4. 01: Manage People:

A manager's most important, and most difficult, job is to manage people. You must lead, motivate, inspire, and encourage them. Sometimes you will have to hire, fire, discipline or evaluate employees. However, one needs to understand and acknowledge that people are the most important asset of any business that hopes to be successful for the long term.

- The employees are the most valued assets of any company, essential participants with a shared responsibility in fulfilling its mission.
- One needs to recognize that the quality, motivation and performance of the employees are the key factors in achieving our success.

"Accordingly, the Human Resources (HR) policies and practices are to be built on:

- Dedication to assisting every employee in reaching his or her full potential in both performance and reward.
- Commitment to diversity, equal opportunity and fair treatment.
- Promotion based on merit, and from within whenever possible.
- Organizational structure and culture to promote employee involvement, open communication, teamwork and cooperation"\(^1\).
People Are Capital focuses attention on the preeminence of people as an asset to the business. Such statement on part of management of organization clarify its commitment towards:

- To look at what businesses can do to take advantage of the skill and knowledge of their people, whether employees, contractors, or other suppliers.
- It design and document how businesses succeed by carefully managing these people-related assets.
- In order to improve people management related skills training for managers and executives who want to improve their utilization of their people in order to improve their businesses and achieve objectives of organization.

4.02: The people principle

The fun thing about being in Human Resources (HR) today is that we don’t have to look far to find out why it is becoming important. A systematic analysis of data published by different organizations in their annual report or gazing through a few journals will provide some revealing information. It will say that in the last five or six years the nature of business has changed radically, that it has acquired more accessing and leveraging on the human side of business than ever before. In other words, those HR departments have something special to do with this process of radical change. However, the change in the role of Human Resource Management in organization because of total change in the business environment is not automatic. They are product of various important and inter-related factors. In order to have
more clear understanding of role and task of man manager one may have analyze the following.

Several developments that took place in last few decades have shaken scientific management and its beliefs.

These include:

(a) A change to the view of the world as a continuously evolving biological organism.

(b) A better understanding of a man as a psychobiological organism with a brain capable of many modes of functioning.

(c) An increasing knowledge of our universe with deeper understanding of how we ought to relate amongst our environment and ourselves.

(d) A reawakening of our other dimensions of our spirituality and psychoemotional dualities.

(e) And knowledge workers are not subordinates; they are "associate". For, once beyond the apprentice stage, knowledge workers must know more about their job than their boss does—or else they are no good at all. In fact, that they know more about their job than anybody else in the organization is part of the definition of knowledge workers.

These evolutionary developments have altered the way organizations function. There is a paradigm shift, and like a living organism, every element of an
organization has to contribute towards its growth and not leave itself as the weakest link.

In line with this thinking the HR function from a sleepy backyard activity has blossomed into a dynamic force triggering the growth of the organization. The H.R. manager is now seen everywhere.

To play an effective role the function has now prioritized its multiple tasks into 3:

- Human resources must be responsive to the needs of the business.
- Increasing workplace learning
- Retention of people
- Creating a learning organization
- The basics of motivation to be fully understood and applied.
- Recognizing the importance of communication.

1. Responsiveness to business needs:

The first and foremost role of human resource management is to manage and leverage people in the organization effectively for profit and the purpose of organization. H.R. should streamline its core responsibilities, and align its efforts with the company’s vision and customer needs, in order to position itself as a business within a business, and take advantage of unique qualifications that enable it to provide strategic value to the company and the company’s customers.

The transformation is a proactive one that encourages HR professionals to take the lead in reducing risks and creating business opportunities, enabling managers to be
better leaders, leveraging technology, choosing the business transformation strategies that are the best fit for their companies, championing the alignment to strategic initiatives, and implementing change- roles and responsibilities usually associated with corporate leadership, this is advocating a complete repositioning – one that will catapult HR from mere support service provider to key business ‘partner’ with a seat at the executive table.

Once is the task of making people aware of company’s vision and goals the second is “people” management. This would include new skills managers need, kinds of personality and character demanded by new job definitions. That is to be followed by the “soft-skill” consisting of the informal networks and practices bringing the people together, the value systems and the culture. What will mark the way of bringing change in each of these components is the involvement of all the senior executives in the design process.

2. Increasing work place learning:

Today’s constantly changing environment the premium is on learning-requiring workers in every country to continually update their knowledge and skills throughout their lives. However, mere provision of opportunities to learn isn’t sufficient in countries where a majority of the populations is illiterate. The need is to get children into schools and then develop the “interest and motivation for life-long learning”. And primary education isn’t the end; post-primary education of the formal and informal level is just as critical if a country is to reap the benefits of an educated society. The lesson that India has learnt, during last several decades of negligence of basic primary education have left a huge chunk of working population illiterate. And
this is a very daunting task to carry such people along during the developmental process. On the other hand, whatever the emphasis given on higher learning and technical education have created a huge congresession of large pool of talents in India. And such talents are now helping the country to develop the new economy. India is now most sought after destination for talent hunt.

Work place learning seems to be in the center stage at present. Training is no longer done as generation of awareness, but as a planned effort to increase productivity. The world’s best corporations are implementing learning strategies, which can be tested and evaluated for its impact. The accent is to identify the competencies required to perform a job and measuring the competencies by the jobholder. The difference between the two becomes the learning need. Fulfilling this gap becomes the training functions responsibility.

The HR Professionals would thus have the challenges of:

- Making learning one of the fundamental values of the company.
- Ensure commitment of time & resources.
- Use training to bridge the gap with the external world.
- Integrate training into initiatives for change management.
- Use training as a developmental tool for individuals.
- Link organization, operational and individual training needs.
- Use retraining to continuously upgrade employee skills.
- Create a system to evaluate the effectiveness of training.

3. Retention of people:
H.R. Professionals will find that in the globalize environment it is becoming increasingly difficult to retain people. Organizations will now have to use proactive strategies in mentoring, coaching and career planning. It is a myth to believe that compensation packages by themselves decide the life of an employee in a company. By constantly training and developing personnel so as to upgrade their knowledge and skills a company gives its people the freedom to leave when they want to. Paradoxically this itself provides security of employment, even if not in that particular job, and binds the employee to the company.

Together with these, employees look for changing assignments. They want to provide their talents, not only to the organization, but also to their peers and above all to their own selves. This acts as a great motivator, in fact one of the most significant retention strategies.

Good organizations will lay stress on:

- Support for employees during difficult times in their lives
- Equal opportunities.
- Effective communication- this can be enhanced by processes such as teams briefing, internal communications programs and quality circles or the house journal.
- Treat people as adults and in my experience if we do so they will also behave like one, contributing whole-heartedly to the growth of the company.
- Create a learning environment.
- Map out career paths so that they know where they are headed.
• Accelerate the process of climbing by eliminating levels.
• Design benefits whose value increases the longer an employee stays.

4. Creating a Learning Organization:

Organizations like ecology deal with living organisms, not just systems and machines. These people are becoming increasingly demanding and expect to be treated as individuals, not just as a part of an impersonal collective. H.R. managers need to take this into account and give people scope to manage their work in their own way whilst providing learning and direction to ensure that their performance is directed towards supporting the strategies and values of the organization.

The path for a hopeful future depends on learning. It is a process that demands deep questioning and critique of the humdrum views. It is a process that requires that we open ourselves and to effectively cope with our emotions.

Companies will have to meet individual needs and continuously challenge every system and procedure that does not add value for the customer.

Several companies are now adopting the Economic value added concept to measure employee effectiveness. Economic value added is a well-researched and widely recognized tool that is used to measure the efficiency with which a company has used its resources. EVA is the difference between return achieved on resources invested and the cost of resources.

Indeed since the core competence of any organization is nothing but the individual and collective chain it creates. The post modern organization that must now be
redefined as a complex economic institution in which thinking, learning and knowledge-creation takes place, constantly generating ideas that will permit organizational metamorphosis.

The attributes of a learning organization are:

- The organization is continually expanding its capacity to be creative and innovative.
- Is acquiring new knowledge and enhancing the existing knowledge.
- Keeping the company in a state of constant change.
- Unlearning old and obsolete knowledge.
- Disseminating learning throughout the organization.
- Developing core competencies.
- Creating open and frank communications- inter departmental and interpersonal.

Organizations are thus adopting avenues some of which are:

1. Benchmarking

2. Total Quality management

3. Focus on customer service

4. Empowerment

5. Environmental Management
From being the learning organization and working with empowered multifunctional teams, organizations now believe that their strategic and competitive advantage lies in the leverage of knowledge. Computers and communication systems are playing a key role in enabling organizations to transform themselves into knowledge-based organizations.

5. Motivation

In today's industrial life it would be unrealistic not to recognize the significance of motivation. We all have to be concerned about it and must always be considering ways and means to motivate employees to achieve organizational and personal goals. Motivation, discipline, moral, productivity and self-esteem are interconnected which help an employee to feel comfortable in his work environment. Here discipline must not be constructed as regimentation, but fairness, equality in treatment and norms of social and professional behavior. Discipline is most effective and has least negative effect on individuals, if the individual feels that his behavior at a particular moment is the only thing being and not his total personality.

Motivation is a channeliser of energies to do the right thing (technically correction), in the right manner (in pursuit of quality and excellence), within the right time (with minimum avoidable delay) always and every time. Motivation is an inspirational process which impels the members of a team to pull their weight effectively, to give their loyalty to the group, to carry out properly the tasks that they have accepted and generally to ply an effective part in the job that the group has undertaken/has been ensured with. It is the process of indoctrinating personnel with unity of purpose and the need to maintain harmonious relationships among people.
Motivation to me means a caring work place implying employee’s well being or the holistic health of the employee. Given that almost every employee in an emerging organization is expected to be a knowledge worker, mental well-being assumes great importance.

Organizational excellence can be achieved through the holistic well being of employees, a vital ingredient of which is healthy self-esteem. The key to building self-esteem lies in the work environment. It has to be one that motivates, puts people first, technology second and empower employees.

Money tends to satisfy only physiological and safety needs; increased responsibility and democratic work processes are some motivators that address self-esteem and self-actualization needs.

The other factor that builds self-esteem is to do with organizational ethos- one wherein employees can be innovative, creative and thus feel empowered. Empowerment is viewed as delegation of authority. On the contrary, empowerment happens when an employee feels competent and involved in the tasks that he or she undertakes.

Any study of organizations, which have performed consistently above the industry average normally, reveals that their personnel have a high level of motivation and morale. As a corollary any company with motivated personnel is very likely to be headed towards corporate excellence.

6. Effective Communications:
The larger organization, the more complex the process of ensuring that people who make a career with it work together, understand the broader company goals and help bring about changes vitally needs to seize growth opportunities. Success here will be a conscious process of sharing information with employees and building an atmosphere of empathy built with employees both on the job and through training programs help bring about attitude of understanding.

The process of information sharing should be continuous. These bring home, for example made by its market position are known to its employees. At the heart of such programs is the message that the company has set out a new course so that the long term futures is made more secure and the people have a stronger company to work for.

Good corporate communication processes are both vertical and horizontal enable people in the organization to network, to achieve change and growth.

The new millennium is seeing startling differences in the way a company meets its expectations for all its stakeholders. The Human Resource function has already taken dominant position in the organizations. Already we have noticed that managing people is the foremost for building both organizational capacity as well as competency. The future challenge before the management indeed will be how well its manages the bask in that sunlight.

4. 03: Managing People For Profit

We have already analyzed the importance of people factor in the organization and changing role of human resource manager in leveraging people factor in the
organization. There are various attributes and factors that influence the productivity and performance of people. The ultimate objective of any organization is to utilize its resources for making profit. However, in changing context the profitability of organization is related not merely the type or nature of business it is involved or availability of resources but on creative and innovative utilization. Through the study of recent economic history few developed and emerging nation will show that certain factors like availability of natural resources, money or large internal market are no more the effective means to attend economic superiority. Now, technology itself will also not be termed as factor for competitive advantage of a firm or a nation. Because, technology is also fast changing. Now the utilization of knowledge and competency and capability to work creatively and in innovative ways have become the factors for productivity, profitability and sustainability. According to management guru Peter F. Drucker in the present millennium for the very survival of the organizations and in making the knowledge workers productive requires changes in basic attitude how to do the job. Making knowledge workers productive requires changes in attitude, not only on the part of the individual knowledge-worker but also on the part of the whole organization. Knowledge workers productivity is the biggest of 21st century management challenges. This is true for both developed and developing counties.

4. 04: Identifying capability needs

The best companies have a clear notion of what they require to be capable of to achieve business success. And they have a process and logic in place by which they can identify what those capabilities are across different businesses. They make sure
that their HR systems; processes and procedures are aligned in a manner that helps bring those capabilities into existence.

These companies essentially have a process for identifying and creating capabilities that are consistent with their business strategy. It may be innovation, it may be cost control, it may be service, or it may be collaboration. It may be a number of things, but the key issue is that they are able to understand different market requirements for different businesses.

Building organizational capacity is a prerequisite for achieving a sustainable increase in the quantity and quality of the products and services offered by an organization. The challenge has been to cost effectively build capacity. The most obvious solution is to increase revenue. The easy flow of more revenue available, the greater the opportunities for building capacity. However, increased competition for market, entry of more and more producers of goods and services are causing easy flow of cash difficult for many organizations.

The high value-added practices of HR will be expressed in issues such as leadership development. Most important will be the identification and creation of organizational capabilities, but strategic HR will also involve inventing sustainable and distinct competitive advantages.

4.05: Climate of increased competition

Changes are occurring in the areas of globalization and deregulation, and communication and transportation costs are going down fast. These developments have resulted in a climate of much greater competition. Companies can compete
anywhere in the world, they can access intellectual capital anywhere in the world, they can move products and services to different locations, they can transport their capital more easily than before - all of this creates a world of greater globalization and competition.

That, in turn, creates a world in which customers, employees and owners can be more demanding, because they have alternative places to work and deploy their capital. When we consider these factors, the implications for managing the human side of the business become transparent.

4. 06: Core Competence

To illustrate the point, let's consider the emergence of organizational capability as a dominant paradigm. In 1988, C. K. Prahlad wrote an article in the Harvard Business Review called 'Core competence'. He indicated that core competence is what a company does best, based upon what it knows best. He used Honda as an example of a company that identified its core competence (internal combustion engines) and built an entire enterprise around that core technological capability.

Between 1988 and 1992-93, every major consulting firm in the world created major practices around the concept of identifying and creating core competencies. The problem was that about this time there occurred a major change in the way technological capability was defined. The life span of technical knowledge shrank rather dramatically.

It used to take 78 months for a car to go from concept to production; now it takes 24 months. The percentage increase in the speed of information processing over the last
10 years has jumped about 500,000 times. So the speed at which change is occurring, and the speed of technological innovation turnover have become really striking. This implies that the life span of technological capability is shrinking.

4.07: Understanding The Key Determinants of Successful Capacity Building

There is still a general lack of information about what works and does not in building organizational capacity. However, Dr Brock Bank have suggested few systems and procedure to determine and understand successful capacity building.

1. The act of revitalizing the organization's vision and developing its strategy to achieve it is often the first step to improving an organization's capacity. It is important to note that it is the organization's Vision and not its Mission that is the key. An organizational Vision is a statement or description of the ideal organization of the future, while its Mission is a statement of its purpose (it may also state the what and how). The key differentiation is that "mission focused" organizations focus more on today and the delivery of their existing programs and services, while the vision driven organizations inspired stakeholders with endless possibilities for the future.

2. Approach to manage the whole organization is a worthwhile technique. Regardless of any personal preferences of any individual manager to see it from his or her most individualistic way, one discovered that those managers who take a holistic and proactive approach to managing their organization with an attitude of getting it done generally were more
successful. In other words, one found it was worth the investment in getting good management into the organization.

3. The areas within which organizations demonstrated the greatest need of improvement included:

   a. Human resources - the extent to which the organization has comprehensive policies and practices. The areas of management, performance management for staff, and clarity of individual objectives (staff) stood out as key areas needing to be addressed.

   b. Processes - the internal processes of the organization and the extent to which they facilitate productivity and achievement of performance objectives.

   c. Organizational effectiveness - the extent to which the organization's interpersonal and inter-group operations are effective; and

   d. Quality - the extent to which the organization uses and integrates quality management into its day-to-day operations.

4. While many organizations did not have the latest in computer systems and technologies, the organization's managers did not see these areas as being a major impediment to improving their organization's capacity in the next one to three years found to be more successful in building their capabilities.

5. The Board of Directors generally had a more positive perspective of the organization than the staff.

6. The senior most staff members of the organization (e.g. Executive Director, CEO, President, etc.) generally are must be critical of the
organization and also must be usually the most positive about the organization's future.

4.08: Identifying capability needs

HR here would still follow the process of identifying what the strategy is, what the capabilities required are, and how to create these capabilities through HR. But training, developing, hiring, promotions and communications in a private bank will be different, from the HR perspective, from what they would be in a mass retail bank.

On the other hand, if we are in a company with potentially important sources of synergy, such as there would be in Reliance Industries or TATA Motors, than it's critical to identify the points of synergy a centralized HR strategy can tap and leverage. This way the organizational whole becomes greater than the sum of its parts.

4.09: Linking competency model to results

The best companies make sure that competencies are customized and tailored to the specific, strategic requirements of their business. Linking a competency model to results can produce a powerful package than can drive measurement in compensation systems. In a complete HR measurement system, one has to measure what HR does, what it delivers and what it impacts. Once we understand this, you can show the relationship between what HR does, what it delivers and what it impacts.
One can summarize very briefly that the people are most complex but very important strategic resource of any organization. In order to be effective and result oriented organization will have to give maximum emphasis on people management program. In the changing global perspective technology is changing. Technologies do effect the organization and people. But once the people factor is taken care about through systematic HRD program, the other things could be taken care about and manageable. In short competency and capacity to face challenge through people is the sustainable competitive advantage for any organization in the present millennium. All competitive organizations are capable of creating resource for both people and society.

To continue, we can make some assumptions. We do realize that people in organization are the most valuable asset. The strategic direction of organization has been shared, repeatedly, with the team of people. The entire group shares organization's vision of success. And finally, one can believe that nothing could be done all by one person but through entire lots of people in the organization. If one could, do every thing by him or her one would not have assembled a staff to begin with.

Plenty of business gurus -- especially New Age thinkers such as Arie de Geus, Peter Senge, and Margaret Wheatley -- have argued for years that companies aren't just boxes and bubbles on organization charts. Instead, they've argued, companies are more like biological organisms -- living things that learn, evolve, and eventually die. Accordingly, companies can best be understood when thought of as people -- as
unique creatures with their own values, their own personalities, and sometimes, if her clients really get into the spirit, their own names.

4.10: Motivating Workers for higher productivity

Workers face dynamic and ever increasing challenges. A global economy of discriminating consumers has placed demands on meeting planners never before seen. Managers face tasks of finding, keeping, and motivating workers. Environmental pressures, rising health care costs, and the sophisticated needs of the workforce have placed management in a complicated and tenuous situation. The answer lies with creating a work environment that motivates people toward exceptional performance.

Supervisors and managers who maximize the potential, creative abilities, and talents of the entire workforce have a greater competitive advantage than those who don't. Motivated workers provide the "health insurance" that businesses desperately needed in these chaotic times.

4.11: How To Motivate People -The Pride System

Supervisors have the responsibility for creating a motivating working environment. Dr. Edwards Deming said, "The aim of leadership should be to improve the performance of man and machine, to improve quality, to increase output, and simultaneously to bring pride of workmanship to people." A motivating environment is one that gives workers a sense of pride in what they do. To show supervisors and managers how to build a more productive work environment, a five-step process called the PRIDE (by Gregory P. Smith)\textsuperscript{7} system which is described as follows.
Leaders can improve motivation within their organizations by following this process:

- Provide a positive working environment
- Recognize everyone's efforts
- Involve everyone
- Develop skills and potential
- Evaluate and measure continuously

**Provide a Positive Working Environment**

Motivation begins by first providing a positive work environment. Fran Tarkenton says to find what motivates people, “you have to find what turns people on”. This is the most important factor in the process. A motivating working environment requires going over and beyond the call of duty and providing for the needs of the worker.

Infosys Tecnology for example is considered to be one of the best employer in India and is recognized through out the world. Some of their programs about employees not only taking care about job and job related subjects. But at simultaneous programs related to more opportunities for learning and education, programs for the spouses, incorporation of parents and relatives in various welfare programs etc. are taking care of their employee's needs to keep them motivated, on the job and loyal to the company.

**Recognize Everyone's Efforts**
Mark Twain once said, "I can live for two months on a good compliment." Personal recognition is a powerful tool in building morale and motivation. A pat on the back, a personal note from a peer or a supervisor does wonders. Small, informal celebrations are many times more effective than a once a quarter or once a year formal event. Recognition by one's peers is more motivating than by supervisors.

**Involve Everyone**

Having workers involved at all levels of the business is a key element improving morale and motivation. It also has a major impact on improving profit and productivity. The best way to involve workers is the use of teams and teamwork.

Businesses have found that teams improve productivity, increase morale and empower workers. Teams have decreased the need for excessive layers of middle managers and supervisors.

The team, not management, decides who is to be hired, who is to be fired, and who gets a pay raise. Such studies have reported that the company's productivity can rise by up to 50% by involving team decision system at work. Teamwork has a tremendous impact on the morale of the company. We have already seen by the success story of Bangladesh Grammin Bank- 'decision by empowerment and by team of actual grass-root level beneficiaries'.

**Develop Worker’s Skills and Potential**

Training and education motivates people and makes them more productive and innovative. At TATA organizations, all customer contact people are given six weeks
of training before they ever answer the first phone call. Learning never stops and testing continues throughout their employment tenure. For example, every six months customer service people are tested using an on-line computer system. Pass/fail results are sent to each employee within 24 hours. They receive a personalized "prescription" on areas that need reviewing with a list of resources and lessons that will help. Such intensive training and development program may result in higher motivation and lower turnover.

There are many reasons training and development makes sense. Well-trained employees are more capable and willing to assume more control over their jobs. They need less supervision, which frees management for other tasks. Employees are more capable to answer the questions of customers, which build better customer loyalty. Employees, who understand the business, complain less, are more satisfied, and are more motivated. All this leads to better management-employee relationships.

Evaluate and Measure Continuously

Continuous evaluation and never ending improvement is the final step of the PRIDE system. Evaluation is a nonstop activity that includes a specific cycle of steps. The primary purpose of evaluation is to measure progress and determine what needs improving. Continuous evaluation includes, but is not limited to, the measurement of attitudes, morale, and motivation of the workforce. It includes the identification of problem areas needing improvement and the design and implementation of an improvement plan.
Businesses have searched far and wide for the competitive advantage, the best equipment, robotics, or the latest business technique. These devices provide only temporary solutions. The true competitive advantage is trained and motivated people proudly working together, contributing vitality and energy toward the goals of the enterprise.

4.12: Change or Be Changed

Winston Churchill said, "America always does the right thing, after they try everything else first." Today is clearly not the way it was yesterday. The magic of keeping and motivating good people today isn't about magic, nor is it only about money. Today's leaders have to be environmentalists. They have to create a work environment where people enjoy what they do, feel like they have a purpose and feel they are reaching their potential. It requires more time, more skills and managers who care about people, that is not enough, but today's manager have to inspire people to perform by creating scope and examples, that is true leadership. In knowledge economy: One does not "manage" people. The task is to lead people. And goal is to make productive the specific strengths and knowledge of each individual.

4.13: Managing People for Quality of Work Life

Today, Economic Strength defines the greatness of any nation. "In the information society, we are shifting from infrastructure to quality of life". Globally we have moved from "Politics in Command" to "Economy in Command" to "Quality of Life in Command". It is the economy that precedes politics & not the other way round.
Politics is the means and not the end. So India’s greatness must be viewed from the perspective of economic performance and quality of life. We have already mentioned time and again that people are the core for any economic activity. They are the principal focus for all management experts for transforming any organization. Therefore, in the era where knowledge of managers and the people in general in the organizations has the core and instrument of competitive edge the HRD people have to take note of any thing and every thing that relates people of the organization. To attract the brightest people, companies have to continuously create an environment for learning and growth. Central to this will is the manager’s new role: to coach, to teach, to nurture. To keep people motivated and productive, the best companies are exploring a range of new financial incentives from performance bonuses to employee stock option plan. The people in the re-invented corporation, however, will not all be employed there, but many will increasingly be leased from contract staffing firms.10

We all desire a work experience that can fit neatly with our personal lives. We all seek balance. Too often however peoples’ work life overpowers the rest of their life. And when that happens, we can very easily find ourselves struggling to keep up in all areas of our lives.

In the days of globalization and fast changing new economy the traditional workplace has vanished. Flexible work arrangements, tale-commuting, changing attitudes toward the employer/employee relationship, and increased competition for an educated and trained workforce has prompted companies to take a closer look at the impact of work/life initiatives and that too for a with good reason. Studies show
that work/life initiatives are a powerful tool to motivate people and encourage commitment to achieving business objectives\textsuperscript{11}.

- Work/life programs positively affect employee retention
- Conflicts between work and personal life impede productivity
- Work/life conflict contributes to turnover and related costs
- Workplace supports for personal life are associated with good work performance

The following are ten steps to improve quality of work life. They may apply as much to the CEO as they do to the front line worker in order to improve quality of work life. We can summarize them as follows:

1. \textbf{‘To have a personal vision} of who you want to be and what you want to do’
   - keeping in mind that if one does not have one for himself/herself, one will likely become part of someone else's vision!

2. \textbf{‘Test out ones own personal vision with that of organization’s’} - in how many ways do they support each other? By asking such questions one can better understand his/her organization's mission, vision and values.

3. \textbf{‘Learn, and keep on learning’} – By going to training sessions and inservices, by enrolling in college courses, by reading books. Thus one may know why, not just how.

4. \textbf{‘Buddy-up’} – Thus one can find ways to share the load with other team members. Sharing the load makes work easier to manage and less stressful.
5. ‘Share ones successes’ – Such type of practice may allows one to learn from 
the successes of others, as well as giving team member a boost when one 
needs it.

6. ‘Get it off ones chest’ – By talking things over with own one’s buddy, 
friend, and supervisor when things are troubling some one may allow easing. 
It is always better not to keep things bottled up inside.

7. ‘Find joy in being of service to others’ – Such value or belief is always a 
part of Indian social system. Just by thinking about how the person one can 
serve is better off as a result of one’s work, and rejoice in that knowledge.

8. ‘Take time for breaks’ – One should pay particular attention to the need to 
refresh body, mind and spirit.

9. ‘Try out new ideas’ - to innovate is to grow. By using ones creativity and 
innovation life becomes exciting and fulfilling.

10. ‘Have fun at work’ - Laughter is the best medicine, and by using only 
appropriate humor the workplace could be livelier. Damaging someone else's 
self-esteem for the fun of it is no laughing matter.

Finally we conclude that work/life programs cannot, however, exist in a vacuum. 
The secret to making virtual offices, flextime policies, and the like effective and 
productive is to build a foundation based on competency-based model. 
Competencies are job blueprints that identify the critical characteristics --- the 
specified skills, knowledge, and behavior --- that lead to outstanding job 
performance and achieving business objectives. The more complex is the job, the 
more important the competencies are.
By adopting a competency-based approach, organizations achieve a number of benefits including:

Identifying the critical success factors the company needs to meet its objectives. By comparing existing organizational competencies to the key competencies required to meet the company’s strategic plan, management has a clearer understanding of the “competency gap” and can figure out the best way to close it.

Creating a foundation to facilitate organizational change and drive business performance. By aligning competencies with strategic and tactical planning, recruiting and performance management, companies create the “competitive advantage” that they need to excel.

4.14: Valuing Human Capital

Lastly, the most important aspect of managing people is that an organization is made up of competencies, which we can loosely call 'capital'. Its key components are 'customer capital', 'structural capital' and 'human capital'. Broadly a company's strength arises out of its customer base, which purchases its products. This customer capital triggers a number of key decisions such as new product and service packages, new designs in anticipation of customer preferences and new locations from which a number of customers could be profitably served. We have heard of a company being acquired purely because of the strength of its customer base. Besides customers, the strength of an organization arises out of the efficiency of its operations. This is characterized by the manner in which its processes are designed and operated. We can call this the structural capital. But the key strength comes out
of its human capital. It is the expertise of its employees, which ensures that customers are acquired and retained, and the processes work efficiently to satisfy the customer's needs. We can say that human capital is the basis for the creation of customer and structural capital. The accounting system does not capture the values of these forms of capital. Indeed, even a management information system hardly captures the accretion or depletion of these critical components in the functioning of an organization.

When an employee leaves, an organization loses that much of capital as determined by the valuation given above. The organization's response to this situation should be guided by the value being lost. Unfortunately, there may be no escalation when a valuable employee leaves. The senior management gets into the act only when a very experienced employee leaves, irrespective of whether he has a higher or lower value than a less experienced person. An organization needs to look for a system for the scientific computation of employee values, stored in a constantly updated database, and with triggers for intimation to top management based on employee valuation. Management can then be made to sit up and take notice whenever high-value employees leave, irrespective of the years of service. In fact, compensation across the board can be structured to be in line with this valuation system.
Selected References of Chapter-IV


6. Dr Wayne Brock bank: “The people principle” This is Dr Wayne Brock bank, clinical professor of business at the University of Michigan Business School address and responses at an interactive session of a human resources forum organized under the aegis of the Tata Business Excellence Model on October 8, 2002 The people principle


