors.

The significance and value of training has long been recognized. But given today's business climate and the exponential growth in technology with its effect on the economy and society at large, the need for training and the commitment of all stakeholders are more pronounced than ever before.

THE ASSOCIATION OF HUMAN RESOURCE PROFESSIONALS WISHES TO HIGHLIGHT THE IMPORTANCE OF TRAINING :

- ▶ Optimum Utilization of Human Resources – it helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.
- ▶ Development of Human Resources – it helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.
- ▶ Development of skills of employees – it helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and the overall personality of the employees.
- ▶ Productivity – it helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.
- ▶ Team spirit – it helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.
- ▶ Organization Culture- it helps to develop and improve the organizational health, culture and effectiveness. It helps in creating the learning culture within the organization.
- ▶ Organization Climate – it helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- ▶ Quality – it helps in improving upon the quality of work and work-life.
- ▶ Healthy work-environment – it helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.
- ▶ Health and Safety – it helps in improving the health and safety of the organization thus preventing obsolescence.
- ▶ Morale – it helps in improving the morale of the work force.
- ▶ Image – it helps in creating a better corporate image.
- ▶ Profitability – it leads to improved profitability and more positive attitudes towards profit orientation.
- ▶ Training and development aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out organizational policies.
- ▶ Training and Development helps in developing leadership skills, motivation, loyalty, better attitudes, and other aspects that successful workers and managers usually display.

For all these reasons, the AHRP believes, that all Human Resource Managers have more than ever before, the responsibility to create a learning culture, to establish a learning dynamic in their organizations. In the learning organization, the business learns as its people learn. Our employees are the one that produce, refine, protect, deliver and manage our products and services every day, year in year out. With the rapid pace and international reach of the 21st century market-place, "continual learning" is critical to sustained business success.

Sharing with you

1. ARE YOU A BROWN-NOSER?

No one likes a "brown-noser" at the workplace; someone who is promoted even not possessing the right skills and competencies and who is congratulated even not having contributed a lot. Yet, everyone wants to stand out of the crowd and let everyone around know how valuable he/she is. There is a very fine line to walk at work these days.

2. SHOULD I ALWAYS LEAVE MY MOBILE ON?

Are you someone who enjoys being accessible during the work day and not afterwards? Some prefer to separate work-life and social-life. They are ready to give plenty during work hours but need tranquility when not at work. Yet, some others want to be always accessible. This means being perpetually in the office and on call. The decision, however, is not yours. You have to check with your boss and see if he expects you to be easily accessible whenever and wherever.

3. ARE YOU COMPETENT?

Your answer to this question will certainly be a "yes". However, in all surveys carried out on the competency of the boss/manager. The number of respondents having felt that their bosses/managers are incompetent is quite high. Other studies also indicate that employees cannot really see how managers add or create value; while they can see their own contribution more clearly.

4. MELTDOWN OR BREAKDOWN?

Sometimes the pressures of the job can build on and on until something snaps. Always keep an eye on your workload. Never postpone for later what you can do now. Do not try to do too much. Offer help to colleagues and accept help from them. Communicate. Talk to your boss. Avoid meltdowns and, more importantly, avoid breakdowns. You can positively contribute to improve quality of life at the workplace.

5. TEN THINGS TO DO TO BECOME THE WORST BOSS....

- ▶ i. To become a "punisher".
- ▶ ii. To humiliate your subordinates.
- ▶ iii. To use anger as your first weapon.
- ▶ iv. To intimidate colleagues.
- ▶ v. To play political games.
- ▶ vi. To fight for power.
- ▶ vii. To lose control and leadership.
- ▶ viii. To hide your agenda and expectations.
- ▶ ix. To criticize everyone around.
- ▶ x. To seek underserved rewards.

6. DO YOU KNOW THE ROOT CAUSES OF MANAGEMENT PROBLEMS?

There are four main areas that cause friction between employees and their managers.

- ▶ i. Attitude problems.
- ▶ ii. Communication problems.
- ▶ iii. Discouraging disagreements (or let us have the think-alikes).
- ▶ iv. Leadership problems.

7. BUSINESS OVER LUNCH?

Mixing eating and working can be a risky affair. Here is how to survive your next business eating session:

- ▶ i. Always grab breakfast so as to control your appetite come lunch time.
- ▶ ii. Check the restaurant menu before you head out. You may even order in advance to gain more time to discuss business.
- ▶ iii. Eating salad is not a good idea. It adds bulk to your stomach.
- ▶ iv. Stick with water if you want to maintain your health and your "mental acuity". Avoid alcohol.
- ▶ v. Keep the business lunch about what it is intended to be about - business.

shared with you by
eam_4e@yahoo.com

The 7 Flaws of Useful People



Peter de Jager is a provocative Speaker, Writer and Consultant. His primary focus is on how we manage change, technology and the future. In addition to speaking at conferences worldwide, he's also written monthly columns for CIO Magazine and Computerworld Canada. His goal is always to question what we think is so, and in so doing perhaps open up new opportunities.

Look around your organization and depending on how lucky, or unlucky you are, you'll find them hiding in nearly every department. You'll have to look carefully, because they don't always seek the limelight, sometimes with good reason. They're the fickle, lazy, opinionated, uncertain, pessimistic, simple minded, clock watching employees!

Before you go searching for them with the intent of firing them, keep in mind they could be the keystones of your organization. Remove them, and you might be removing the glue holding your organization together. These are the useful people upon which every organization knowingly or unknowingly depends. Treat them well, they're the unsung heroes of your success.

THE FICKLE: A politician can commit no greater crime today than to change their mind. When they do, we label them as "wishy-washy". That's a perverse label for someone with the integrity to contradict a past belief when they find evidence to the contrary. Far from being wishy-washy, those who publicly retract past beliefs are champions of integrity. Their only other option is to hold to past beliefs, even when they have proof they were wrong.

THE LAZY: Ever since Pope Gregory the Great (6th Century) formalized the list of seven deadly sins, we've wrongly judged and reviled laziness. Here's the truth about sloth; all progress is due to the lazy. Laziness is what compels us to seek out the easiest way to do something. If not for laziness, we wouldn't have the lever, the plough or the bulldozer. The underlying philosophy of laziness is that there is always an easier way to do something. That to expend more energy than necessary is a criminal waste of resources. Laziness is the root cause of progress, and the doting parent of efficiency.

THE OPINIONATED: People with opinions are people who choose to think. When they then voice those opinions, they serve as the checks and balances of our organizations. In a society structured as hierarchy, opinionated people are necessary if we desire all levels to get involved in the decision making process. Without opinionated people, all thought, regardless of quality, would trickle down from above, unchallenged by those who work directly with our customers.

THE UNCERTAIN: Certainty is highly overrated; it erects fortifications against prudence. The Captain of the Titanic was certain the ship was unsinkable; the CEO of

Enron was certain he'd get away with unethical behaviour; and teenagers are certain they're invulnerable. True certainty is a rare, almost nonexistent commodity. More valuable to us is a healthy dose of uncertainty spiked with the harsh tang of skepticism. Uncertainty focuses us on the task, certainty merely breeds complacency.

THE PESSIMISTIC: This outlook is an inbred cousin to uncertainty, it takes the view that not only might things go wrong, they will go wrong and we must accordingly plan for disaster. If we always see the glass as half-empty then we're focused on improving the situation, usually by ordering another pint. The half-full glass is more likely to elicit nothing more than a burp (excuse me) of contentment. We can make most things better, but only if we're unsatisfied with our lot. Discontent is the disenfranchised mother of invention; necessity is only the pretender to the throne.

THE SIMPLE MINDED: Life isn't complex. We eat (and the opposite of eating – this is after all - a family article), we sleep and do things to make eating, and safe places

to sleep, possible. The rest of the time we seek happiness. We can avoid most people problems by following the Golden Rule. Most of the remaining problems are avoided by paying attention to the task at hand and avoiding shortcuts. And the few problems remaining are solved with creativity, determination and patience... which for some, are forms of happiness. Bottom line? Life is good.

THE CLOCK WATCHER: Time moves faster than we think. Dates on the calendar are closer than they appear. Doing it now, is nearly always better than waiting until tomorrow. Those who pay attention to the swift passage of time are those who keep us on time. Their efforts are seldom appreciated. Everyone hates to be nagged, especially those who need the nagging, who would be late if not nagged, who would never complete a task if not nagged. Nags keep the world turning, without them we'd all be still asleep.

I started writing this with tongue firmly implanted in cheek, intending to have some fun by finding value within commonly perceived flaws. It turns out that **humour** is also an unexpected path to usefulness and insight.

JOKES SHARED AMONG HR MANAGERS

WAKE UP, YOU BUM!

12 explanations that employees might say when they're caught sleeping at their desks.

"They told me at the blood bank this might happen."

"This is just a 15-minute power nap like they raved about in that time management course you sent me to."

"Whew! Guess I left the top off the liquid paper. You probably got here just in time."

"This is in exchange for the six hours last night when I dreamed about work."

"It's okay ... I'm still billing the client."

"I wasn't sleeping! I was meditating on the mission statement."

"I was testing my keyboard for drool resistance."

"I was doing a yoga exercise to relieve work-related stress."

"Rats! Why did you interrupt me? I almost had figured out a solution to our biggest company problem."

"The coffee machine's broken."

"Someone must have put decaf in the wrong pot."

"Amen."

TOP TEN SIGNS THE PRESSURES OF THE JOB ARE GETTING TO YOU

10. You wake up in a panic. . . in the middle of an important CEO meeting.

9. You're paranoid that the plant-watering crew are IRS agents in disguise.

8. You get up from your desk to do something, and then forget what it was.

7. No one in your office smiles. . . at you.

6. Antacids are included on your expense report.

5. You want to quit, but you're addicted to the stress.

4. You chip a tooth biting on your pen.

3. Those funky-colored stress toys on your desk need retreading.

2. You're considering adding an HRMS to your appointment book.

1. You answer every phone call with "Mommy?"

LUNCH BREAK - NEW MEASURES FOR STAFF

Skinny people get 30 minutes for lunch as they need to eat more so that they can look healthy.

Normal size people get 15 minutes for lunch to get a balanced meal to maintain their average figure.

Fat people get 5 minutes for lunch, because that's all the time needed to drink a Slim Fast and take a diet pill.

Thank you for your loyalty to our company.

EXTRACT OF MEMO FROM HR DEPT TO STAFF

We are here to provide a positive employment experience. Therefore, all questions, comments, concerns, complaints, frustrations, irritations, aggravations, insinuations, allegations, accusations, contemplation, consternation and input should be directed elsewhere.

From a Founder-Member

INTRODUCTION

I have been invited by the Executive Committee of the AHRP to make a contribution to this year's Magazine of our Association. I am honoured.

BRIEF HISTORY

Now practicing as a HRM consultant, I am a senior founder member of the Association that was born in 1976 as the Association of Personnel Managers (APM).

The APM was founded by the 14 successful members of the first promotion of personnel professionals, of the then School of Administration of the U.o.M.

The association flourished quickly as the private sector, in particular the sugar industry and large corporations, appointed full-time Personnel Officers/Managers.

Like many professional associations, the APM that became the Association of Human Resource Professionals (AHRP) in 1996, suffered from lack of interest from members.

OBSERVATION

I will be short and brief. The profession has developed to such an extent during those last 32 years that there is hardly an organisation today – private or public – that do not subscribe to the philosophy, policy and practice of human resource management.

Subscribing to the three big Ps of HRM is one thing but applying effectively its art and science demands, in addition to a solid knowledge of its underlying theory, a hands-on understanding of its complex issues at the place of work.

Management generally, and human resource management in particular, is to a large extent a dynamic and continuous process that advances and progresses through a systematic and regular exchange of ideas and information of its good and bad practices.

Proactive networking will facilitate such exchanges by practicing managers. To do this they must know each other and communicate regularly, easily and quickly between them. Forums, workshops, seminars, provide such possibilities.

There is also a strong demand for the younger members of the profession to acquire expertise and find support from senior members of the profession to adhere to the standards of norms, morals and ethics that the AHRP is committed to uphold.

APPEAL

I will therefore conclude this contribution by making a strong appeal to the long-standing and still practicing members of the AHRP who now occupy executive positions at the highest levels of their organizations, and to former Presidents of the Association.

People management is so important and so vital for the success of our national economic, social and cultural development that those who have reached the top have an obligation, so to say, to share their experience and knowledge with those who join now.

It is to the extent that the same standards of justice and fairness, training and development, motivation and commitment to the values of honesty, integrity, loyalty and love are applied by one and all that we shall climb the HILL of progress and success.

Therefore, all my friends who have at one time or another presided over the destiny of the APM and the AHRP, I say please, remain active members of the association. Above all, participate in its activities and share your views and knowledge.

I must say that I am proud to see so many of my colleagues and friends occupying today top positions of their corporate managements. They know what it means to shift from a position of professional adviser to that of a corporate thinker on HRM issues.

CONCLUSION

I also record how happy I felt when I attended the last residential seminar held by the AHRP at hotel La Plantation, Balaclava on the 1st August 2008. I found a young and dynamic team at the head of the AHRP doing excellent work and determined to succeed.

I therefore wish the AHRP and its executive members, especially its President, my best wishes and continued support. Lead our Association to a still brighter future and higher heights for the benefit of all its members, old and young, united and committed.

Long live the Association of Human Resource Professionals.

Philippe E. Blackburn, aged 72, is a Consultant in Human Resource Management & Communication. He is also a Registered Trainer in Management with the MQA. He is a resource person to a number of training institutions

A Public Servant for 17 years, from 1955-1972, he worked successively at the Legislative Council, District Administration PW/BR and the Ministry of Housing, Lands and Town & Country Planning, at senior levels.

In 1973 he joined the Sugar Industry as PM/PRO of Bel Ombre S.E.. He left the industry in 2000 as Human resource manager of the WEAL Group. He was among the first to hold the title of Human resource manager, locally, in 1985.

He was President of the APM in 1990-1991 and was made a Honorary Member in 1998. He is presently the President of the Commission Solidarité et Justice of Caritas île Maurice, doing voluntary work in the field of training and management.



A POSITIVE APPROACH

'COMPETITIVE SALARY'

You work you take'

'JOIN OUR FAST-PACED COMPANY'

You can implement your knowledge right from today

'CASUAL WORK ATMOSPHERE'

Be happy you have a family atmosphere people are warm, friendly'

'MUST BE DEADLINE-ORIENTED'

Plan and perform you will be perfect

'SOME OVERTIME REQUIRED'

To earn more name and money.

'DUTIES WILL VARY'

You should be king of one and jack of many

'MUST HAVE AN EYE FOR DETAIL'

You will become perfect

'CAREER-MINDED'

Female Applicants must be focused both officially and personally

'APPLY IN PERSON'

If you are high-flyer job is immediate

'NO PHONE CALLS PLEASE'

Your quality will speak, only when you meet us in person.

'SEEKING CANDIDATES WITH A WIDE VARIETY OF EXPERIENCE'

You will have lot of interesting assignment

'PROBLEM-SOLVING SKILLS A MUST'

Every problem has a solution

'REQUIRES TEAM LEADERSHIP SKILLS'

Move with group, but be a leader

'GOOD COMMUNICATION SKILLS'

A hall mark quality of a Manager

ANNUAL RESIDENTIAL SEMINAR 2008



Mr S. Futloo; Vice-President - AHRP - facilitating the discussions for the preparation of the Seminar Report.



Mr Jean Claude de l'Estrac, Chairman of the National Empowerment Foundation, explaining the role of the foundation in supporting training initiatives.



Mr Seegoolam explaining role of HRDC as a facilitator.



Participants listening attentively to the presentations.

The annual residential seminar of the Association took place between the 1st and 2nd August 2008 at La Plantation Resort & Spa, Balaclava. The Seminar was officially launched by the Minister of Education and Human Resources, Hon, Dharam Gokhool.

The theme was "Training and empowering for competitive advantage". The event received an attendance of some 50 participants. The three main presentations were led by Dr Praveen Mohadeb, Executive Di-rector of Tertiary Education Commission, Mr Vinod Seegoolam, Director of Human Resource Development Council and Mr Jean-Claude de L'Estrac, Chairman of National Empowerment Foundation. The sessions proved to be enlightening to participants.

Among the issues which were raised: the recognition of acquired qualifications, the need for foreign skills in the future to cater for market requirements, the importance for companies to give their full support in empowering people and the contribution of the HRM in accepting trainees and accompanying them.

At the end of the Seminar following a brainstorming session among members, an action plan was finalized with focus on communication, consistent and innovative actions and increased participation of members.



Honorable Dharam Gokhool; the former Minister of Education and Human Resources, talking about the importance of training in his key-note address.



The President of the Association of Human Resource Professionals, Mr Areff Salauro, addressing the participants.



Dr Mohadeb of the Tertiary Education Commission explaining the role of the Commission.

HRM ISSUES : A TO Z

A

Absenteeism
Ageism
Alcoholism at the workplace

B

Boardroom Issues
Bullying & bully bosses
Balanced Score-Board

C

Career development
Change Management
Coaching & Mentoring
Communication
Compensation & Benefits
Creativity & Innovation
Conflict Management
CSR & Ethics
Corporate Culture
Customer Service
CVs & Interviews

D

Discrimination
Diversity
Discipline

E

E-Commerce
Economic Indicators
E-Learning
Eliciting Commitment
Emotional Intelligence
Employee Consultation
Employee Engagement
Employee Relations
Employer Brand
Entrepreneurism
Equity

F

Financial Services
Flexible Working
Financial Modelling
Fairness

G

Globalisation & Offshoring
Graduates
Grievance Handling

H

Harassment
Health & Well being
HR Planning
Human Capital
HR Information System

I

Immigration
Interim Management
Internet Recruitment

J

Job Searching
Job Redesign
Job Analysis
Job Description

K

Knowledge Management
Key Performance Indicators
Key Areas of Improvement

L

Labour Mobility
Labour Turnover
Leadership
Legal & Legislation
Learning Organisation

M

Management Thinking
MBA Issues
Motivation
Management by Objectives

O

Openness in Communication
Opportunities in Labour Market
Outsourcing

P

Pensions
Pluralist approach in
Industrial & Employee
Relations
Performance Management
Performance Appraisal
Person Specification
Potential Evaluation
Productivity
Psychology
Public Sector

Q

Quality Management
Quality People

R

Recruitment and Selection
Redundancy
Relocation
Retention

S

SME Issues
Strategic HRM
Stress
Succession Planning
Swot Analysis

T

Talent Management
Team Working
Technology & IT
Testing & Assessment
Trade Unions Training &
Development

U

Uniformization of HR policies
Unitarist Approach in Industrial
and Employee Relations

V

Value Addition in positive
HRM
Value Creation in Innovative
HR Practices
Virtual Workplaces

W

Women & Work
Work-life Balance
Workplace Issues

X

X-Generation of Managers
X & Y Theories of Motivation

Y

Young employees
Yes - "we can do" spirit

Z

Zero Defection of Employees
Zeal and enthusiasm at the
workplace

AHRP Going International

The Second Annual GLOBAL LEARNING SUMMIT

"Harnessing the power of learning and aligning learning initiatives with business objectives to boost bottom-line performance in light of the current global economy"



Researched & Organised By **SALVO**

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The Marriott Hotel, Singapore

Date:

24-27 February 2009

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"Harnessing the power of learning and aligning learning initiatives with business objectives to boost bottom-line performance in light of the current global economy"

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- Achieve maximum return on your learning investment through effective partnering with learning institutions
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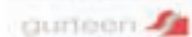
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HRD GATEWAY





Association of Human Resource
Professionals

ANNUAL SEMINAR
TRAINING AND EMPOWERING PEOPLE FOR COMPETITIVE ADVANTAGE
1 - 2 AUGUST 2008

SEMINAR REPORT

The Association of Human Resource Professionals (Mauritius) held its annual seminar on 1st and 2nd August 2008 at La Plantation Resort and Spa, Balaclava. Some 55 members participated in the seminar. The former Minister of Education and Human Resources, Honorable Mr Dharam Gokhool, made a key note address for the official opening. Dr Praveen Mohadeb, Acting Executive Director of the Tertiary Education Commission made a presentation on the activities and strategic objectives of the TEC. He enlightened our members on criteria for accreditation of courses and post-secondary training institutions; as well as the mechanism for determining equivalence of certificates and qualifications. He also talked about the evolution and the current landscape of tertiary education in Mauritius, as well as the challenge of the sector.

The Director of the Human Resource Development Council, Mr Vinod Seegoolam, then made a presentation on the role of the Council and the challenges facing Human Resource Development in Mauritius. He further explained how the HRDC is playing a pro-active role in facilitating the human capital development. He elaborated on the main functions of the council in identifying and monitoring the implementation of skills development and apprenticeship programs, in developing schemes for retraining and multi-skilling, and in managing the National Training Fund.

Mr Jean Claude de l'Estrac, Chairman of the National Empowerment Foundation, addressed the participants on the issue of "work-placement for Training Programme". He started by explaining the philosophy: "Enn Koud Main Pour ou Dibout Lor Ou Lipié" (A helping hand to allow you to stand on your feet). This philosophy was further elaborated as the main objective of the Foundation, with the agenda of addressing in parallel the problem of having the appropriate labour

force and a high rate of unemployment. The Chairman then explained how the members of AHRP could contribute in the strategy of the Foundation in providing the unemployed/retrrenched workers with an in-company placement so that they become employable. Mr de l'Estrac emphasized that HR Managers have pay more attention to the trainees, as the latter require to be accompanied.

The members of AHRP then discussed on all the issues raised during the seminar and elaborated on ways to further promote training and development. The proposals were made with regards to enhancing the activities of the stakeholders committed to training and development. The constructive suggestions, listed below, are addressed to the MQA, HRDC, TEC & NEF, with an understanding of their operational problems, yet with the assurance of the full support of AHRP if they were to be considered:

1. MAURITIUS QUALIFICATIONS AUTHORITY

- ▶ (i) Time taken for approving courses to be shortened
The time taken by the MQA for approving courses is sometimes quite long. In the case of the EP, MQA has a fast track and approves a programme in 2 days. This shows that the MQA can relook at its process and determine a Key Performance Indicator of approving courses within a defined period of 1 week, for example.
- ▶ (ii) Process for approving Training Centres to be revisited
Some members requested the AHRP to suggest a review of the process for approving Training Centres. The request made was to make it simpler.
- ▶ (iii) On-line applications
The AHRP believes that all applications should be made on-line. The MQA will definitely shorten the process with an online system that accepts

applications only if all the required information is there. This on-line system can also be used to communicate with applicants and keep them updated on their applications; especially for those applying as "Trainer".

- ▶ (iv) Delay in Registration of Trainers
The time taken to process an application for trainers has to be shortened. This causes unnecessary delay in the organization of training programs.
- ▶ **(v) OTHER ISSUES**
 - a) The MQA to reconsider if we need for re-apply when we need an extension (especially for expatriate).
 - b) Review the process to facilitate the change of trainer, or change of location, or any changes that has to be made to a program.
 - c) The Approval Code to be communicated before submission of G1 and G2 to HRDC.

2. HUMAN RESOURCE DEVELOPMENT COUNCIL

- ▶ (i) The minimum of 10 Trainees for Internal Programs.
Consideration should be given for rare cases where less than 10 trainees are concerned with a skill development program.
- ▶ (ii) The time-limit of 2 weeks before start of course.
The rigidity in this case, sometimes, causes problem. Some degree of flexibility should be allowed for exceptional circumstances.
- ▶ (iii) Changes
To facilitate the administration of training, some flexibility should be allowed for last minute changes of trainer, trainee or location.
- ▶ (iv) More information on refunds
The calculations, when refunds are made, should be communicated to business organizations. It is also advisable to show the outstanding balance for refunds so as to improve planning.
- ▶ **(v) OTHER ISSUES**
 - a) HRDC to consider the case of para-statal organizations WHICH are ready to contribute the training levy.
 - b) HRDC to set up a "Special Desk" to guide interested persons into areas of skills scarcity.
 - c) HRDC to encourage individual training initiatives; specifically those which are not sponsored by employers, yet are prepared and motivated for acquiring new skills.

3. TERTIARY EDUCATION COMMISSION

- ▶ (i) Database
The AHRP wishes to have access to the database of accredited post-secondary training institutions, academic institutions and also accredited courses.
- ▶ (ii) Equivalence
Members believe that an on-line system for the equivalence of common courses should be made available. HR Managers may be given a password to have access to information regarding equivalence of qualification.
- ▶ (iii) Recognition of Prior Learning
AHRP believes that it could contribute effectively in promoting the Recognition of Prior Learning concept.

4. NATIONAL EMPOWERMENT FOUNDATION

- ▶ (i) Life Skills Training
The members believe that this programme should be actively promoted in all organizations. The AHRP will sensitize its members of the importance of this programme.
- ▶ (ii) Review the 75% Intake-Key Performance Indicators
The 75% Intake could be acting as an obstacle to the program. The AHRP believes that this has to be reviewed. A 50% intake would be more realistic.
- ▶ (iii) Graduates needed for Para-Statal Organisations
Some Para-Statal Organisations explain that they need few graduates that could be trained under the scheme but have great difficulties bringing them on-board. AHRP will take up this issue with Mrs Periatamby.
- ▶ (iv) Training for "Accompagnateurs"
The AHRP will organize a special Training Program to sensitize HR Managers on their responsibilities for welcoming and accompanying all those on in-work placement.
- ▶ **(v) OTHER ISSUES**
 - a) See with the National Empowerment Fund if interested HR Managers could have access to a database for recruitment.
 - ▶ (b) See with the National Empowerment Fund if the AHRP could assist in the initiatives of the Foundation.

Deepak Ramsurrun
Public Relations Officer

Association of Human Resource Professionals

Interpersonal Skills

I will pay more for the ability to deal with people than for any other ability under the sun. - John Rockefeller.

We do not have business problems. We have people problems. When we solve our people problems, our business problems are substantially resolved. People knowledge is more important than product knowledge. One need to build a pleasing personality & it is a combination of a person's attitude, behavior, & expressions. Steps to building a positive & pleasing personality are as under.

- ▶ **STEP NO.1.** Accept responsibility. Responsible behavior is to accept accountability & that represents maturity. Acceptance of responsibility is a reflection of our attitude & the environment we operate in.
- ▶ **STEP NO.2.** Show consideration, courtesy, & politeness. Thoughtfulness shows a caring attitude. The more considerate we are, the more courtesy one extends & the more polite we are towards people we automatically come close to people.
- ▶ **STEP NO.3.** Think win/win. When we think of serving our customers, our families, our employers, employees, colleagues we automatically win. One need to create a win / win situation & the result shall culminate into happiness, prosperity, enjoyment & gratification because they are not thinking of themselves alone.
- ▶ **STEP NO.4.** Choose what you say rather than say what you choose. That is the difference between wisdom & foolishness. A fool speaks without thinking; a wise man thinks before speaking. One particular word spoken can cause irreparable damage, so whenever you utter any word visualize its consequences. Spoken words cannot be retrieved.
- ▶ **STEP NO.5.** Don't criticize & complain. Criticize with a spirit of helpfulness rather than as a put-down. Criticize the behavior, not the person because when we criticize the person, we hurt their self esteem.
- ▶ **STEP NO.6.** Smile & be kind. It happens in a flash, & the memory of it may last forever. Cheerfulness flows from goodness. It takes more muscles to frown than to smile. It is easier to smile than to frown. Smile often & make it a habit.
- ▶ **STEP NO.7.** Put positive interpretation on other people's behavior. In the absence of sufficient facts, people instinctively put a negative interpretation on others' actions or inactions. For example, how often have we put through a call & not gotten a reply from the other party for 2 days & the first thought that comes to our mind is "They ignored me."
- ▶ **STEP NO.8.** Be a good listener. Listening shows caring. When you show a caring attitude towards another person, that person feels important. When he feels important, what happens? He is more motivated & more receptive to your ideas.
- ▶ **STEP NO.9.** Live while you are alive. Don't die before you are dead. Enthusiasm & desire are what change mediocrity to excellence. Water turns into steam with a difference of only 1 degree in temperature & steam can move some of the biggest engines in the world. That is what enthusiasm helps us to do in our lives.
- ▶ **STEP NO. 10.** Give honest & sincere appreciation. Sincere appreciation is one of the greatest gifts one can give to another person. It makes a person feel important. The desire to feel important is one of the greatest cravings in most human beings. It can be a great motivator.
- ▶ **STEP NO. 11.** When we make a mistake, we should accept it immediately & willingly. Some people live & learn while others live & never learn. Mistakes are to be learned from. The greatest mistake a person can make is to repeat it. A mistake is a mistake if it is committed twice.
- ▶ **STEP NO. 12.** Discuss but don't argue. Arguing is like fighting a losing battle. Even if one wins, the cost may be more than the victory is worth. It will take you nowhere & the more you argue with people, the more they distance away from you. Emotional battles leave a residual ill will even if you win.

- ▶ **STEP NO. 13.** Don't gossip. A gossip never minds his own business because he neither has a mind nor a business. A gossip is more concerned about what he overhears than what he hears. Gossip is the art of saying nothing in a way that leaves nothing unsaid.
 - ▶ **STEP NO. 14.** Turn your promises into commitments. A commitment is a promise that is going to be kept no matter what. Commitment comes out of character & leads to conviction.
 - ▶ The quality of your life will be determined by the depth of your commitment to excellence, no matter what your chosen field.
 - ▶ **STEP NO. 15.** Be grateful but do not expect gratitude. Gratitude is a feeling. It improves our personality & builds character. Gratitude develops out of humility. It is a feeling of thankfulness towards others. Think of your most precious possessions. What makes them special? In most cases, the gift is less significant than the giver. Seldom are we grateful for the things we already possess.
 - ▶ **STEP NO. 16.** Be dependable & practice loyalty. Ability is important but dependability is crucial. If you have someone with all the ability but he is not dependable, do you want him as part of your team? No, not at all.
 - ▶ **STEP NO. 17.** Avoid bearing grudges. Forgive & forget. When a person refuses to forgive, he is locking doors that someday he might need to open. When we hold grudges & harbor resentment, who are we hurting the most? Ourselves.
 - ▶ **STEP NO. 18.** Practice honesty, integrity & sincerity. Honesty inspires openness, reliability, & frankness. It shows respect for one's self & others. Honesty is in being, not in appearing to be.
 - ▶ **STEP NO. 19.** Practice humility. Confidence without humility is arrogance. Humility is the foundation of all virtues. It is a sign of greatness. Sincere humility attracts but false humility detracts.
 - ▶ **STEP NO. 20.** Be understanding & caring. Relationships don't come about because people are perfect. They come about because of understanding. Practice generosity. It is a sign of emotional maturity. Being generous is being thoughtful & considerate without being asked. Be tactful. Tact is the ability to make a point without alienating the other person.
 - ▶ **STEP NO. 21.** Practice courtesy on a daily basis. Courtesy is nothing more than consideration for others.
- It opens doors that would not otherwise open. A courteous person, who is not very sharp, will go further in life than a discourteous but sharp person.
- ▶ **STEP NO. 22.** Develop a sense of humor. Learn to laugh at yourself because it is the safest humor. Laughing at yourself gives you the energy to bounce back.
 - ▶ **STEP NO. 23.** Don't be sarcastic & put others down. Negative people's humor may include sarcasm, put downs & hurtful remarks. Any humor involving sarcasm that makes fun of others is in poor taste. An injury is forgiven more easily than an insult.
 - ▶ **STEP NO. 24.** To have a friend, be a friend. Friendship takes sacrifice. Building friendships & relationships takes sacrifice, loyalty & maturity. Sacrifice takes going out of one's way & never happens by the way. Selfishness destroys friendships.
 - ▶ **STEP NO. 25.** Show empathy. The wrong we do to others & what we suffer are weighed differently. Empathy alone is a very important characteristic of a positive quality. People with empathy ask themselves this question: "How would I feel if someone treated me that way?" Show a lot of understanding, sympathy & compassion towards others.
- Successful people build a pleasing & magnetic personalities which helps in getting friendly cooperation from others. A pleasing personality is easy to recognize but hard to define. It is apparent in the way a person walks & talks, his tone of voice, the warmth in his behavior & his definitive levels of confidence.
- In an organization where you work you need to relate extremely well with all kinds of people irrespective of their positions & status they hold. You need to get the best out of them at all times. People are imperfect, people will remain imperfect & it is how you get the work done through these imperfect people is all that matters. **THUS**, interpersonal relations are the key to any successful organization.
- The source through which this article has been written has been many. I have gone through several management books, self development books, journals & magazines before I decided to write this article. I always felt that as a resource people are the most important resource & with experience & expertise the value of the people increase with the advancement of age. If one needs to be successful in his business place, he needs to possess people's skills in abundance.

*With the kind permission
of Mr. Subramanian*

How To Handle Difficult People

The job of any manager is how efficiently & effectively he handles people at work. It is a challenge as a manager to form coalitions of willing, eager, & ambitious people within the realm of your responsibility. Handling people at work is not always as easy as it looks like, more so when a manager has to handle difficult people. They can destabilize you if you cannot understand & handle them properly. Every difficult person in the form of a boss, colleague, subordinate, friend that you come in contact with is an opportunity for you to grow & develop into a stronger, more resilient - & more serene- manager.

The coping skills need to be learned. If you get rattled with their behavior they might create a considerable damage in the smooth functioning of your department. Every organization, department, section has difficult people & these people have to be understood, handled & dealt with properly. Failing to act proactively might mean that you are scared to handle these difficult people & to make their presence felt they assume the role of a parasite slowly indulging in the act of gnawing & paralyzing the whole set up. Thus, it becomes a challenge for the managers to take these difficult people along with them while they are in the process of achieving concrete results.

HOW DIFFICULT PEOPLE AFFECT THE WORK PLACE

- ▶ **Difficult people waste a lot of time.** They not only waste a lot of their time but waste a lot of your time.

Difficult people bring you down. Team efficiency suffers if you & your subordinates simply avoid the person causing the problems.

Difficult people affect you at all levels. The effects of difficult people vary depending on whether they are coworkers, subordinates, or your boss. The problems you encounter in dealing with a difficult person stem from one of the 2 sources. -

- ▶ **Conflicting Expectations.** When you expect something from someone else – increased sales, stepped up performance, higher productivity, or more help with your workload- you set yourself

up for the possibility of disappointment. Offices are full of subordinates, coworkers, superiors walking around resenting each other over expectations they never discussed, negotiated, or agreed to. Subordinates, peers, & superiors become “difficult” when they stand between you & your expectations.

- ▶ **Unclear Boundaries.** Boundaries can be physical or emotional- that is, what you will & will not tolerate in the way others treat you or talk to you. People who cross these boundaries without permission can seem difficult. Ex: A subordinate crosses your boundaries when he walks into your office uninvited, cuts you off in meetings, sends out department-wide directives without consulting you, or makes unauthorized purchases. He becomes a classic difficult subordinate i.e., a difficult employee. The difficult people in what ever form they are in your organization therefore deplete energy. Deplete energy dampens enthusiasm. Dampened enthusiasm decreases personal performance. Decreased personal productivity diminishes organizational performance. Diminished organizational performance destroys profits. Hence, every organization & the manager need to have a certain strategies & language to deal with them. Before we really go ahead as to how to handle difficult people, we need to understand them. If you proactively make an earnest attempt to understand difficult people in your work place, the battle is half won. Focusing on improving & forging the relationship is important because you can't reasonably expect to change a difficult person-you can only hope to influence & change his behavior. Your power lies in your willingness to alter your own assumptions & attitudes.

WHEN YOU TAKE THE INITIATIVE, YOU REAP RICH DIVIDENDS.

- ▶ **The Slave Driver.** One kind of difficult people who makes unreasonable demands on your time, resources, & attention.
- ▶ **The Black Hole.** Some one who takes everything you can give & then asks for more.

- ▶ **The Minutiae Monster.** Someone who is inefficient, unfocussed, & obsessed with details.
- ▶ **The Busybody.** Someone who doesn't respect personal & professional boundaries.
- ▶ **The Recluse.** Someone who is isolated & does not communicate with coworkers.
- ▶ **The Bully.** Someone who deliberately intimidates others.
- ▶ **The Liar.** A person who deliberately breaks the rules & misleads you.
- ▶ **The Outlaw.** Someone who doesn't play by the rules unless they're his own.
- ▶ **The Blamer-Complainer.** Someone who blames you & others for his mistakes.
- ▶ **Know-It – All.** Someone who claims to know everything about everything. After going through the above, you now have a fair idea of the many ways people can be difficult to work with. Note that not all difficult people will fit neatly into one of the categories but they may possess one or more traits which makes them difficult to work with. These people will behave in the most unconventional & unpredictable ways imaginable-intentionally or not. Be ready. In any event, be prepared to act decisively. To be an asset to your company, you need to be a problem solver. In other words, you need to possess certain attributes at making problems go away. The more one does, the more he commands respect, the more he commands respect, and the more he would be given difficult & complex problems.

The more complex problems he resolves, the more he commands value in the work place, the more he commands value in his work place, the more he commands a price. Thus, his career graphs sky rockets to all time high. To manage all difficult people & the problems that come with them, you need to remember one basic principle: **FIRST, YOU MUST SEPARATE THE PROBLEM FROM THE PERSON.**

- ▶ **The Constructive Confrontation Cycle.** One of the best advices given by Henry Cloud: Go hard on the issue & soft on the person. In other words, when you need to confront a staff member, bring to the table both your high work expectations & standards & a

sympathetic ear. Focus on what you want to get out of the confrontation. To solve the problem, make the relationship stronger, help the person develop & empower the development.

- ▶ In a constructive confrontation cycle engage difficult employee in conversation, create a written covenant or an agreement. Schedule & conduct regular feedback & monitoring sessions. Celebrate the accomplishment of short-term goals. Repeat process until long-term goals have been achieved.
- ▶ **Progressive Discipline.** If you have engaged in constructive confrontation with an employee who continues to be difficult, it's time to use the extensive counseling & documentation you've built up to begin a formal program of progressive discipline. Progressive discipline offers difficult employees a chance to turn their situation around, under the looming threat of dismissal.

Give positive feedback in public, but give reprimands in public.

- ▶ **Termination.** Sometimes there is no other option left for the manager to deal with incorrigible people in the work place, termination is the only answer. Be as diplomatic as possible to avoid any further confrontation in your work place. Trust that you are doing the right thing for your business and then make sure you follow all the correct procedures with the support of your HR department.

If you do need to terminate someone's employment, the best time is at the end of the workday, preferably at the end of the week; make a point to call a meeting the next workday to notify your other employees in person. Every Manager faces difficult people while they are in the process of achieving organizational objectives.

The focus of a manager should be the company's objectives & not the person who makes his job & your job difficult.

You need to skillfully pull out the weeds as & when they appear.

By Iyer *SUBRAMANIAN*

While undertaking this article, I have taken some invaluable points from the book 'Difficult People' by John Hoover.

60 HR Predictions for 2009

The top 10 predictions in Workplace Flexibility, Global Business, Work and Society, Workforce Development, Definition of Jobs, and Strategic Role of HR.

WORKPLACE FLEXIBILITY

- ▶ 1. Collaborative cultures will be the workplace model.
 - ▶ 2. Creative employment contracts will support more time off, flexibility in hours and work location, technological job aids and more pay at risk with significant upside potential.
 - ▶ 3. Company intranets will become a major tool for communication, training and benefits administration; HR will play a leading role in developing this important tool.
 - ▶ 4. Intelligence through knowledge transfer capability will separate the best employees from the rest.
 - ▶ 5. Employees will have more and more choices about work arrangements, allowing them to meet their individual needs.
 - ▶ 6. Work hours scheduling will become less important as organizations focus on performance and results.
 - ▶ 7. Company facilities will become Virtual through work-at-home, telecommuting and outsourcing.
 - ▶ 8. The workweek will be less structured—employees will still work 40-plus hours, but at varied times and places other than the office.
 - ▶ 9. Legislation will lead to greater portability of health, welfare and retirement benefits.
 - ▶ 10. Free-lance teams of generic problem solvers will market themselves as alternatives to permanent workers or individual temps.
- Global Business
- ▶ 11. The role of corporate HR will change to that of creator of overall values and direction, and will be implemented by local HR departments in different countries.
 - ▶ 12. Technology, especially the Internet, will enable more businesses to enter the global marketplace.
 - ▶ 13. HR professionals will have advanced acumen in international business practices, international labor laws, multicultural sensitivities and multiple languages.

- ▶ 14. HR professionals will need to be knowledgeable of other cultures, languages and business practices to help their companies find and enter more markets.
- ▶ 15. HR people will have to understand other cultures and help people work with, and transfer among, various cultures.
- ▶ 16. Mega global business alliances will grow in number and scope, requiring great finesse on the part of the HR professional.
- ▶ 17. There will be an explosive growth of companies doing business across borders, and it will be the most significant change for the economy in modern times.
- ▶ 18. Cultural understanding and sensitivity will become much more important for the HR professional of the future, whereas multiple language ability isn't going to become a necessary competency.
- ▶ 19. The continued emergence of a world marketplace will require development of an international workforce.
- ▶ 20. Small teams of HR professionals will focus on providing performance improvement consulting services to a variety of locations around the world.

WORK AND SOCIETY

- ▶ 21. Family and life interests will play a more prevalent role in people's lives and a greater factor in people's choices about work—there will be more of a "work to live" than a "live to work" mentality.
- ▶ 22. Employees will demand increases in workplace flexibility to pursue life interests.
- ▶ 23. Dual-career couples will refuse to make the sacrifices required today in their family lives and more people (not just women) will opt out of traditional careers.
- ▶ 24. Families will return to the center of society; work will serve as a source of cultural connections and peripheral friendships.
- ▶ 25. Workers will continue to struggle with their need for work/life balance, and it will get worse.
- ▶ 26. Integration of work with quality-of-life initiatives will create solutions to problems formerly seen as the responsibility of government.
- ▶ 27. Community involvement and social responsibility will become part of an organization's business vision.
- ▶ 28. "Cocooning" will become more popular as workers look to their homes for refuge from the pressures of

a more competitive workplace and depersonalized society.

- ▶ 29. Just as defined-contribution plans have begun to take over from Social Security, companies will take on responsibility for elder care, long-term care and other social needs through cafeteria-style benefits programs.
- ▶ 30. Those people who refuse or are unable to adapt to new technologies will find they're working harder and accomplishing less.

WORKFORCE DEVELOPMENT

- ▶ 31. Lifelong learning will be a requirement.
- ▶ 32. The focus of training/learning activities will be on performance improvement and not just on skill building.
- ▶ 33. Employees with varied skills and competencies will be valued more highly than those with a depth of expertise in a single area.
- ▶ 34. Problem solving and decision-making will become a required curriculum with practical work problems as the training medium.
- ▶ 35. Training will be delivered "just in time," wherever people need it, using a variety of technologies.
- ▶ 36. Companies will demand constant personal growth, and employees will respond positively to higher expectations.
- ▶ 37. It will not be possible to survive in the workplace without basic computer skills.
- ▶ 38. People who can learn new skills/competencies quickly will be highly valued in a faster changing world.
- ▶ 39. Team projects and special assignments will be a major factor in personal development.
- ▶ 40. As the computer-savvy generation is more assimilated into the workforce, employees will become much more productive in complex tasks and less dependent on other people and departments.

DEFINITION OF JOBS

- ▶ 41. Organizations won't pay for the value of the job but for the value of the person.
- ▶ 42. Versatility will be the key factor in determining employee value with strategic thinking, leadership, problem solving, technology and people skills close behind.
- ▶ 43. Compensation systems will be linked to business outcomes.
- ▶ 44. All jobs will require higher levels of computer skills.

- ▶ 45. Positions will be organized in teams focused on a task, not organized around a hierarchy.
- ▶ 46. Positions will be defined by the competencies needed to be performed.
- ▶ 47. Employees will be more independent, moving from project to project within their organizations.
- ▶ 48. Many jobs will be redesigned to be much broader in scope, especially in management positions, resulting in leaner head counts.
- ▶ 49. Employees will be increasingly measured by how much value they contribute to the business, not by whether they fulfilled predetermined objectives.
- ▶ 50. Work will be more challenging, and jobs will become increasingly complex.

STRATEGIC ROLE OF HR

- ▶ 51. Successful HR departments will focus on organizational performance. HR's value will be to have the right people ready at the right time: recruiting leaders to join the company's mix of talent and keeping the "bench" full of enabled, competent workers.
- ▶ 52. The focus of the HR function will be human capital development and organizational productivity; HR may be renamed to reflect this.
- ▶ 53. HR will evolve from strategic business partnership to strategic business leadership (driving change and results, not just monitoring them).
- ▶ 54. A key HR role in the future will be multidisciplinary consulting around individual, team, business unit and corporate performance.
- ▶ 55. Managers will grow to depend more and more on HR professionals as they realize that good people management can be the strategic advantage in the next decade.
- ▶ 56. Leading change will become HR's greatest contribution to the corporation.
- ▶ 57. More and more businesses will use HR as a strategic partner.
- ▶ 58. HR will have a "seat at the table" as part of the top management team and report directly to the CEO in most companies.
- ▶ 59. A key HR role will be managing increasingly scarce human and intellectual capital.

Compiled By - Gaurav Kumar

Can HRD really be quantified?

“Mum, please help me pack. My company is sending me on a month-long tour to Canada. I will miss you all.”

“Sweetheart, I will be going to office on weekends as well, for the next couple of weeks. We have an audit coming up!”

The corporate sector (where we feel so proud to belong to) is an artificial society. It is a whole new world – like the glamour industry – which dazzles to outsiders and only the insiders know it all! Once you enter the rat race, seldom you will jump out of it. It is like the quicksand. If you attempt to play with it, it will engulf you and if you stay still – it does lesser harm. Of course, this is just one side of the story. The entire picture is not so dreadful as it may seem.

If we apply our minds and question ourselves, the answer stares back at us. Any business venture is set-up primarily for financial gains. Mind-you, this might be the most pursued goal but is certainly not the only one. It may often appear to be the overriding one but I can site a dozen of illustrations off-hand, to drive home the point that financial gains (or “profits” as they call it in business) are not the only goals. The most common and striking reason why a young-budding entrepreneur gets into a business venture is – the free entrepreneurial spirit. It is the sheer risk-taking ability and the confidence in one self that frees and individual from a 9 to 5 (should I say 5 to 9) job. This perspective makes me believe “Exploring one’s potential and realizing it” is the hidden and real goal of business. The “risk-taker” dives into an ocean of challenges without knowing how deep the concerns are or how strong the waves could be!

Every business, which today stands as a full-fledged business empire, was born, because of one such leader – an entrepreneur, who had the dream, the vision, the determination and above all the passion of realizing his inner potential. It is worth mentioning a few names like

the Tatas and Ambani who opened the world of job opportunities to thousands of people.

We owe it to such business tycoons, that today India has a name in the global business scenario. If we look t such pioneers of business in India, the one thing common about most of them is “a genuine humane approach” to people and life. Greatest of people have also been the simplest of all. Deep in their hearts was an authentic, warm and caring attitude towards mankind. We need no research evidence to state that – a man truly altruistic at heart succeeds the most in life. And of course success to such men is not bank balances but fond memories of a well-spent life.

If the core of business is this humanistic passion, then surprising that it is enveloped by bitter layers. Layers of manipulation, politics, favouritism, and many more... It is said - we can’t market if we are unwilling to lie. We have also heard – you have to cheat to make profits and that you cannot be a good businessman if you are humble at heart. These are the bitter layers that hide the inner core which is so pure and so real!

A business does not necessarily mean a manufacturing plant or a service out station. Even hospitals and educational institutions are business entities whose humane goals are probably more obvious.

In a school we have different organizational members viz. the principal, HODs, supervisors, teachers and the students. Apart from imparting knowledge the teachers play another important role of understanding the uniqueness of each child, his strengths and limitations, helping him “grow” and mould his personality. May be this is the reason why “female” teachers are more acceptable to young children than the traditional “father figures”. The academic training is just one of the roles a teacher plays; the others being more abstract or intangible; which touches much more deeper into the child’s life.

In one way, the teachers in schools are like the HRD

professionals in the corporate sector who take up the task of nurturing the organizational members – who commit themselves to understanding each employee's uniqueness, his talents and his shortcomings, who enrich the environment - making it conducive for the employee's growth.

I haven't come across any school which attempts to measure or quantify this abstract or intangible role the teachers play in the lives of students. Observations are made and the child's progress is assured. The improvement may not be apparent in a year or two; but may take years for the bud to bloom and spread its fragrance in this world. It requires patience, consistent efforts and above all – belief in the cause or intention.

Today HRD professionals seem to be struggling for survival. It is a trend these days to talk of HR being business driven or " Making HR a business process " – all energies focused on proving the effect of HR on the bottom-line. All these smart captions begin and end at Quantification – measuring the human capital. Splendid work is done to understand HRD issues like communication, motivation, team building, and leadership more scientifically – more objectively. Pseudo jargons are coined and the old wine is sold in a new bottle. This happens day in and day out.

We need not attempt to justify HRD if we are convinced about its contribution into the business. Neither does a mother attempt to nor does a teacher. Very similar is the role of an HRD professional – to nurture people. Every

business tycoon (as discussed in the earlier section of this article) was an ideal HRD manager simply because he cared enough.

Gone are the days of Intelligence Quotient, today Emotional Quotient is given more importance. Why? Maybe because people have realized – in tough times heart rules the head. Intelligence strikes the sight but integrity wins the soul. There is ample research done to prove that people with the right attitude more than the aptitude attain success at workplace.

We need to focus our energies into development and not into management, that too management of figures to win us our bread n butter!

Like the teaching profession HRD is also a noble one and deserves due respect. In every profession, there are black sheep. The unprofessional HRD people have contributed much for HRD to be labeled as – undeserving or disabling rather than a nurturing department. An appeal to individuals who claim to be a part of the HRD community – please do not poison this treasure which the entrepreneurs of today's business empires have left us with and an appeal to the business community at large – please do not attempt to measure or quantify all HRD processes – as –

" the most beautiful things in life cannot be seen or touched, but are to be felt by the heart. "

Written By - Prof. Gowri JOSHI

DO YOU CONSIDER YOURSELF TO BE AN EFFECTIVE MANAGER ?

The role of a manager can never be undermined. Besides contributing to the overall organizational goals, an effective manager must also work towards managing an energized and motivated team.

If you are wondering just how effective you are in doing so, you might want to ask your team how they would rate you on a scale of 1-10 as a manager.

Alternately, you can ask yourself the following questions

▶ Am I able to give my 100% to my job everyday?

▶ When was the last time I was praised for my performance?

▶ Can my team come up to me and ask questions and advice whenever in doubt?

▶ Am I doing everything I can to succeed?

▶ Do I have someone to look up to for motivation?

▶ Am I contributing effectively to the organization's overall goals.

▶ Am I growing professionally?

▶ Do I know what I want to do and where I want to be 5 years from now?

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HR MANAGERS ARE CREATING THE BEST WORK CULTURE

Managers know for sure that "The work culture is the key to high performance."

The work culture is made up of the values everyone around attach to the importance of work. Also it is made up of the work motivation that can be felt around the business organization. More important, influencing the work culture is a manager's best opportunity for creating high performance.

Yes, attitudes also count. But this is a different thing. Having an attitude implies the existence of an object towards which an attitude is directed. Attitudes are enduring systems of positive or negative evaluations, emotional feelings and action tendencies with respect to an individual's social world. Attitudes are mental states developed through experiences. This is where managers can play a vital role to help individuals have positive experiences at work and consequently positive attitudes.

A value is an ideal to which the individual subscribes, and it represents basic convictions that a specific mode of conduct is preferable to any other. It is also true that values contain a judgemental element of what is right or wrong, or desirable, and they offer a standard that will guide our conduct. This explains the importance of CODE OF CONDUCT. This explains also how we evaluate and judge our own behavior and that of others. Work culture, therefore, has to be managed.

As Smitha puts it "The best of all possible worlds is a consistent, positive, reinforcing culture--and good managers are discovering that the best way to leverage their efforts is to manage the culture. After years of research, specialists on the subject have come up with five factors that are critical to creating and maintaining a high-performance work culture. They are Listed in order of importance:

- ▶ 1. A Shared Sense Of Mission Or Purpose. It's the culture equivalent to purpose. It answers the questions "What's expected around here, what do we do, and why do we do it?" If the only answer that you have is "making money," be prepared for your people to ask for as much as they can get for doing as little as they can. On the other hand, if you've taken the time to establish a mission--and especially if you've taken the time to involve your people in the process--that larger sense of mission will help people focus on achieving their part of the mission.
- ▶ 2. Clear And Attainable Goals. People perform best when they have specific goals. Goals that are reachable yet that stretch them. Don't tell people what to do, or how to do it, but give them the map, the destination, and sometimes the general direction in which to start.
- ▶ 3. Frequent Objective Feedback. People learn quickly and work well when they are told how they're doing. Debrief and summarize every joint call you make. Don't assume that people know how they're doing or know what you think. Lead with positive information first, but always be honest, objective, and specific. Help your people learn from every experience.
- ▶ 4. Positive Rewards For Appropriate Or Approximate Performance. Selling is like playing tennis: Very few people get it right the first time. Sincere, positive reinforcement ("You did that really well." "You really understand this." "You're doing a great job.") helps people learn. Catch people doing something right, and tell them about it.
- ▶ 5. Timely Support And Help When Requested Or Needed. This is an issue of priorities for most managers. It's deciding what your job is. Are you there to track numbers and quotas, or are you there to support your people? Clearly, both jobs have to be done, but the job of coach is the critical job in creating a high-performance team."

By Sadek Futloo

Are you a Mentor?

To teach, you must be willing to learn. I have learnt more as a mentee than as a mentor. Mentoring is not about 'I give, you take'. Mentoring is about effective communication. Mentoring is about speaking your heart out and it is a skill to develop. A mentor may not even know that he is being considered as a mentor. A mentoring relationship can last forever. If people take your experience as a learning opportunity for them, you've already mentored without a formal process. All of us are mentors and all of us are mentees.

Mentoring is more of a practice than a theory or a concept. It cannot be 'perfectly' defined. Mentoring can be used by organizations to increase their ability to deal with people. If it is positioned as an HR initiative, it wouldn't work as effectively as it would as a people's initiative. In the corporate sector, mentoring is understood as a tool to develop leadership within the organization. It is a process of the senior and more experienced members of an organization guiding and helping the junior and less experienced members in their career and personal development. Mentoring is a process of building mutually beneficial partnership to help develop skills, behaviour and insights to reach the partner's goals which a mentor has no stake in the outcome of. Mentoring is a relationship where two people involved are always together at power in the learning process.

A mentor has several roles to play. He is a Coach, a Counsellor, a Networker and a Facilitator. As a mentor, you have to learn to respond without giving solutions. As a mentor you don't even have to tell people what they have to do as they will never do it. Direction can easily slip into becoming a solution, so as a mentor you don't even have to 'direct'. Mentees come for answers but the mentor comes with questions. Mentors find it difficult to hold back solutions and mentees find it difficult to hold back expecting answers to their problems/questions. Mentoring is about listening with intent. Even silence can be used effectively. A basic human skill is to convey what you feel, understand and think. A mentor can never judge his mentee and a mentee is never wrong especially while sharing emotions. A mentor must encourage mentees to hone their skills at what they are already good at. There is research evidence to say that when you appreciate, productivity goes up.

Do not encourage the mentee to use your name for personal gains. Don't try to put a ROI on mentoring. Mentoring provides you with the opportunity to develop your leadership skills. It builds your reputation as a good leader and helps you network better. If you learn one skill i.e. to reach out, more than half of your problem would get solved, the skill to reach out. If you have the basic human skills, you can handle almost all your problems. "To get people to become humble" is what mentoring is all about.

Prof. Gowri Joshi

ARE YOU A THINKER AT THE WORK PLACE ?

Proactive workers and active thinkers at the workplace are considered to be valuable assets for the organization.

Hence, if you want to grow with the organization and emerge as an active IDEA PERSON, you should

- ▶ Understand the Company's policies, culture and strategic plans

- ▶ Identify key persons in the organization - those involved in idea generation and implementation
- ▶ Keep yourself up-to-date with the developments in your industry.
- ▶ Surf the net, read trade journals and magazines.
- ▶ Start thinking out of the box.

Make it This Year's New Year Resolution

With the new year fast approaching, this maybe just the right time to start examining your career. If you haven't already, make this your new year's resolution and follow it through with the dedication and seriousness it deserves.

Every once in a while, you should take some time out to study every aspect of your career and evaluate just how effective your current career path is in leading you towards professional growth.

Here are some aspects of your career that demand attention -

1. HOW MARKETABLE IS YOUR CAREER?

- ▶ Are you working in an industry that is doing well?
- ▶ Are your job skills still in demand?
- ▶ Have you been able to acquire newer, more up to date skills with time?
- ▶ Do you have a strong base of contacts with whom you have been networking regularly?

2. WHAT IS THE CONDITION OF YOUR EMPLOYER?

- ▶ How well is the Company doing?
- ▶ Does it have a stable future?
- ▶ Is the demand for your employer's products and services increasing or decreasing?
- ▶ Who are your Company's main competitors and how are they fairing?

- ▶ How well is your Company known in the market etc.

3. IS YOUR CAREER PATH CONTRIBUTING TO YOUR OVERALL PROFESSIONAL GROWTH?

- ▶ Is your present job helping you to learn new skills?
- ▶ Are you facing new challenges and establishing newer ways of tackling problems?
- ▶ How well are you contributing to the Co's growth?
- ▶ Is your boss / senior interacting with you?
- ▶ What is the overall industry demand for your skill sets?
- ▶ When was the last time you were promoted and given greater responsibilities to shoulder?

4. PERSONAL SATISFACTION

- ▶ Is your job making you happy?
- ▶ Do you feel good about the work you do?
- ▶ Does your boss respect you?
- ▶ Do you have time for family and personal life?
- ▶ Do you see a rise in your status and self worth since the time you took up this job.

Examining such aspects of your career will help you to know just how effective and satisfying your present career is. Such analysis will further enable you to decide whether you should continue in your present job or start updating your resume with the intent of applying for new jobs.

COMMON ABBREVIATIONS USED IN THE HR DEPARTMENT

How about some abbreviations explained? Again, some of them may be familiar to you and some others- "N.H.O" (Never Heard Of). Abbreviations are fun. They make life easier. They save us time and ink. **DYA?** (Do you Agree?)

- ▶ FNA: For Necessary Actions.
- ▶ FKAP: For Kind Approval Please.
- ▶ FKK: For Kind Perusal.
- ▶ FYI: For Your Information.
- ▶ KA: Kindly Advise.
- ▶ ASAP: As Soon As Possible.
- ▶ BST: Basic Skills Trainer.
- ▶ CAI: Computer Aided Instruction.
- ▶ DTP: Detailed Training Plan.
- ▶ ERP: Enterprise Resource Planning.
- ▶ GTA: Graphical Training Aid.
- ▶ HPT: Human Performance Technology.
- ▶ JA: Job Aid.
- ▶ LO: Learning Objective.
- ▶ MOP: Measure Of Performance.
- ▶ NLP: Neuro-Linguistic.
- ▶ OJT: On the Job Training.
- ▶ PA: Performance Assessment.
- ▶ QI: Quality Improvement.
- ▶ RBM: Rational Behavioral Model.
- ▶ SQT: Skills Qualification Test.
- ▶ TNA: Training Needs Analysis.
- ▶ US: Unconditioned Stimulus.
- ▶ VI: Very Important.
- ▶ WBI: Web Based Instruction.
- ▶ YTD: Year To Date.
- ▶ ZD: Zero Defection.



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He can afford the latest in health care technology,

an emergency operation abroad,
the best maternity care for his wife,
all those visits to the pediatrician,

He doesn't earn a huge salary
he has medical insurance.



7th floor Max City Building - Pemy Olier St - Port Louis - Mauritius Tel: (230) 216 8257 Fax: (230) 241 5487 E-mail: admin@medibroker.mu Website: www.medibroker.mu