

FC4658: HR & Leadership

End Exam

CS18BTECH11042

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Answer 1:

From the current structure of the organization described, I could understand that there is a lack of managerial candidates, and it seems technical positions are in abundance.

Identification, Nurture, and Motivation are the three facets necessary to develop a great leader. It is vital to ensure people in the organization don't feel hard done by recruiting new employees to head them. Our scope for expanding our workforce to double will provide an opportunity to **tweak the organizational structure**.

As we currently have team leaders operating and managing the task force, I will create another level in the organization, between project managers and team leaders, namely group leaders. The restructuring would also allow for preventing attrition mentioned in Q4, and help provide a natural ascension from technical oriented role as a team leader to a more managerial role to prepare them under the guidance of project managers, ensuring they suddenly don't feel out of place in their roles and can pick up the different skills to become a group manager from a team manager.

I would also introduce new managerial positions for fields like business development, marketing, and sales of the product, customer relations, product design, which are currently being looked after by me as a Head. This would permit me to focus on each domain equally while experts in the respective fields are hired to handle specific areas.

Identification would proceed based on how the team members review their leaders and how smoothly they manage their team to achieve the goals. Personal aggregated reports

would help me gauge their man-management skills and whether they could ensure harmonious functioning between multiple units. Technical skills need not be the finest, but it is crucial to make every team leader feel his/her vision matters, and that's where conversational skills come in; each group leader must be able to balance the goals of various teams and be able to allocate equitable resources for achieving the same. **Group Leaders** would be expected to adapt the **S3 (Participating)** style of leadership from Hersey And Blanchard's Situational Leadership Theory. **Team** leaders would mainly adopt the **S2 (Selling)** style. This would provide for a good flow of ideas across the organization, especially vertically, while also holding leaders accountable for the decisions they make. Group leaders would be expected to take responsibility for failures and work upon them with the help of associated teams. **Project** managers would thus be working with **S4 (Delegating)** style, where their roles mostly would be observational and stepping in if a situation/project goes awry. This would help ensure each parallel project can proceed efficiently, without too many stamps of approval being required. Thus stalling of work will be prevented.

Nurturing of these identified sets of individuals would be ensured through seminars and sessions to provide them with mock situations. It would also help me direct them to work on their weaknesses. Group activities would also promote healthy interaction among themselves to develop synergy to smoothly operate as they would act as the all-important bridge between the teams and project managers. I would try to recruit mentors from the professional space to help them ease into their roles without immediate performance pressure. They would be vested with the simpler group leading tasks at first and then transferred according to their performance to groups that suit them the best. I would also try to bring in recruits at this level to take the initiative and lead groups who might just be starting new projects. This would also prevent existing flow in the work-space from getting disturbed.

Motivation should naturally follow if everything goes as to plan. The second level of leaders would feel the weight of the added responsibilities. Still, this weight itself would motivate them to pull the company vehicle forward with much more force with the new freedom bestowed upon them. The fact that most of them were indeed team leaders before would contribute to the understanding of problems faced by their subordinates, and thus even develop solutions to the recurring issues apriori.

This approach would help achieve goals for both the organization and the individuals. We would have a better structure for expansion, and individuals would be even more motivated to try and achieve the vision. The gelling of recruits would also proceed in a non-disruptive manner, without compromising efficiency. Hopefully, this would establish a natural rhythm in the organization and develop a zest to succeed in every individual.

Answer 2:

It is important not to dilute the quality of the workforce at the organization while trying to provide an inclusive environment for people irrespective of region, religion, gender, or any other personal identity. At the same time, deserving aspiring employees need to be accounted for and need to feel they would not be sacrificed at the cost of diversity.

My **action plan** would be first to understand where the gap in the recruitment process exists. After having evaluated the flaws, I would perhaps look into my workspace environment and try to gather anonymous responses from my employees regarding what could be improved to make the experience better for all sections of the society.

I would then follow up on my findings by introducing programs as and where feasible to create supernumerary application seats for the underrepresented sections. This would help me understand in person why, if at all, they were hesitant in applying for my organization. I would therefore have an insight into how those sections view my company and by working on those suggestions. As there is scope for expansion in the organization, there is also the opportunity to redesign the hiring process. I would try to make the most of this opportunity by ensuring diverse and robust hiring panels to ensure no bias creeps in. As much as possible I would try to interview candidates at some stage personally and give candidates, who might not be very proficient right now, but have the eagerness to learn and potential to grow a chance to make their mark in the organization.

I would make provisions for the following if they are not already in place:

- **Flexible working hours** for parents and people pursuing higher education to encourage women and students to apply without hesitation, taking into

consideration their home life, if that is what has been preventing them from applying. This would help me create an environment where people of diverse age groups and backgrounds apply, thus also bringing new perspectives to the table.

- **Personalized holidays**, also allowing work-from-home in some instances, depending on the religion and culture they follow, to ensure people can be home for celebrations as and when they want! Celebrating festivals of all cultures whenever feasible at the office to help everyone feel like a big family would go a long way in making everyone feel at home.
- Making provisions for the **accommodation and transport** for people without a permanent residence in the vicinity, at least for a few weeks until they can settle down and get acclimated to the place. This would encourage people from distant regions to apply as well and thus establish a diverse regional culture in the organization, and help us bring fresh sets of skills or approaches to our ventures.
- Having **strict laws and regulations** against any form of discrimination or favoritism, with harsh penalties rising to the firing of employees in severe cases to set a precedent and establish work and talent as the only means of performance evaluation. I would also ensure that undue advantage of strict laws is not taken by penalizing the fake accusations even more harshly. Employees then would stop viewing each others using a lens of personal identity and rather associate and help each other grow as employees with the same objective.
- Establishing **Women's cell** and a **grievance committee** to address any complaints the underrepresented sections might have. Conducting **awareness sessions** on diversity and creating a comfortable environment for all would naturally follow. All employees would become respectful of one another and maintain an environment conducive to individual and organizational growth.

Answer 3:

Ensuring that employees have excellent mental health is imperative for the great health of the organization. All my employees need to feel that the company values them. First of all, I would adopt a reward system, where an employee who puts in the best of his/her efforts is appreciated irrespective of the result. Failures are stepping stones to success, and berating

employees just worsens the situation. Instead, I'll try to work with them to evaluate future steps to learn from these failures. Having a relatively small organization allows me to know every **employee personally** and thus establish a good rapport engaging with them regularly.

I would also introduce team-based rewards to promote healthy competition among teams at various levels, to motivate them to work together as a unit. This would prevent individuals from getting lost in the burden of deadlines and help team members achieve collective goals and fill in for individuals as and when necessary. This would also prevent instances of stealing credit or ideas, as **individualistic goals would become less significant** than **team goals**.

As our organization is still in its baby stages, with sub 100 hundred employees, an adaptation of **town-hall meetings** where everyone can freely raise their concerns and suggestions across all levels to be heard by everyone might be feasible. To account for people who might not feel comfortable sharing their problems openly, an **anonymous feedback system** would be established. I'd try to keep all company decisions as **transparent** as possible and provide updates to the entire family in these town-hall meetings. This would thus install a transparent system, making the employees feel like equal stakeholders in their company.

The right to information will be provided for all employees for relevant information, and the Project Managers, HR Manager, and Finance Manager shall also be scrutinized fairly for their actions and penalized in case of genuine complaints from the other employees.

I would also try to ensure that they are not burdened with too much responsibility and **don't stress unnecessarily**. My reorganization of the structure, as explained in Answer 1, would be a step in the right direction to reduce the mental stress at every level and provide cover for employees who might need a break. Thus employees would have the opportunity to take periodic intervals while not worrying too much about project deadlines.

I shall also recruit a **psychological counsellor** to act as a friend for every employee, to listen to their issues, which they might not be comfortable discussing with fellow employees, and help them be in the pink of their mental health.

To promote a bit of **informal interaction** among the employees, I'd like to conduct events like shout-out quizzes, sporting events, performing artist shows to help them **relieve stress** and be themselves. It would also allow individuals to showcase their varied talents and thus endear them even more to each other. A treat for teams achieving their goals would be the norm, where short trips or parties would be organization sponsored to help them detach themselves from the company workload for a while.

Ensuring **work-life balance** is becoming increasingly important to individuals, even overpay, and thus warranting work does not infringe their personal life is essential. This would make the employees love their work. I'll ensure my employees equally dedicate themselves to work and to enjoyment, to the family at work, and to the family back home.

Answer 4:

Attrition occurs when employees leave the organization, and the position occupied by them remains unfulfilled. This happening at the level of a team leader is problematic as a team leader would be playing the prominent role of a gel between the people working towards the project. Loss of such a person deprives individuals of a person to guide or direct them, resolve conflicts, and could result in utter chaos at lower levels if not managed properly.

Studying the organizational structure, it becomes evident that team leaders lack any scope for growth, due to only two project managers above them, thus adopting a reformed system as mentioned in Answer 1 would also help alleviate this problem.

Involving them in **developing the vision** of the company would also contribute to the feeling of power, and this would help them realize the role they play. Ours being a small organization might not seem an ideal place for them to achieve formal promotion. Still, I'll incentivize by explaining how such fluid-structure enables them to be an **innovator** and a **leader** in their own right, and not mere yes-men in a perhaps larger organization they might be attracted to with fatter salaries. By implementing a positive and diverse work culture, as explained in previous answers, I would provide them with incentives to stick to

this growing family. Here they shall be valued as an indispensable piece of the puzzle, whereas elsewhere, they would just be replaceable tokens.

I'll also keep an **eye out** for **parallel positions** that they might be tempted towards based on previous attritions, and then reason sensibly mentioning the above points as to how here they are an intricate part of the organization. The space of Information Technology is over-crowded with multinational companies as well as fast-growing start-ups, and thus there is never a lack of positions for skilled individuals. I would study the popular destinations for these employees and how they implement their organizational structure. I would try to understand what they do differently to attract the best talent and try to implement feasible solutions for my organization.

If an employee has indeed decided to leave the organization, I'll try to have a **heartfelt tete-a-tete** with him/her before they leave to try and understand their reasons behind it and help overcome those cracks in our structure going forward. I believe that these steps would help us prevent employee attrition at any level in our company in the future and also deal with the current crisis.

Thus we would be **poised for rapid growth**, across our technical output and across our organization's family, ready to face the next set of challenges and overcome them.