

# PEOPLE AND PERFORMANCE MANAGEMENT

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## Agenda for the sessions

- Setting the context for the session and imperatives for change
- Personal development and career growth
- Aligning and investing in building and leading teams

# Where is your focus and where does your time go....

- Sustainability
  - Long term
  - Focus on intangibles (culture)
  - Investing on people and processes
  - Coaching and providing vision
  - Outcome and behavioural metrics
- Profitability
  - Short to medium term
  - Focus on tangibles (structure)
  - Investing on systems
  - Reviewing and evaluating people
  - Input and output metrics

# Unique characteristics of high growth contexts (Kotter & Sathe, California Management Review, 1978)

- Need for rapid decision
  - Speed, complexity that is difficult to cope
  - Hierarchical structures efficiency based – lot of cross functional thinking required
  - Decisions will fall in the crack and interdepartmental conflicts increase
- rapidly expanding job demands
  - People not changing in attitudes as the organization is changing
  - Crisis of delegation and development
  - Hiring people from outside (frustration of loyalty vs. new skill sets)

## Rapid growth firms

- large recruitment and training demands
  - Spend considerable time and attention in hiring
  - Spend time at the top and the bottom, but lose in between
  - “in group” and “out group”
  - Impact on culture – fewer people available to teach and groom, tell the newcomers about procedures and policies and most importantly values and ethos
  - Assimilation most difficult

## Continued..

- constant change
  - Uncertainty and ambiguity
  - Not possible to do career planning, structure jobs/constant readjustment
- constant strain on resources
  - Efficiencies may get compromised
  - Investments for the long term need to be made
  - Urgent activities get done, but important ignored
- interaction effects of all

# WHAT IS THE DIFFERENCE BETWEEN LEADER AND LEADERSHIP?

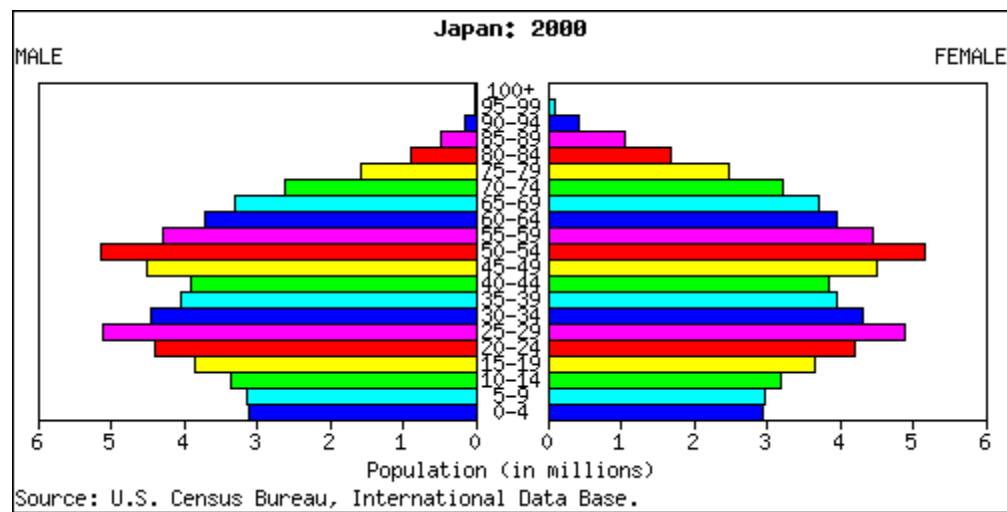
- Leaders are individuals; have personal qualities and traits which allows them to **develop personal capacity to influence** in their interactions. It is personal and is often non transferable. (*personal leadership*)
- Leadership is the **collective capacity of a group to influence through processes, policies and systems of the organization** (*Institutional leadership*)
- Competence and Values

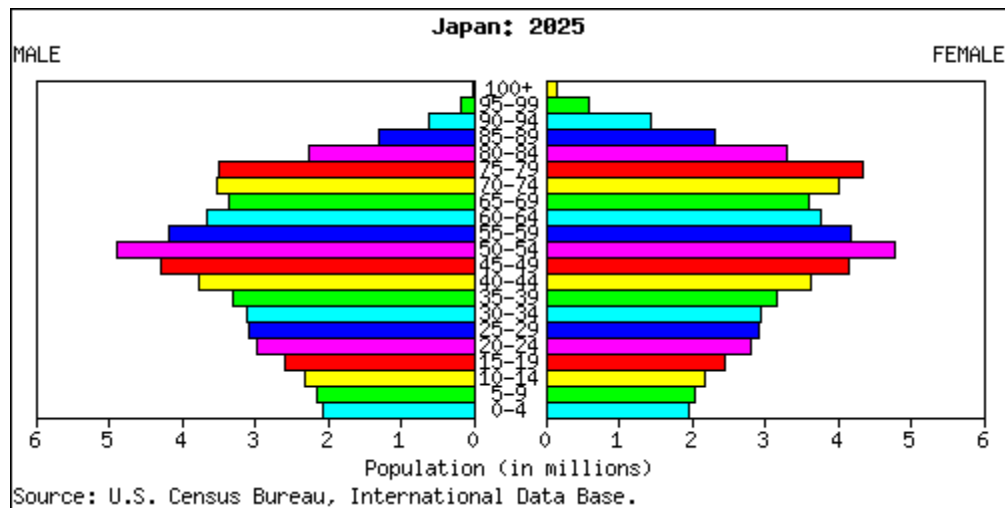


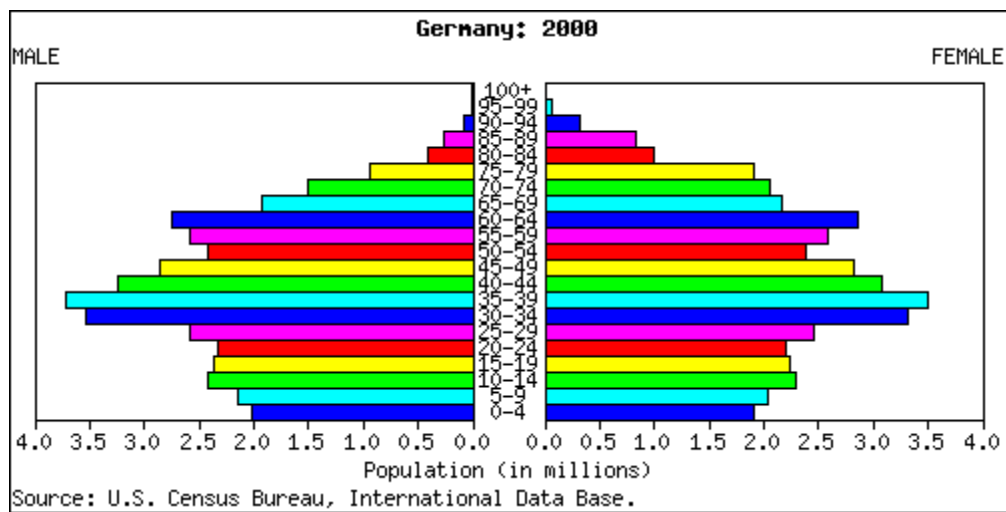
**SELF AWARENESS IS THE KEY TO  
SUCCESS.....**

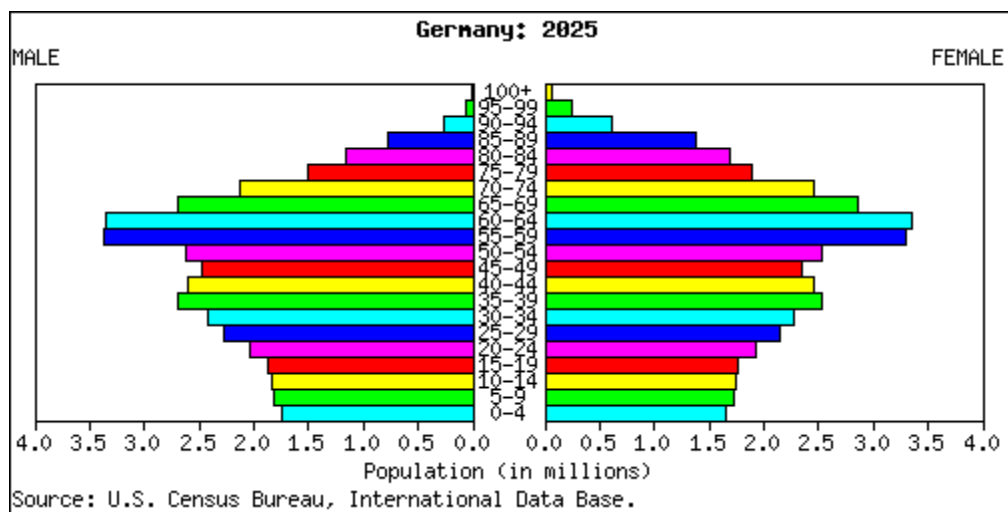
## Changes in the business environment impacting HR

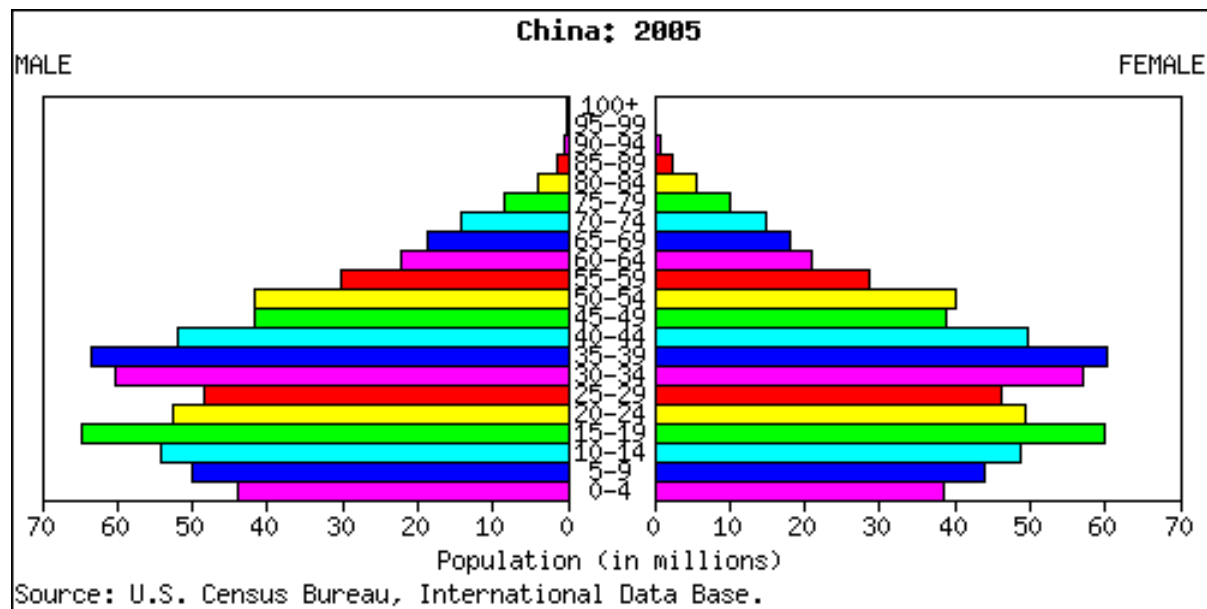
- Rapid change- uncertainty of markets, rising costs
- Rapid technological change
- Government regulations/global standards
- Increased globalization
- Changing demographics
- Talent shortage

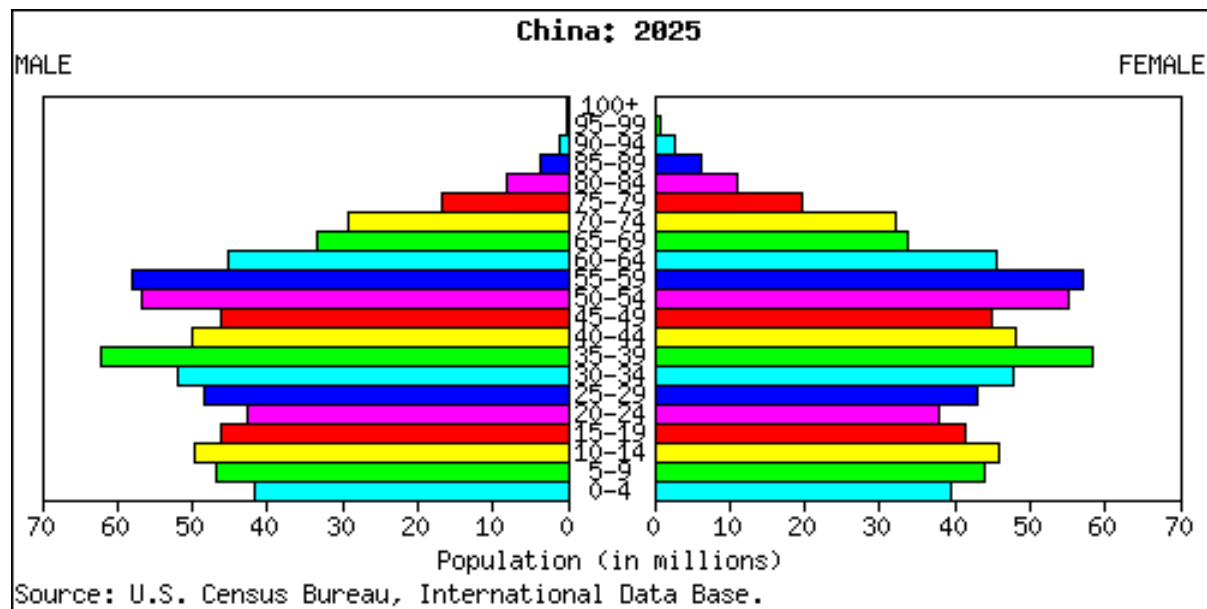




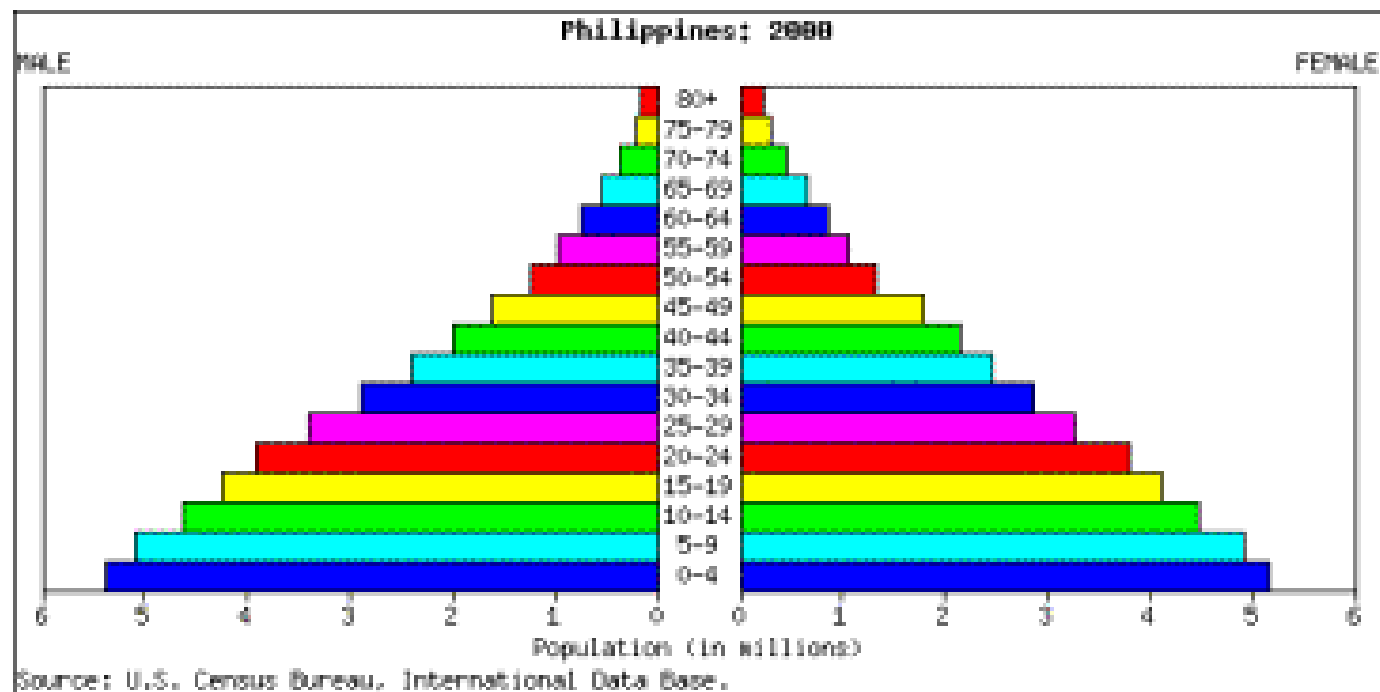


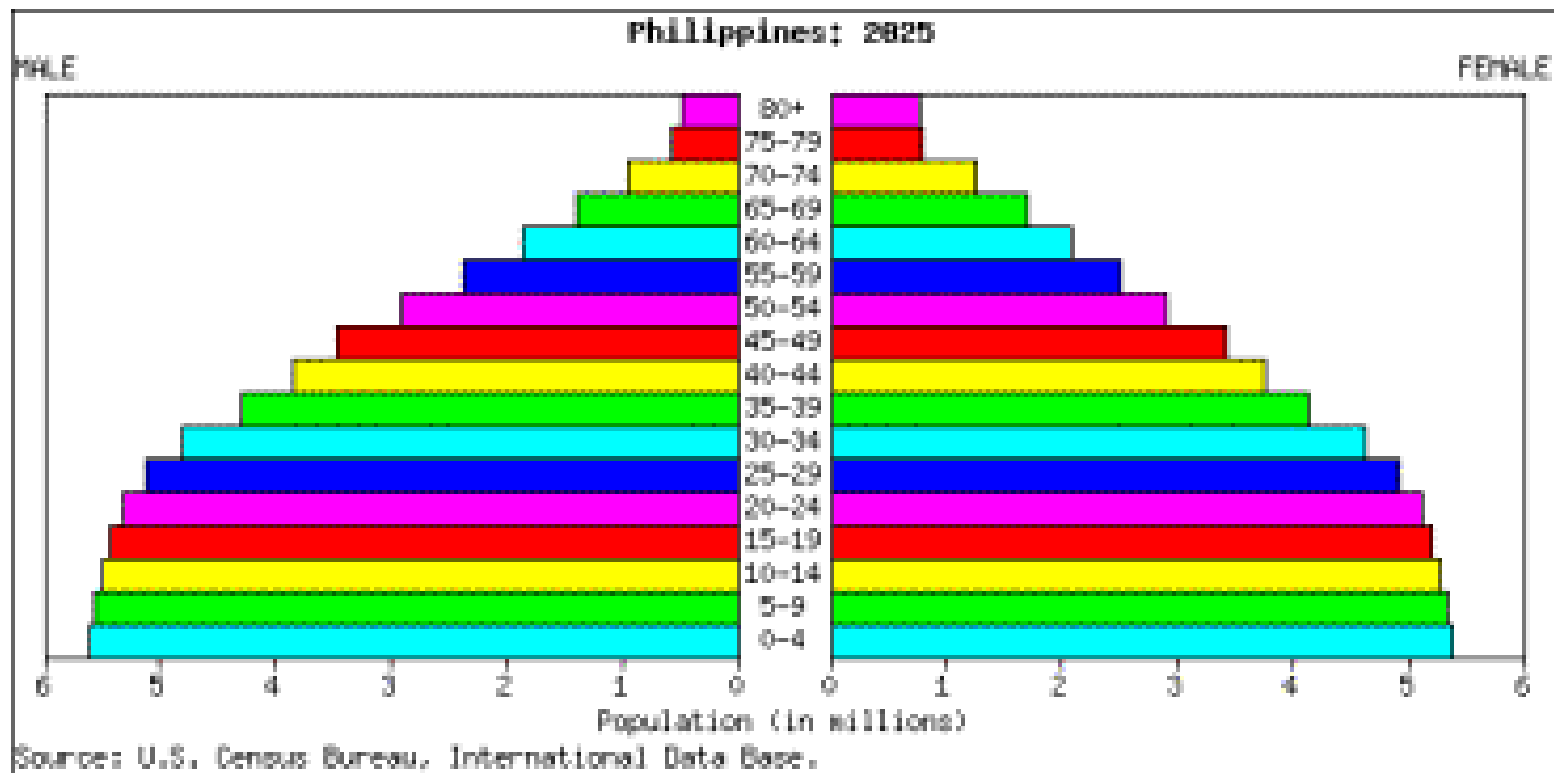


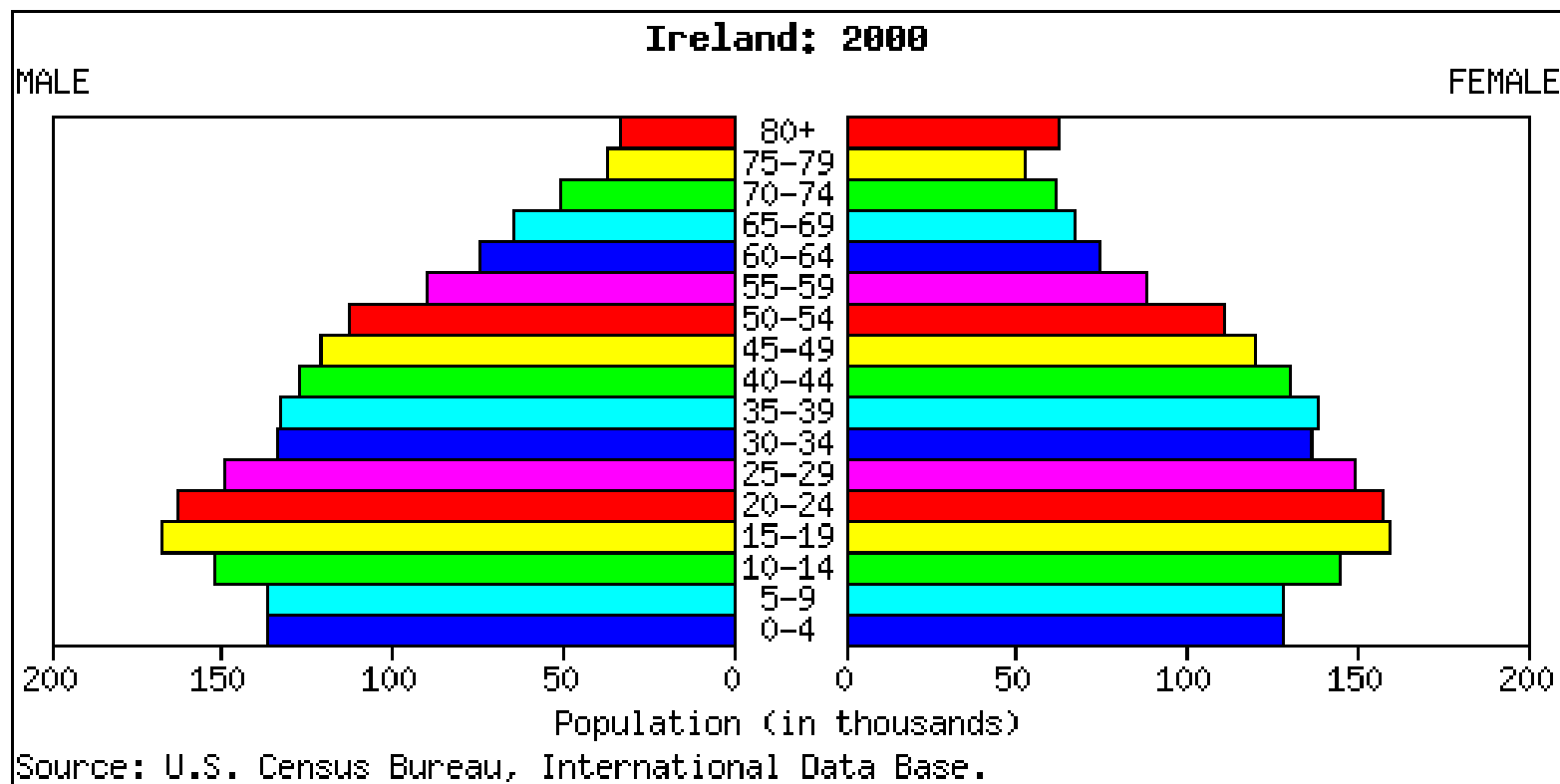


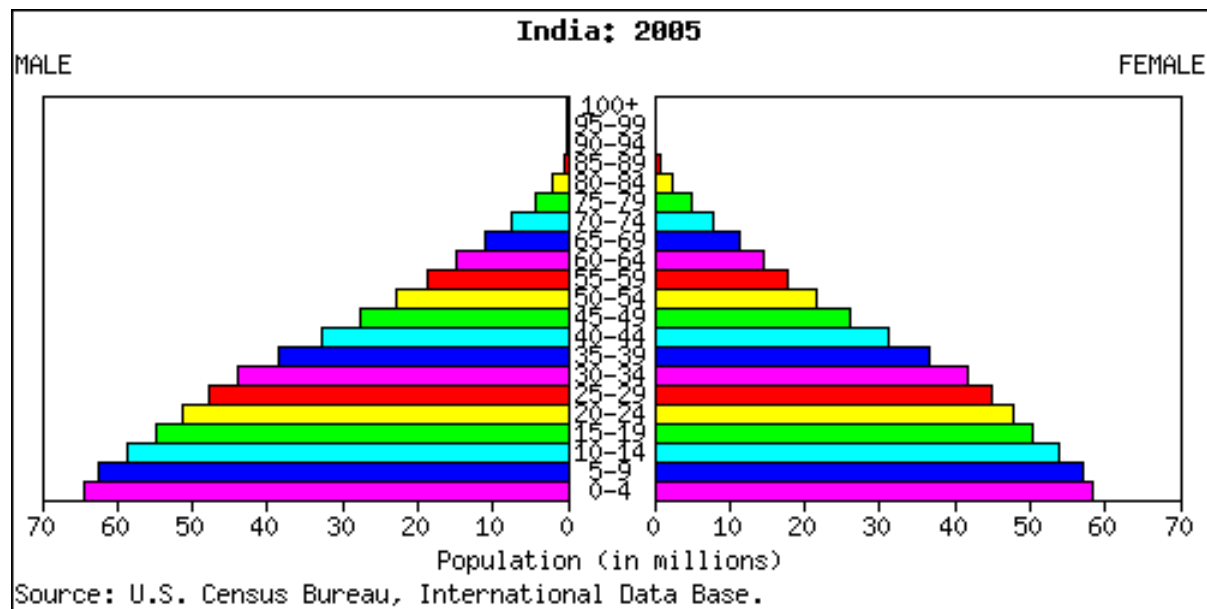


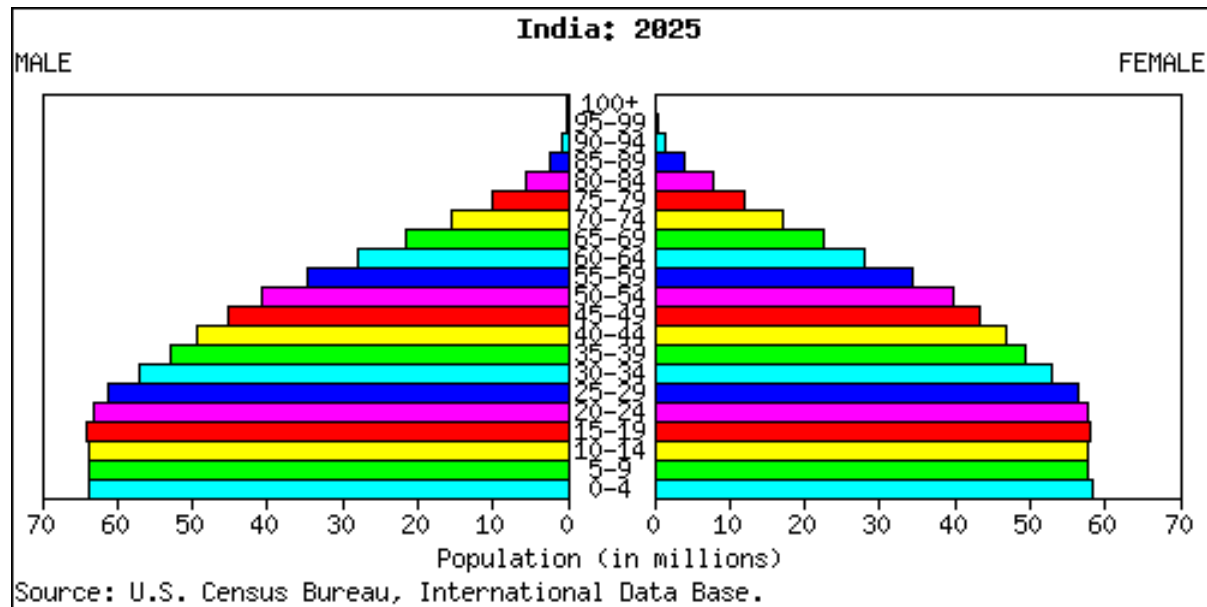








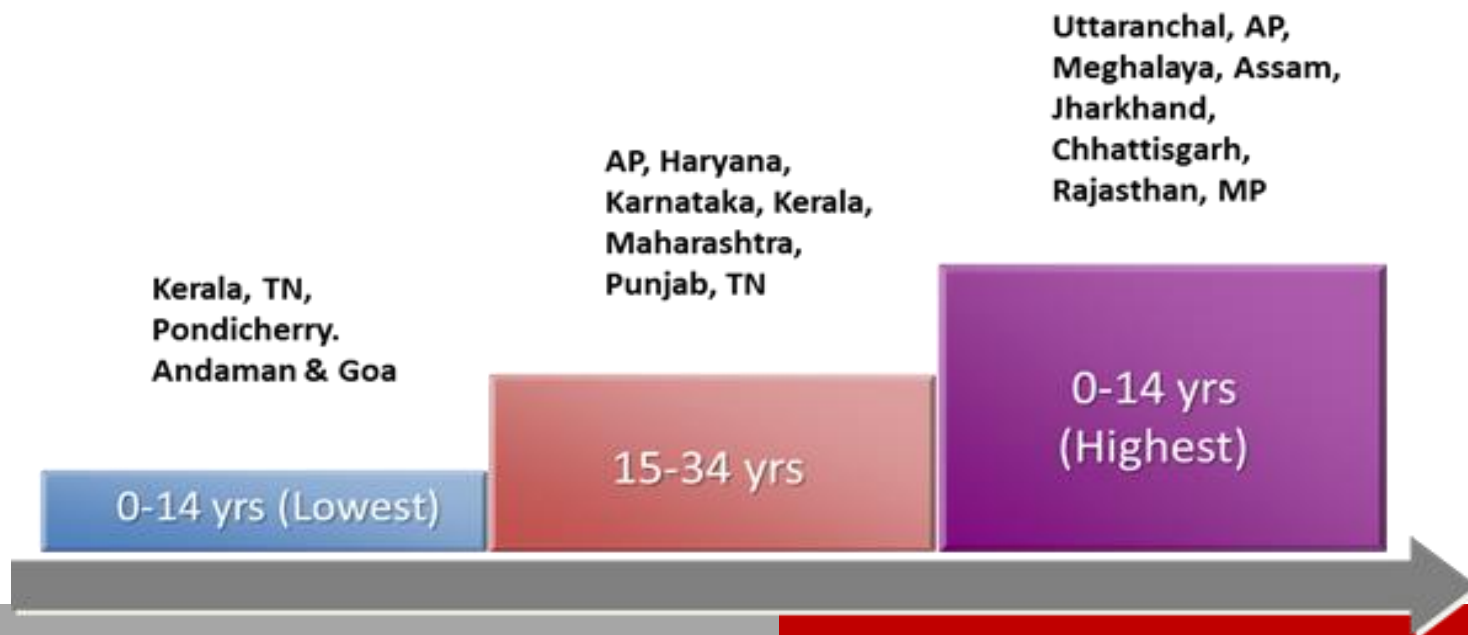




## We know that .....

- India has a co-existence of multiple social contexts given the plurality
- Diversity very high within your organizations

**Future Workforce Profile in India (Based on Population Distribution in 2011)**



# WHY SHOULD ANYONE WORK FOR YOU?

# CAREER TRANSITIONS



# Understanding career growth

Enterprise manager  
Group manager  
Business manager  
Functional manager  
Managing managers  
Managing others  
Managing self

(The leadership Pipeline,  
Ramcharan)



## Career transitions

- Behavioural transitions; not linear extrapolations; unlearning
- Transitions are vulnerable to career plateauting
- Individual responsibility much higher to managing transition – personal development
- Transition requires competence and values

## Managing self

- Completely assigned work in given time frames
- Meeting objectives
- Broadening personal skills
- Planning, punctuality, content, quality and reliability
- **Self management**

# Managing others

- Defining and assigning work for others
- Enabling direct reports to do work by monitoring, coaching, feedback , providing resources, communicating and problem solving
- Building social networks of relationships with a direct reports, bosses and other groups in the organization
  - **Skills:** planning, selection, rewards,
  - **Time application:** budgets, priorities, reviews, communication
  - **Values:** getting results through others, enjoy success of direct reports, visible integrity, managerial discipline

**ENJOY managerial work rather than tolerate it**

# Manager's manager

- Often ignored in organizations
- Not a part of strategy formulation, but should own and implement strategy
- Selecting the right individual contributors, aligning people and tasks, holding first time managers accountable , deploying resources among units, managing boundaries across sub units
- Strong functional grounding yet appreciation of strategy and cross functions

**“seen as management”**

# Functional manager

- Ability to look at the function from multiple perspectives
- Handling multifunctional concerns
- Peer team play
- Navigating competition for resources based on the business needs
- Functional strategists – long term thinking
- Ability to make trade-offs within the function
- Being state of art, willing to live with the fact that you may not know it all

**“Strategic mindset; wholistic approach”**

# Business manager

- Leadership shock
- Business strategic thinking
- Managing complexity
- Learning to value all functions
- Being highly visible
- Skilled at working with diverse people
- Communicate in groups

**“Balancing short term and long term interests”**

## Group manager

- Let down transition – similar to first time manager transition
- Succeed indirectly
- Groom and manage business managers
- Connecting individual business to the enterprise

**“managing the uncovered/invisible”**



# Enterprise manager

- Delivering consistent predictable top and bottom line results
- Setting direction for enterprises
- Shaping the soft side of enterprises
- Maintaining an edge in execution
- Re-invent self concept – value success of others
- Astute in assessing core capabilities to win

**“letting go”**

## For long term effectiveness,

- Are you spending enough time with newcomers?
- Are you personally meeting every single newcomer?
- Are you training and teaching within your unit/function?
- Does everyone in your department or unit get to attend a training program?
- When they return from the training, how do you positively contribute to knowledge transfer?
- Are you looking for ways to fit people and tasks effectively?
- Are all members of your team employable in the market?
- Do you have a drop dead successor?
- Do you have enough people to meet your growth plans?

# Developing Managers

- Research based: 4 studies McCall, Lombardo & Morrison
- 191 interviews over 7 years from six companies
- When you think about your career as a manager, certain events or episodes probably stand out in your mind – things that led to a lasting change in you as a manager. Please identify at least three key events in your career, things that made a difference in the way you manage now.
  - What happened
  - What did you learn from it (for better or worse)

## Lessons learnt

- Setting and implementing agenda
  - Technical/professional skills
  - All about the business one is in
  - Strategic thinking
  - Shouldering full responsibility
  - Building and using structure and control systems
  - Innovative problem solving methods

# Lessons learnt (continued..)

- Handling relationships
  - Handling political situations
  - Getting people to implement solutions
  - What executives are like
  - How to work with executives
  - Strategies of negotiation
  - Dealing with people over whom you have no authority
  - Understanding other perspectives
  - Dealing with conflict
  - Developing others
  - Directing and motivating subordinates
  - Confronting subordinates over performance
  - Managing former bosses and peers

## Lessons learnt (continued..)

- Basic Values
  - You can't manage everything alone
  - Sensitivity to the human side of management
- Executive temperament
  - Being tough when necessary
  - Self confidence
  - Coping with situations beyond your control
  - Persevering through adversity
  - Coping with ambiguous situations
  - Use and abuse of power

## Lessons learnt (continued..)

- Personal awareness
  - The balance between work and personal life
  - Knowing what really excites you about work
  - Personal limits and blind spots
  - Taking charge of your career
  - Recognizing and seeking opportunities

# How did they learn?

- Trial by fire: learning from job assignments
  - Starting up
  - Unstructured assignment
  - Challenging assignments
  - Crisis
  - Turnaround
  - First supervisory job
  - Project/task forces
  - Line to staff switch
  - Leading on line
  - Leaps in scope



# How did they learn?

- From others:
  - Learning from bosses
    - Management values
    - Human values
    - What executives are like
    - politics

# How do managers learn?

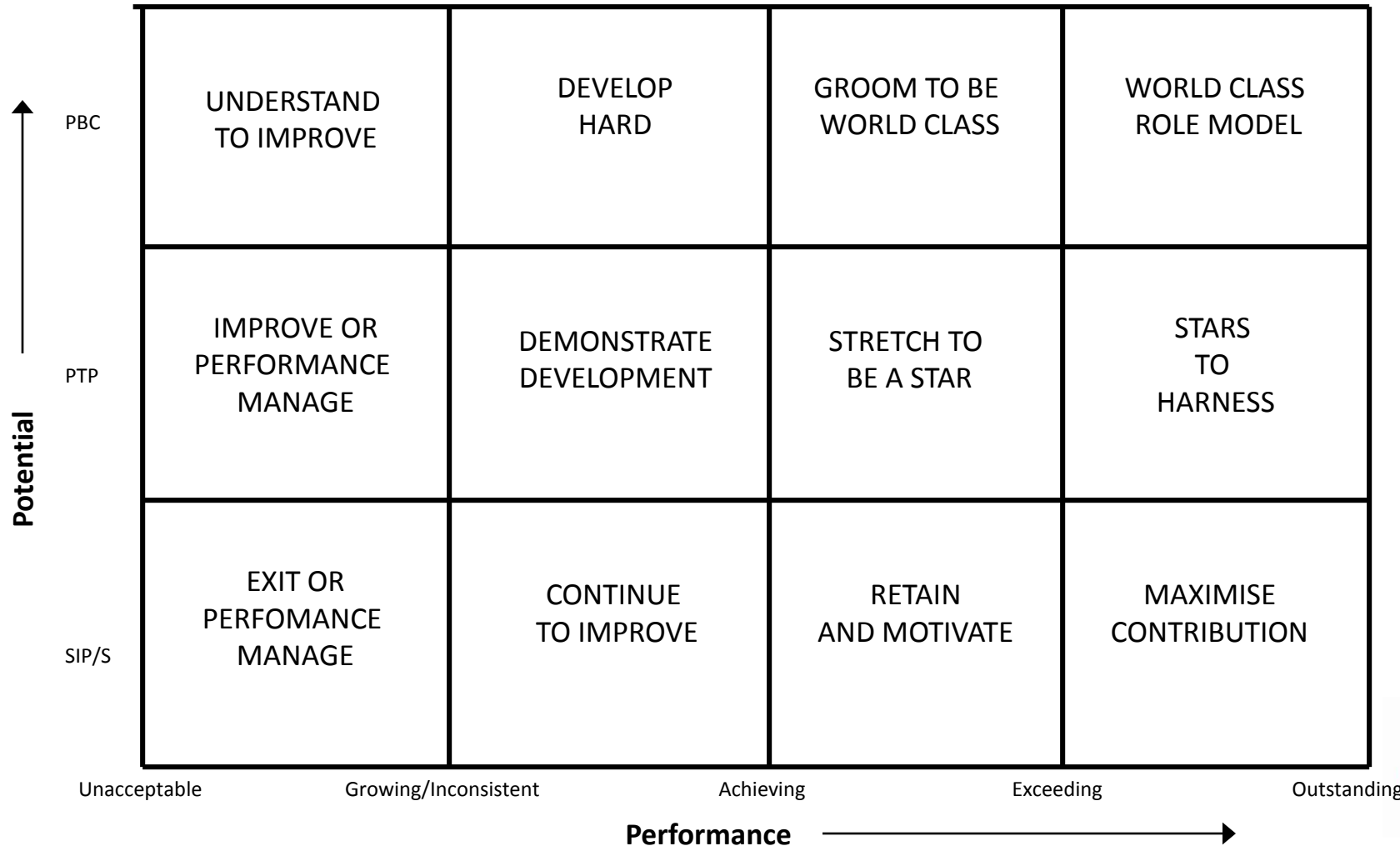
- Hardships:
  - Personal trauma
  - Career set back
  - Changing jobs
  - Business mistakes
  - Subordinate personal problem

# How do you know a person has Potential?

- Solid past performers
- High learning agility
- Demonstrated commitment
- High aspiration
- Demonstrated willingness to lead
- High tolerance for ambiguity
- Have a presence
- Curious
- Open to feedback
- Self aware

<http://management.about.com/od/managementcareers/fl/What-is-a-ldquoHigh-Potentialrdquo.htm>

# The Talent Matrix



# Critical skills for leadership

- Life skills
  - Communication
  - Problem solving
  - Conflict resolution
  - Decision making

# How can we develop life skills?

- Through reflection and self awareness
  - Understanding consequences of actions – intended and unintended
  - Getting feedback from others
  - Maintaining a learning diary or journal to look at the positives and negatives
  - Spending some quiet time looking at the past few months
  - Review periodically
- Through emulation
  - Role modeling behaviours
  - Seeking feedback for actions
- Through observation
  - Noticing and asking questions
  - Looking at how I would have done it

## Rate yourself on these.....

- Hiring & supervising people
- Business sense
- Carrying out financial calculations
- Dealing with customers who are upset, demanding, or rude
- Working well with customers
- Motivating others
- Problem-solving
- Projecting an image of integrity, enthusiasm, & self-confidence
- Giving clear directions
- Working under pressure in a highly competitive environment
- Enforcing rules & regulations strictly & impartially
- Working with computers
- Working on your feet

## Continued....

- Question your development
  - What are my strengths and weaknesses
  - What strengths can be enhanced?
  - What weaknesses should be improved?
  - Hi-pot people in organizations – what are their key attributes?
  - Where did the successful people come from?
  - Am I keeping myself up to date on what is happening around me?
  - What have I learnt in the last one year?
  - How much more do I have to learn in my present job?



## Continued...

- Who learns most? Who should not do it?
- Who has the necessary skill?
- Does the task require previous experience? Would it be useful to have someone acquire this experience to give team greater depth?
- Could the task be a training exercise for a member?
- What particular personal qualities are required and who has them?
- Is more than one person needed? If so, how will they work together?
- What are the other work loads/priorities of individuals?
- How will I monitor progress of individuals?

## What do you need to do?

- World is changing ..... Are You?
- Reading ..... Are you doing enough?
- Do you challenge and ask the right questions?
- Do you listen to your peers and wonder why do they say what they do?
- How diverse a group of friends you have?
- How many different magazines and journals do you read?

## What do you need to do?

- Do you know what your interests are?
- What are your strengths and areas of improvement?
- who are your role models?
- What have you done beyond your marks and grades?
- Don't wait for organization projects only... there is a community around you.. There are plenty of problems ... choose any of them.

# On Change.....

When you change your thinking  
    You change your belief  
When you change your beliefs  
    You change your expectations  
When you change your expectations  
    You change your attitude  
When you change your attitude  
    You change your behavior  
When you change your behavior  
    You change your performance  
When you change your performance  
    You change your LIFE

## Readings

- [http://www.drloisfrankel.com/resources/pdf/Prevent\\_Derailment.pdf](http://www.drloisfrankel.com/resources/pdf/Prevent_Derailment.pdf)
- <http://insights.ccl.org/wp-content/uploads/2015/04/futureTrends.pdf>

## Videos

- [https://www.ted.com/talks/dan\\_ariely\\_asks\\_are\\_we\\_in\\_control\\_of\\_our\\_own\\_decisions](https://www.ted.com/talks/dan_ariely_asks_are_we_in_control_of_our_own_decisions)
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