



Enrichmentors Business Review

Getting the best out of your people
Learnings while working in Johnson & Johnson and
Dumex India

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What is in this Issue

From The Editor's Desk

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Dear Reader,

Hope you enjoyed the last issue where I had shared with you the insights into executing a Winning Business Strategy. As I read on the walls of a local road side restaurant while travelling from Jodhpur to Udaipur in J&J many years back, "If you liked it, tell others, if not tell me"

Getting the best out of your people is probably the next most important thing for a business leader or owner after setting the right strategy. In fact, Jim Collins, in his book "Good to Great", rightly puts people as the most important as they also help decide the right Strategy. So, let me share my learnings from my work in Johnson & Johnson and Dumex India as how could I get best out of people while working.

I had no idea about my people management skills till I was given a 2 rating on a 1-5 scale with 1 being maximum by my Area Manager Satyen Kapoor as Management Trainee in Hindustan Lever. Of course, I never understood, the importance of having that skill till I joined Johnson & Johnson and Dumex India later. I found these companies having processes and systems that measured employee satisfaction and engagement & were very focused on getting the best out of its people. Here, in these two companies, I learned more about this.

I could experience the pleasure of flying these plane loads of 300-400 people on auto pilot in the right directions, take off and land on destinations well on time and ahead of time many times. Among many people who sharpened my skills and beliefs in giving this aspect of management, my colleague in J&J Shripad Nadkarni stands out with a simple saying that if we can look after our people, they will look after our business. No better way of doing!

Hope you also learn to fly your organization on auto pilot with these learnings!

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Getting the best out of your people

Learnings while working in Johnson & Johnson and Dumex India

This people management paper details the following aspects of getting the best out of your people.

- *What is required to get best out of your people?*
- *Who is responsible for getting best out of people?*
- *What do you do step by step to do it?*
- *How do you know you are doing it right?*
- *What do you need to do to keep doing it again and again for ever?*

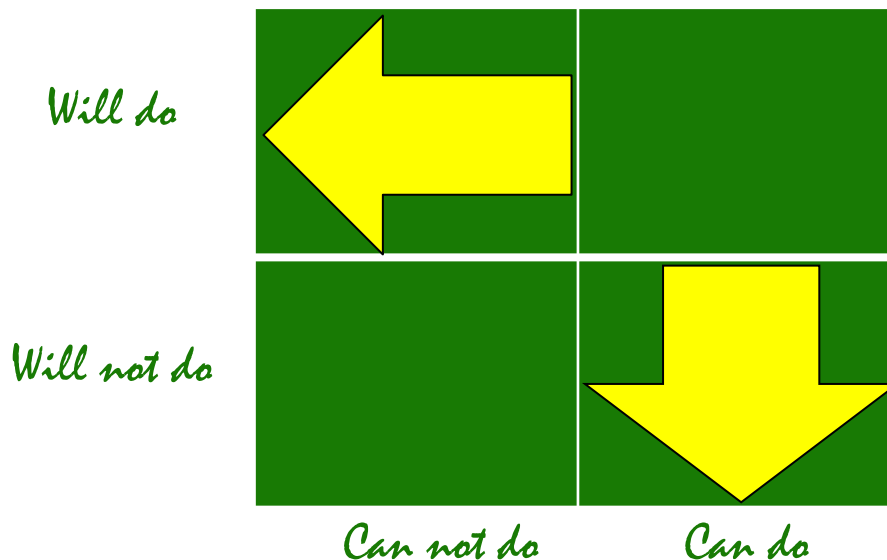
What is required to get best out of your people?

There are three essential ingredients in the recipe of getting best out of people.

Two of them have been talked about regularly in all management forums for innumerable times and they are

- Willingness to work (Will do!)
- Capability to work (Can do!)

Conventionally the best performers are those who have the both – Will do and Can do-factors in them. More you have such people in your organization easier is it for you to fly on autopilot sooner. The management task is to keep expanding the area under this by motivating and developing people first and replacing a few who do not respond to the motivation and development.



In fact the motivation and development are the two sides of same coin. You can begin anywhere first and you will get the improvement in the other. For example if you take interest in development of a person there is significant improvement in his motivation levels. Other way around, you can not develop a person without him being motivated. You can make the horse drink the water only if he is motivated. *So is the motivation really the key?*

The third ingredient often overlooked is the organization support whose absence can make the most motivated and capable person non performer

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Who is responsible for getting the best out of the people?

Which in essence is finding out who is then made responsible for developing, motivating people and providing organizational support?

I have found that in most SME organizations Human Resource function is made responsible for developing people while no one even takes on formal responsibilities for motivating people and providing organizational support. That is where I learned a lot from J&J during my career of 16 years. J&J taught me about especially about motivation and organization support

I believe it is you who is responsible for getting best of your people



Each manager and supervisor is responsible for motivation and development of his/ her people whether s/he is a first level supervisor or a Chairman & Managing Director (CMD). Both the motivation and development have to begin at the top with the CMD looking after his direct reports and ensuring that his direct reports do the same.

I have been in contact with some great motivating CMDs in my client practice and you could see the effect racing down the organization. Motivation is viral! Either way!!

Human Resources Function surely has a role to play. It is the role to support each manager in motivating and developing people but the buck stops with you!

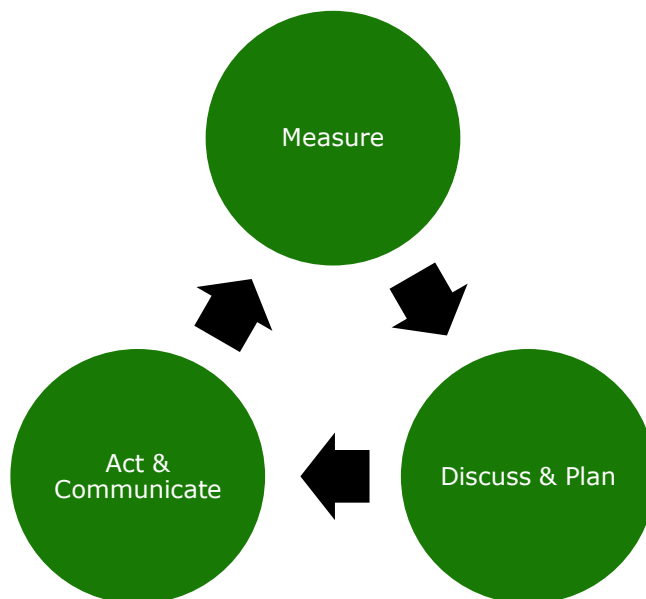
That leaves the question about the organizational support. I would put the responsibility on the CMD of the company that each individual is getting the required support from rest of organization. He has to keep asking this one question to every one he meets whether he is getting the required support. Surely he must meet all his people at least once in a year!

What do you do step by step?

Your need to start putting People First in everything you do. Putting People First may sound contrary to conventional wisdom of putting Customer First! Let me ask you, can you put Customer First without having motivated and capable people? If no, then Isn't People First a necessary pre condition to putting Customer First!

You can put People First in practice by following the Measure-Discuss & Plan-Act& Communicate- Measure again cycle(MDAM)

People First MDAM Cycle



- **Measure**
You begin by measuring where does your direct reports and other teams in your organization are on there motivation, capabilities and organization support levels. The measurement could be as simple as asking one question for each of these from the teams and getting their response on a 1-5 scale with 5 being best and 1 being worst. You can always take a more complex measurement process by asking more details. But the key is to take a overall measurement score on each of these 3 factors between 1 to 5 with 5 being the best. It is best that this is done in a formal team meeting and the response anonymously recorded.
- **Discuss and Plan**
With the measurements available now you know how well are you doing on each of the factors. You need a score higher than 4 to take your organization on an autopilot. So the next step is to have discussion immediately with the same team on the results and invite comments & suggestions on what actions need to be taken to improve. Make your improvement plan based on the ideas received and communicate to the teams
- **Act & Communicate**
The most difficult step now is to walk the talk. You need to assign responsibilities for all the action plans and get them done. HR can play a very useful supportive role in this implementation but the responsibility is yours! Acting itself may not be enough, it needs to be accompanied by a weekly update to the team

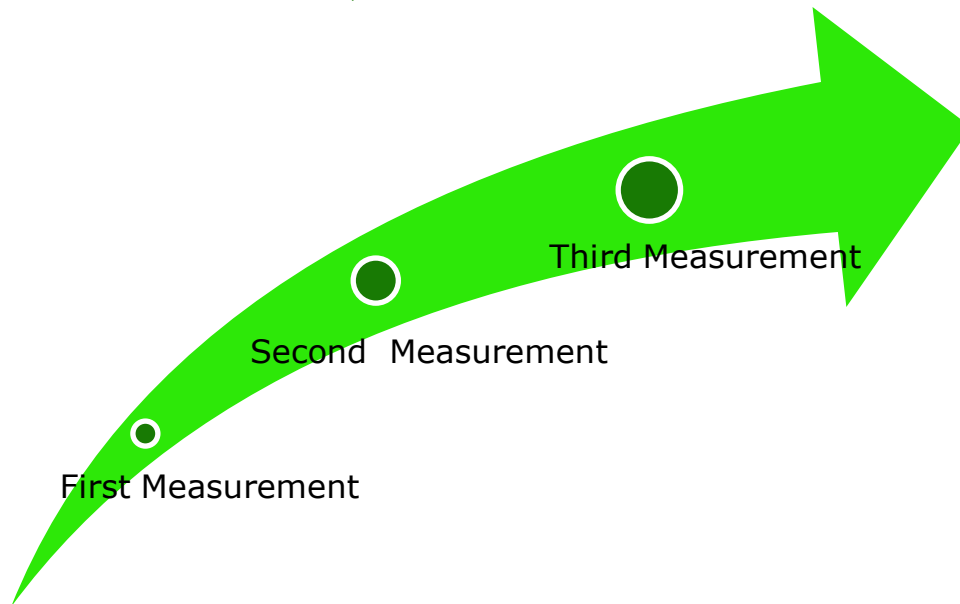
Follow through the last step with a measurement again after 3 months and see how have you progressed. If you are doing it sincerely and diligently, you will soon get a sense of you aircraft getting higher and stabilizing

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How do you know you are doing it right?

You need to keep doing this for three times at least and track your measurements for each of the three factors. If the trends looks like the following, your are on right track!

People First Results Trend



There are other indicators that you must look out other than these measurements!

- ✓ Are more people coming to the office on time?
- ✓ Do you see more smiles in office now?
- ✓ Are more people greeting you in the morning than before?
- ✓ Are more people coming and talking to your than before?
- ✓ Are more people more energetic now than before?
- ✓ Are more people coming and giving you suggestions on how to improve business?
- ✓ Are the meetings taking less time now than before?
- ✓ Is it becoming easier for your company to get good people?
- ✓ Are lesser good people leaving your company now than before?
- ✓ Is more work getting done on its own than before?
- ✓ Have you started getting a feeling that there are times where you do not have anything to do?
- ✓ Have you started getting a feeling that people are taking charge of the company more than before?
- ✓ And lastly, are they now running the company more than before ?

Once you can answer honestly a yes to the last question, you are on an autopilot after having successfully done it! Now the challenge for you is to find out do something more without going back and taking charge of the old aircraft!

What do you need to do to keep doing it again and again for ever?

Having joined the select few who can fly your company on autopilot, the bigger challenge is to maintain this tempo. This challenge is even bigger for SMEs where you own the business because you may have become a GOD by now and will have many priests who can keep you locked in a temple away from the masses. You success can become your biggest road block!

Staying on the Top



You can however do a few things to stay at top of getting best out of your people

- 1 Remember how small you are on top!
- 2 Remember that You will stay on the top only as long as you have the satisfied and capable people mountain under you well supported from rest of the organization!!
- 3 So, keep the MDAM process working every quarter.
- 4 Value each of your people right from the CEO to the worker.
- 5 Meet them regularly and take care of them.
- 6 Help them develop and get the required support from other
- 7 Find them doing things right and recognize them
- 8 Be there for them in tough time
- 9 Walk down the mountain of success to stay on the top!

As one of my bosses in J&J, John Springford used to say, you can use your success milestones as stepping stones or roadblock, it is finally up to you.

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