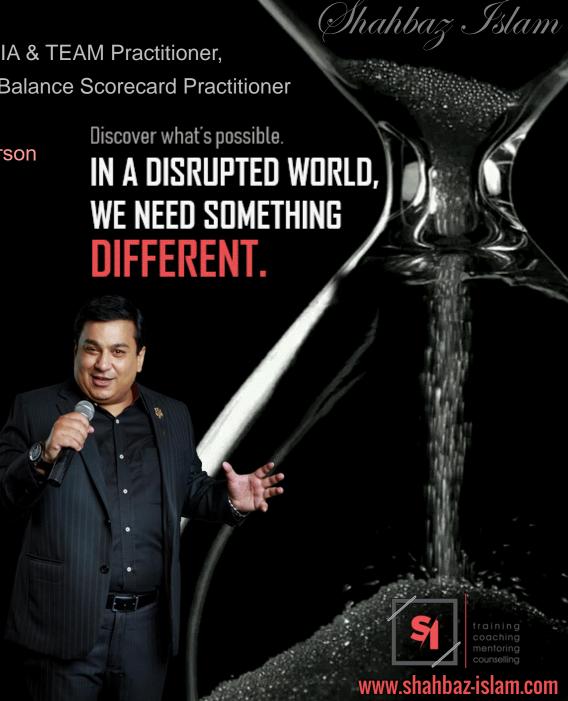


- MS (HR), M.B.A (IBA), M.A (Economics), BS(Computers), B.Com
- Certified HR Professional (1st Position), Certified Thomas DISC PPA, GIA & TEAM Practitioner,
- Certified MBTI Practitioner, Certified Chief Happiness Officer, Certified Balance Scorecard Practitioner
- Sui Southern Gas Company Limited GM-CCD/Company's Spokesperson
- Orangetouch (HR & Management Consultants) Consultant/Trainer
- Jahangir Siddiqui Investment Limited VP/Head of HR
- Shaheen Air International Head of HR & Admin
- Habib Group Manager HR
- LG Household & Healthcare
- TAQ Cargo
- Expeditors
- · Citibank.
- EDUCATIONAL INSTITUTION (I.B.A., IQRA, IOBM, SZABIST, PAFKIET, PIQC)
- PUBLIC PROGRAMS & LEARNING FESTIVALS
- CORPORATE TRAININGS

Pepsi, Telenor, Siemens, Thal, Axact, Shabbir Tiles, Agriauto. Getz Pharma, PharmaEvo, Morgan Chemicals NBP, HBL, Jahangir Siddiqui Investment, SSGCL, PPL.





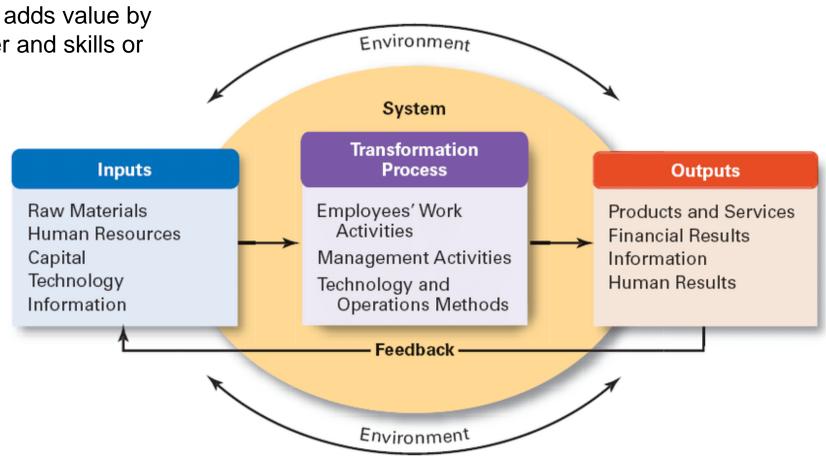
# How does an organization create value?

Value creation takes place at three stages:

1) Input – resources such as raw materials, money and capital, human resource and information.

2) Conversion – transform input and adds value by machinery, computer and skills or abilities.

- 3) Output the actual output such as: finished goods, salary, services and value for stakeholders.
- Organizational environment customers, stakeholders, suppliers, competitors.



# The Cloudy Nature of Strategy:

'Strategy is problem solving in unstructured situations.'

Lester Dignam

'Strategy is emergent and flexible.'

Sean Tyson

'There is a gap between the rhetoric and the reality of SHRM' Lynda Grattan

'Strategy is a pattern in a stream of activities.'

Henry Mintzberg

'Strategy consists of illusions in the board room.'

John Purcell

'Strategy is often fragmentary, evolutionary and largely intuitive.'

James Quinn



The word 'strategy', deriving from the **Greek noun** strategus, meaning 'commander in chief', was first used in the English language in 1656.

The development and usage of the word suggests that it is composed of stratos (army) and agein (to lead).

> In a management context, the word 'strategy' has now replaced the more traditional term -'long-term planning' – to denote a specific pattern of decisions and actions

> > A strategy is a course of action.

Art and science of formulating, implementing, and evaluating crossfunctional decisions that enable an organization to achieve its objectives.



How can we get there?

STRATEGIES

Tactics & Resources



Where do we want to be?
Goals & Objectives

Where we are now?

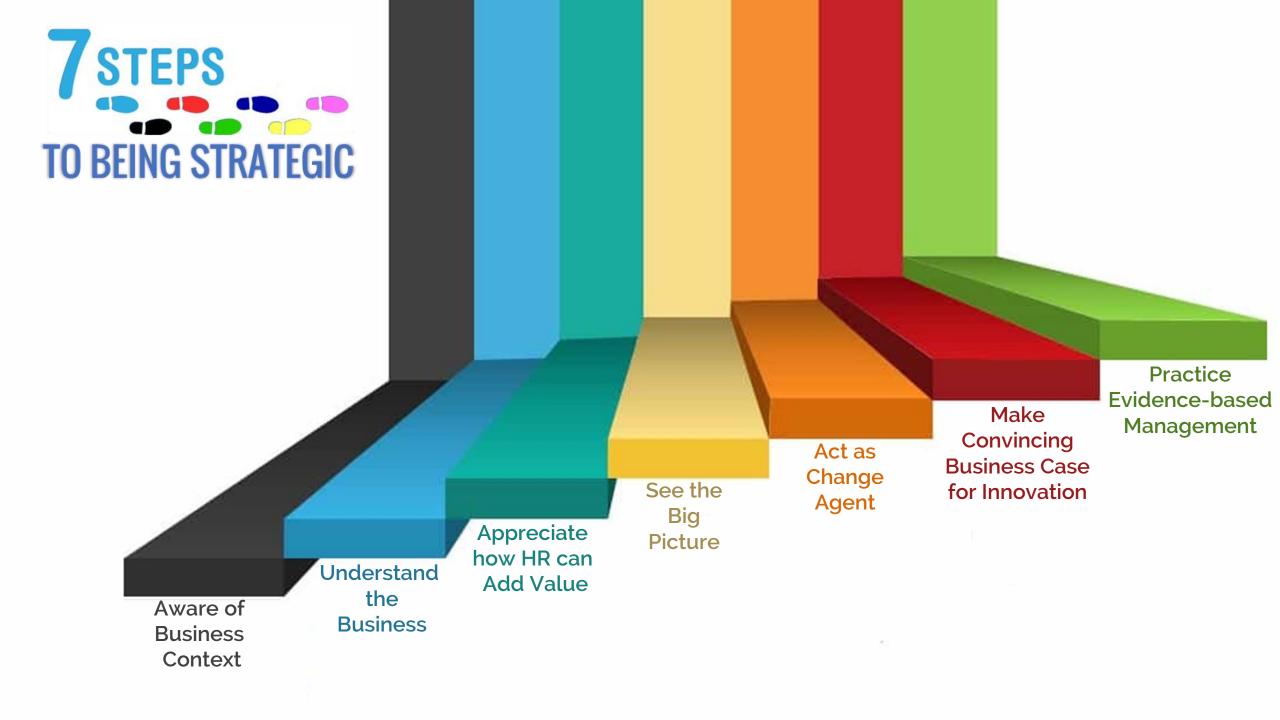
OCA & SWOT

Why are we in business?

DRIVING FORCE Vision & Mission

1

How do we do business?
CLIMATE
Culture & Values



#### THE HWI STRATEGIC FRAMEWORK 2012-17

THE UWI STRATEGIC FRAMEWORK 2012-17								
MISSION	$\rightarrow$	To advance education and create knowledge through excellence in teaching, research, innovation, public service, intellectual leadership and outreach in order to support the inclusive (social, economic, political, cultural, environmental) development of the Caribbean region and beyond.						
VISION	$\rightarrow$	By 2017, the University will be globally recognised as a regionally integrated, innovative, internationally competitive university, deeply rooted in all aspects of Caribbean development and committed to serving the diverse people of the region and beyond.						
CORE VALUES	$\rightarrow$	INTEGRITY · INTELLECTUAL FREEDOM · EXCELLENCE · CIVIC RESPONSIBILITY · ACCESSIBILITY · DIVERSITY · EQUITY						
STAKEHOLDERS & PARTNERS	$\rightarrow$	STUDENTS · STAFF · GOVERNMENTS · ALUMNI · INTERNATIONAL PARTNERS / DONORS · PRIVATE SECTORS						
STRATEGIC PERSPECTIVES		FINANCIAL	EMPLOYEE ENGAGEMENT & DEVELOPMENT	INTERNAL OPERATIONAL PROCESSES	TEACHING, LEARNING & STUDENT DEVELOPMENT	RESEARCH & INNOVATION	OUTREACH	
		A. Income Source Diversification Reduce the reliance on government financial assistance and increase the contribution from other	A. Competency-based Development Improve leadership and management capabilities and job competencies of all employees so that they can	A. Efficient & Effective Academic & Administrative Processes Re-engineer academic and administrative operational	A. Academic Quality  Ensure excellence of academic processes  B. Student Engagement	A. Faculty-led Research & Innovation Create an enabling environment to support, foster and increase the output of high quality	A. National & Regional Development  Become the driving force for economic, social, educational, and other critical developmental	

sources

#### B. Recapitalisation of UWI

Restructure the UWI's capital base toward operational independence, renewal and expansion

#### C. Efficient Resource Utilisation

Introduce systems to promote a culture of greater efficiency and accountability in resource use

effectively fulfil their roles

#### **B.** Culture of Employee Engagement

Create an organisational environment that promotes personal growth and development for employees and positive cognitive, emotional and behavioural states directed toward optimum organisational outcomes

#### C. Strengthening Performance **Management Systems**

Improve and upgrade all HR systems

processes and procedures to make them simpler, more transparent, efficient, and effective to achieve optimal stakeholder satisfaction within and across campuses

#### B. Governance Arrangements

Integrate improved governance systems into the UWI's operations

#### C. Management Structures

Improve the effectiveness of executive and senior management structures at campus and university levels

#### & Experience

To provide a high quality student experience as a platform for enhanced regional and international student success and long-term commitment to the UWI

#### C. Open & Distance Education

Provide multiple, flexible paths for all constituencies to pursue tertiary education over their lifetime

research and innovation with an emphasis on the Caribbean.

#### B. Graduate Studies & Student Research

Enhance graduate studies and increase postgraduate research output.

#### C. Funding & **Partnerships**

Increase funding and strengthen research partnerships.

needs of the region

#### B. Internationalisation

Enhance the global reach and impact of the UWI

#### C. Marketing & Communication

Present a unified brand image for UWI aligned with its strategic vision and initiatives

#### D. Alumni Engagement

Facilitate the UWI's development through alumní advocacy and structured involvement in UWI and campus life

# STRATEGIC THEMES & GOALS





Strategic Management is a process for analyzing a company's competitive situation, developing the company's strategic goals, and devising a plan of action and allocation of resources that will help a company achieve its goals.

Strategic Human Resources Management is the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals.



#### **Traditional HRM** Responsibility Staff personnel in the for HR HR department programmes Focus of Employee relations activities

ensuring employee motivation and productivity, compliance with laws Reactive and transactional

not integrated with larger issues

Focus on scientific management

independence, and specialization

Capital, products, technology, and

principles—division of labour,

Proactive and transformational, change leader Slow, piecemeal, and fragmented, Fast, flexible, and systemic, change initiatives implemented in concert with other HR systems

Line managers; all managers responsible

Partnerships with internal (employees) and

external (customers, stakeholders, public

for people are HR managers

interest groups) groups

**SHRM** 

Short-term

finance

Cost centre

Time horizon

Accountability

Control

Bureaucratic control through rules, procedures, and policies

Organic control through flexibility, as few restrictions on employee behaviour as possible Broad job design, flexibility, teams and

People and their knowledge, skills, and

Consider various time frames as necessary

(short, medium, or long-term)

groups, and cross-training

abilities

Investment centre



# Strategic Human Resource Management Process

Human resources (HRs) play a vital role in the process of strategic human resource management. Strategic HR is demonstrated and implemented through different activities, such as hiring, training and rewarding employees.

Strategic HR directly impacts the company's growth and helps the organization meet their long-term goals. Here is the process:

# Step 1: Understand the company's objectives

The success of strategic HR depends on how well it links to your company's goals. So you need a thorough understanding of your company's goals, mission, and vision.

Articulate short and long-term plans for the growth of your HR department, and communicate these plans and company's goals to your HR personnels.

# Step 3: Analyze HR capacity with goals in mind

By assessing your HR capacity, you can recognize barriers and outline a plan to capitalize on opportunities and address any threats.

Strategic HR personnel works with senior managers to recognize ways to equip employees to better serve the company.

# Step 5: Give employees tools to complete the job

Discuss with appropriate departments to find out how the existing tools impact on the employees' ability to perform their jobs.

For instance, the IT department can undertake an audit of software and hardware to identify the required tools to facilitate more organized workforce.

## Step 7: Evaluation and corrective action

A strategic HR management review tracks the progress and identifies potential improvement areas.

The review measures whether changes help the company to achieve its goals. It also involves taking corrective actions the HR department fails to meet its objectives.



#### Step 2: Evaluate HR capability

Evaluating how your current HR capabilities contribute to fulfilling your objectives.
Undertake skills inventories in order to discover available expertise in particular areas within your organization.

With skills inventories, you can also identify employees who want training in a particular aspect of your company

#### Step 4: Plan for future HR requirements

With your company's goals and employees' skills in mind, you can forecast your HR needs.

The forecast should be related to the number of employees required to meet the company's future needs.

#### Step 6: Implement the HR management strategy

Discuss with appropriate departments to find out how the existing tools impact on the employees' ability to perform their jobs.

For instance, the IT department can undertake an audit of software and hardware to identify the required tools to facilitate more organized workforce.





#### **CHANGE AGENT** STRATEGIC PARTNER Staffing • Strategic HR Planning Organizational Design • HR as a Business Partner Performance Measurement • Culture and Image Training and Development HR Processes People Model **EMPLOYEE RELATIONS EXPERT ADMINISTRATIVE EXPERT** • Employee Relations Compensation • Labor Relations Benefits • Safety/workers' Compensation • HR Information Systems Diversity and EEO Compliance







- Align HR strategy with Business Strategy.
- Prepare an action plan for achieving the chosen objectives.
- Assists line manager in solving organization, people & change-related issues.
- Contributes to management team's strategic decision making.
- Fosters system thinking, customer focus.
- Strategically manages workforce development.

#### Eq:

- Flexi hours
- Five Day work week
- Part time employment
- Succession planning
- Traineeship Program





















- Understands the organization's culture & what is effective and ineffective
- Institutionalizes change capability within the organization
- Assists line manager to lead & facilitate change
- Acts as a consultant in organizational effectiveness
- Enhances management development
- Management of transformation and change

#### Change may be due to:

- New Initiatives
- New Processes
- Cultural aspects

#### **CHALLENGE**

Convert fear into Excitement



- Aligned to Corporate
   Goals
- Set our Clear Aims
- Supported by Business
   Case
- Take Account of Individual as well as Business Needs
- Contain Realistic and Achievable Plans for Implementation



- Be clear on what has to be achieved and why
- Ensure that you do **fits the business strategy**, **culture** and **circumstances** of the organization
- Aim for continuous improvement evolution not revolution
- Don't follow fashion Do your own thing
- KISS Over complexity is a common reason for failure
- Don't rush it takes longer than you think
- Assess **resource requirements** and costs
- Manage change involve, communicate and train



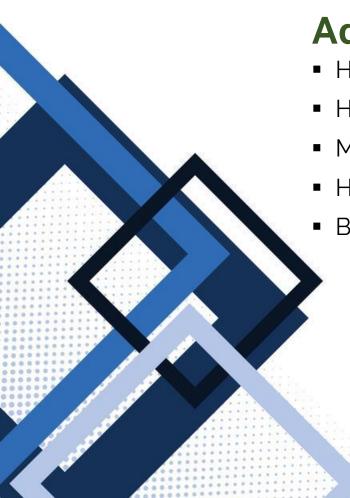
# Advantages and Disadvantages of Strategic HRM

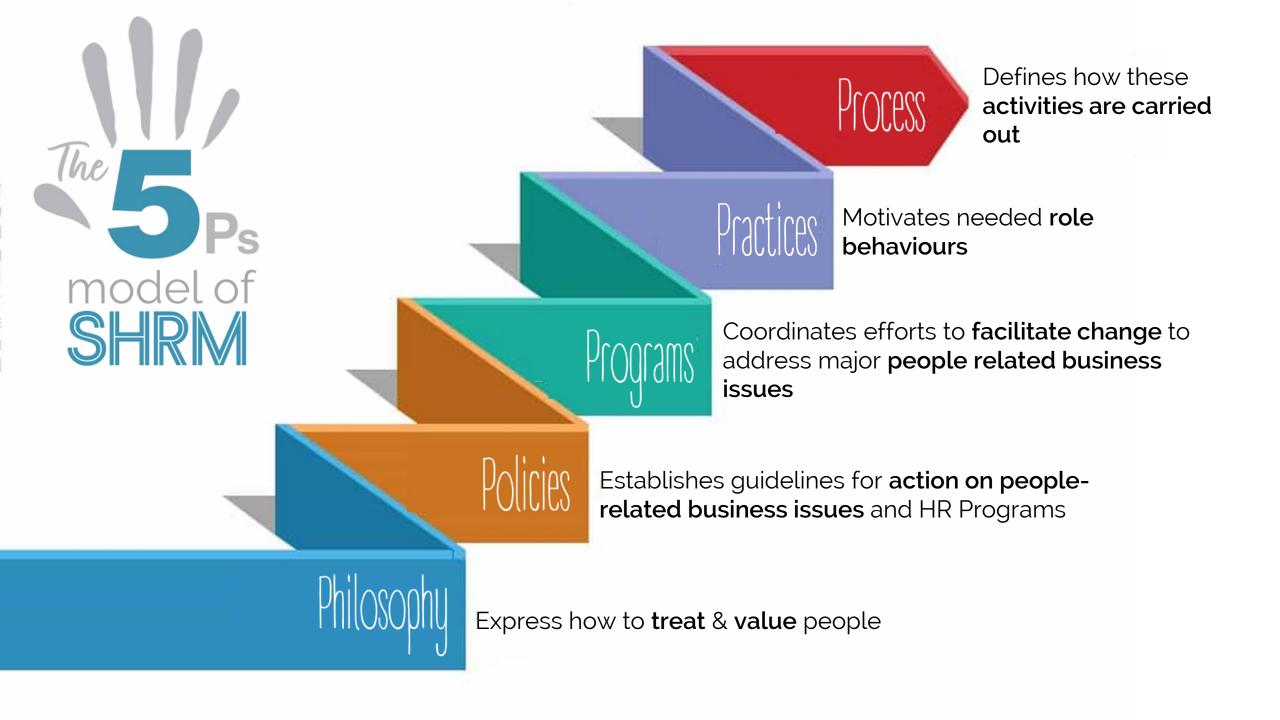
## **Advantages**

- Help gain a competitive edge
- Help solve HRM problems
- Make the efficient use of employees and reduce costs
- Help anticipate and plan for changes
- Benefit long term

## **Disadvantages**

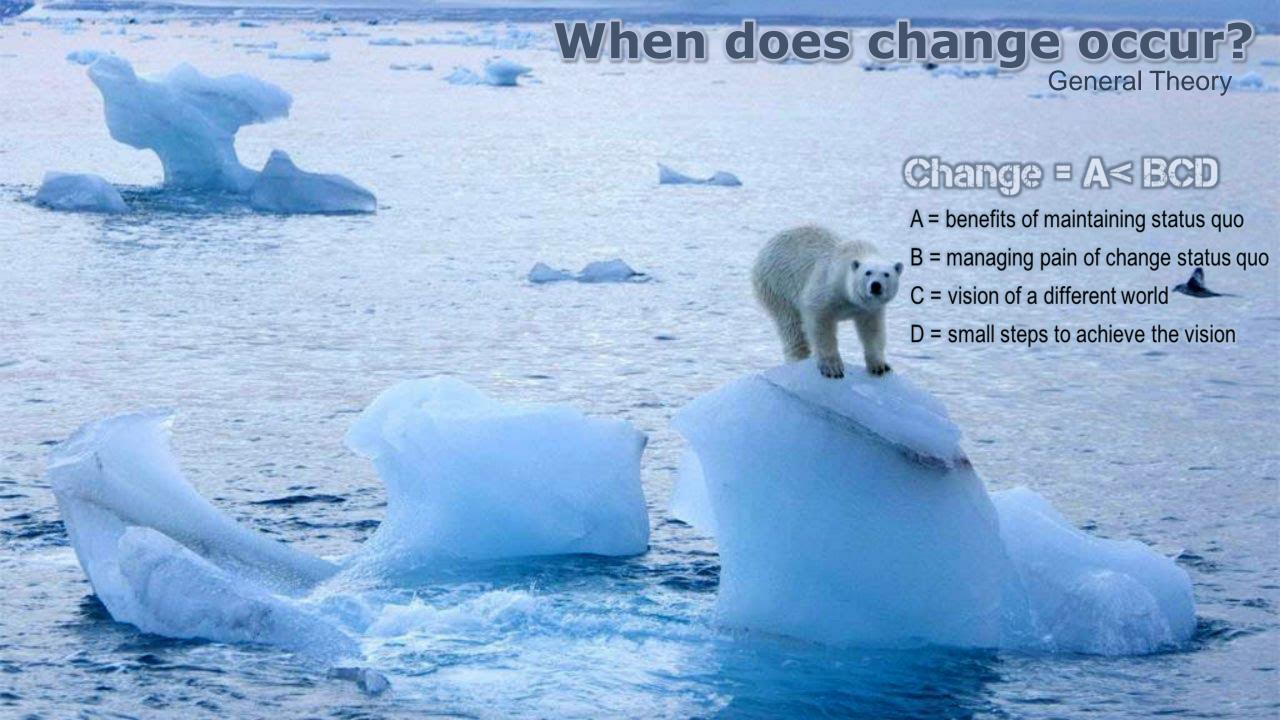
- Difficulty in predicating the people behavior
- Problems with predicating external events affecting HR planning
- Needing constantly monitoring
- Leading to industrial relation problems











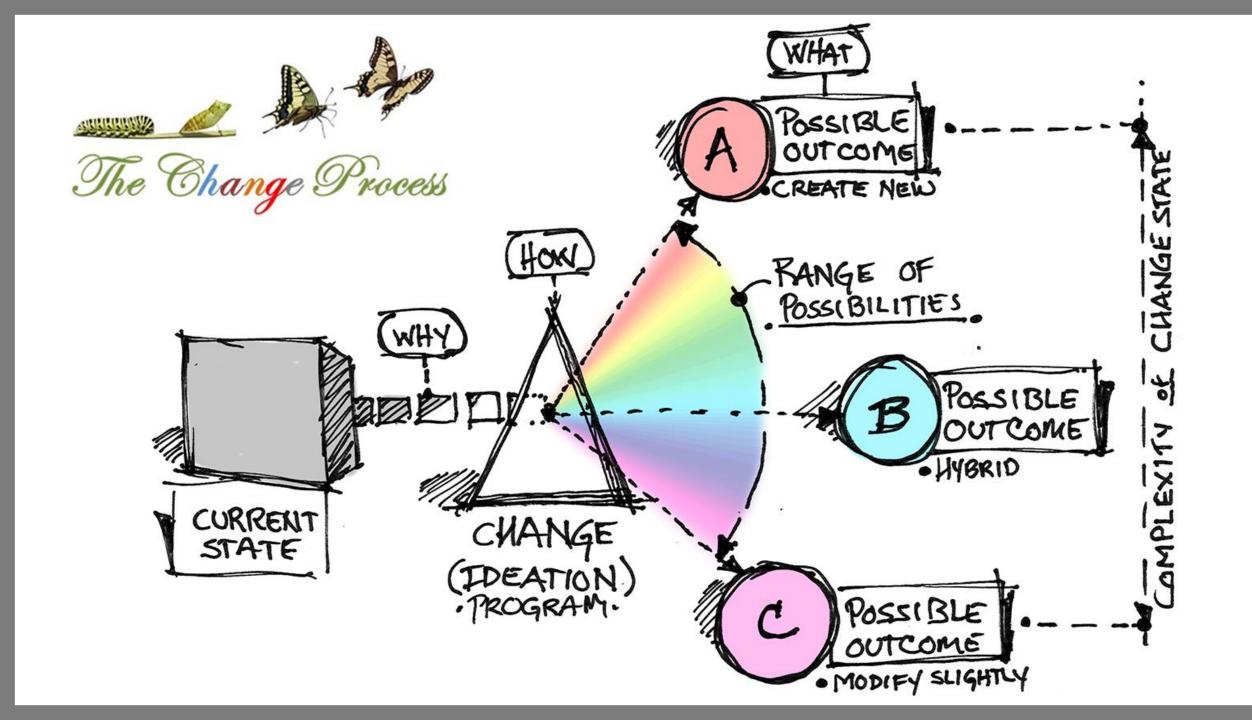
### MANAGING ORGANIZATIONAL CHANGE

**Forces That Shape Organizational Competitiveness** 



<u>Forces</u>	<u>Examples</u>
Nature of the Work Force	<ul> <li>More cultural diversity</li> <li>Increase in professionals</li> <li>Many new entrants with inadequate skills</li> </ul>
Technology	<ul><li>More computers &amp; automation</li><li>TQM programs</li><li>Reengineering programs</li></ul>
Economic Shocks	<ul><li>Security market crashes</li><li>Interest rate fluctuations</li><li>Foreign currency fluctuations</li></ul>
Competition	<ul><li>Global competitors</li><li>Mergers &amp; Consolidations</li><li>Growth of specialty retailers</li></ul>
Social Trends	<ul> <li>Increase in college attendance</li> <li>Delayed marriages by young people</li> <li>Increase in divorce rates</li> </ul>
World Politics	<ul> <li>Collapse of Soviet Union</li> <li>US war with Iraq</li> <li>Iraq's invasion of Kuwait</li> </ul>





# MANAGING PLANNED CHANGE

#### Change

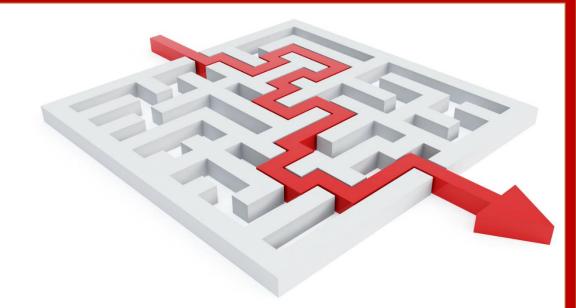
Making things different.

#### Planned Change

Activities that are intentional and goal oriented.

### Change Agents

Persons who act as catalysts and assume the responsibility for managing change activities.



# Goals of Planned Change:

Improving the ability of the organization to adapt to changes in its environment.

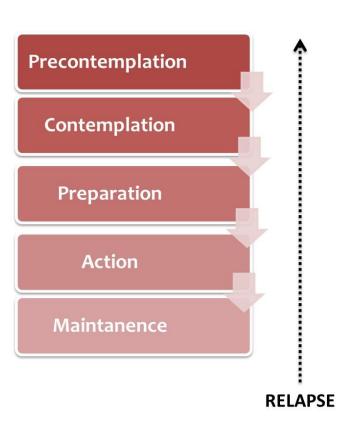
Changing the behavior of individuals and groups in the organization.



# STACES OF CHARGE





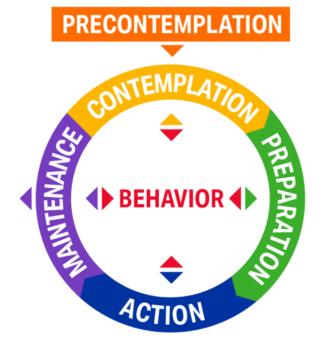


MAYBE

PREPARE/PLAN

DO

KEEP GOING



#### **PRECONTEMPLATION**

Build awareness for my need to change

#### **CONTEMPLATION**

Increase my pros for change and decrease my cons

#### **PREPARATION**

Commit and plan

#### **ACTION**

Implement and revise my plan

#### **MAINTENANCE**

Integrate change into my lifestyle



#### 1. PRECONTEMPLATION

- People does not see need or reason to change
- Usually fits in one of four categories:
  - Reluctant: lack of knowledge or inertia
  - Rebelliousness: heavily invested in past behavior and, standing apart from the crowd to prove a point
  - **Resignation:** lack of energy or investment, maybe fear. Possibly "victim" mentally.
  - Action needed to move: realize problems, increase doubt, note risks
  - In any group or organization, it is likely that there will be clients who fit in three categories:
    - those against change
    - those who need information before making change
    - those eager to make changes
- Even those individuals who are open or eager for change need to be taught the reasons behind the change to ensure they remain on board throughout change process.

#### 2. CONTEMPLATION

People is possibly open to new information

max m

 Increased information is central to moving on to next stage

Decision Balance: costs vs. benefits

 People will weigh consequences of not conforming to change as well as the benefits that change will provide

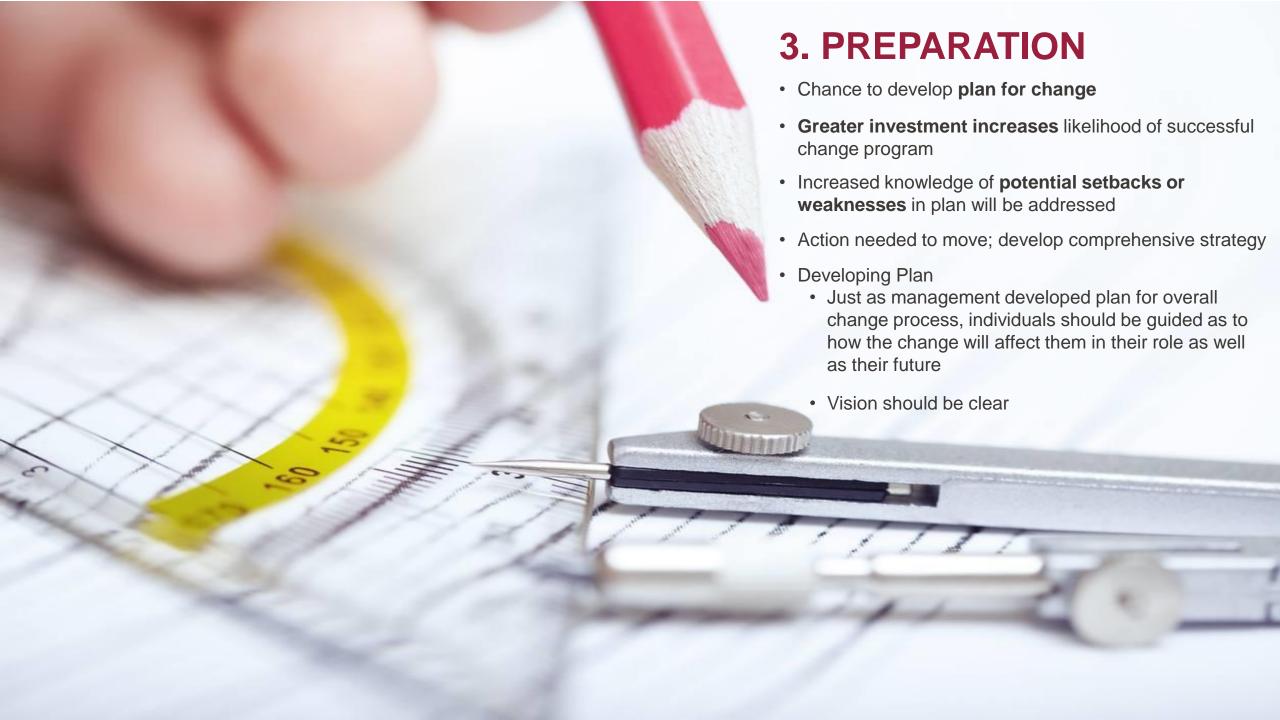


 May bring about black and white thinking patterns

Extremes of thinking inform the middle majority

 Getting leaders in organization to support change is critical

Action needed to move; tip the balance, evoke reasons to change





- Activity of changing
  - Prescribed change is taking place.
  - People feel the change at this point.
  - Previous preparation should prepare for this critical moment
- Employees outside of change process as well as the public see the changing environment for those involved
- Smooth transition will increase confidence in company's present and future direction
- Action needed to move: continue to develop strategies to fix setbacks during implementation and promote continued compliance with change, especially amongst leaders

#### **5. MAINTENANCE**

Ongoing evaluation of goals and objectives

Evaluation of Change Process should be conducted at this point with recurring evaluation at appropriate intervals

• Action required: preventing regression to previous stages

Growth and Development of organization continue to occur

Future interests and cognitive changes

 Team role in organizational vision/future

 How does change affect individual's perception of role in organization

 Maintaining prescribed change with continued support



#### RELAPSE

- At any time in change process, regression to previous stages is possibility.
- Any slip back to old behavior requires immediate analysis.
- Increase awareness and promote those concepts that led to "getting on board"
- Focus on positive what was learned as result of regression?
- Past problems should inform future decisions.
- Action needed: Must start change process again.





#### BUSINESS & HR PLANNING

- Success in business is dependent on:
  - Reacting quickly to opportunities
  - Rapid access to accurate information
- Human Resource Planning (HR planning):
  - How organizations assess the future supply of, and demand for, human resources
  - Provides mechanisms to eliminate gaps that may exist between supply and demand
  - Requires readjustment as labor market conditions change



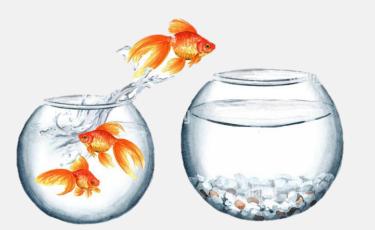
- 1. The work force is aging "Brain Drain"
- 2. Fewer candidates are in the "pipeline" due to downsizing over the past decade
- 3. Finding qualified candidates may be difficult in a wide range of occupations
- Retention of remaining employees may be difficult due to extensive competition Changes in work
- 5. Changes in Technology
- 6. Shift in Economy of the country & world
- 7. Employee attitudes toward employer
- 8. Globalization of markets
- 9. Increased demands for services and knowledge based workers





"An effort to anticipate future business and environmental demands upon an organization and to provide personnel to fulfill that business and satisfy demand"

"Anticipating and providing for the movement of people (quantity and quality) into, within and out of, a firm" (aim is to facilitate business operations)



## Definitions of IR PLANNING

"...strategy for the **acquisition**, **utilisation**, **improvement** and **preservation** of an organisation's human resources"

"...the process for identifying an organisation's **current** and **future** human resource requirements, developing and implementing **plans to meet these** requirements and monitoring their overall effectiveness"



# Objectives of HUMAN RESOURCE PLANNING

- Forecast personnel requirements
- Cope with changes
- Use existing manpower productively
- Promote employees in a systematic way







#### Effective HR Planning ensures that:

- the available talent is correctly allocated
- labour costs are controlled
- employee numbers are appropriate
- productivity is improved
- talented employees are retained

#### Organizational Life-Cycle Stages and HR Activities

LIFE-CYCLE STAGE	STAFFING	COMPENSATION	TRAINING AND DEVELOPMENT	LABOR / EMPLOYEE RELATIONS
Introduction	Attract best technical and professional talent.	Meet or exceed labor market rates to attract needed talent.	Define future skill requirements & begin establishing career ladders.	Set basic employee- relations philosophy of organization.
Growth	Recruit adequate numbers and mix of qualifies workers. Plan management succession. Mange rapid internal labor market movements	Meet external market but consider internal equity effects. Establish formal compensation structures.	Mold effective management team through management development and organizational development.	Maintain labor peace, employee motivation, and morale.
Maturity	Encourage sufficient turnover to minimize layoffs and provide new openings. Encourage mobility as reorganizations shift jobs around.	Control compensation costs.	Maintain flexibility and skills of an aging workforce.	Control labor costs and maintain labor peace. Improve productivity.
Decline	Plan and implement workforce reductions and reallocations, downsizing and outplacement may occur during this stage.	Implement tighter cost control.	Implement retraining and career consulting services.	Improve productivity and achieve flexibility in work rules. Negotiate job security and employment-adjustment policies

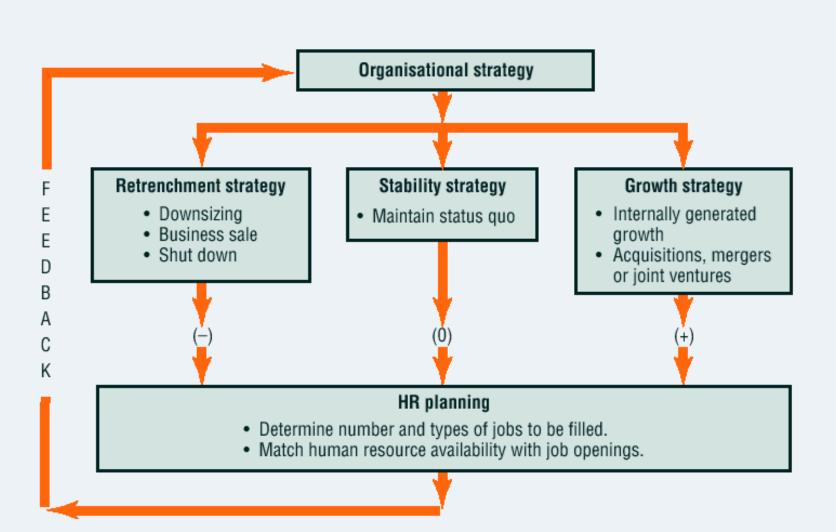


Implement HR Strategies



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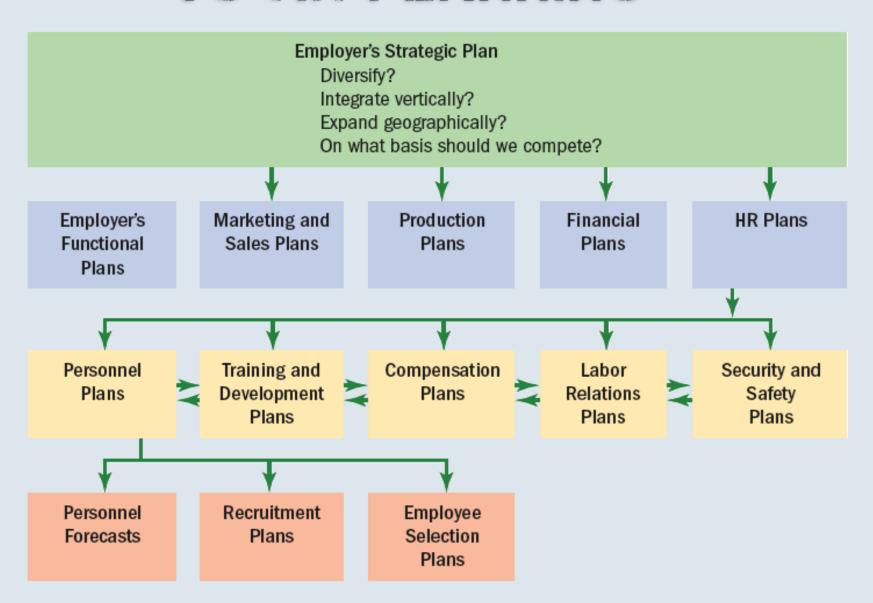
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# Linking Employee's Strategy TO -IR PLANNING



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## Comparing HR DEMAND WITH HR SUPPLY

#### **Strategic Planning**

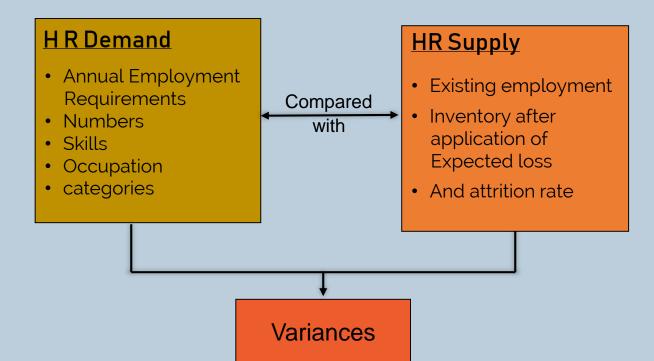
Technological forecasts

**Economic forecasts** 

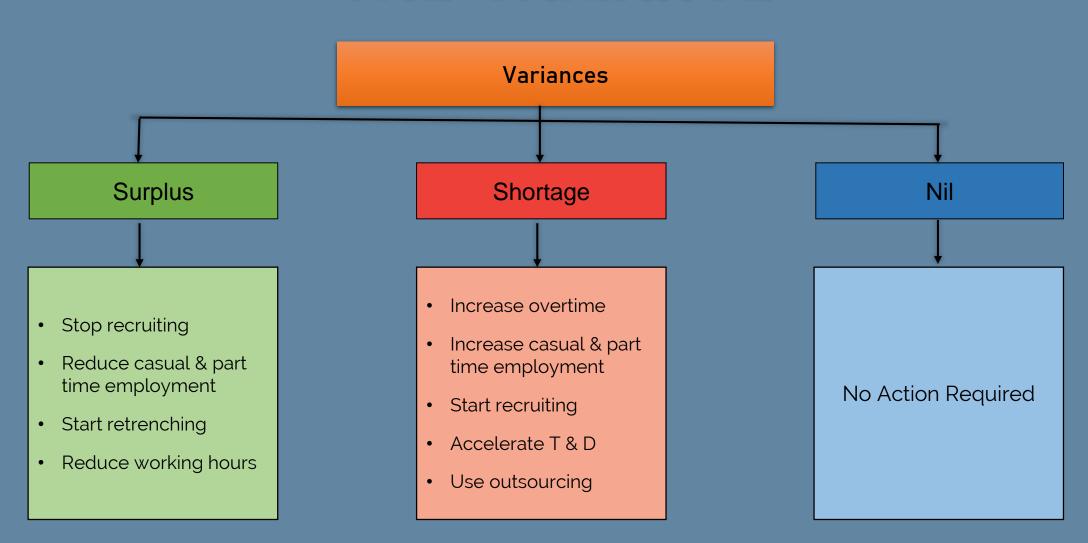
Market forecasts

Organizational Planning

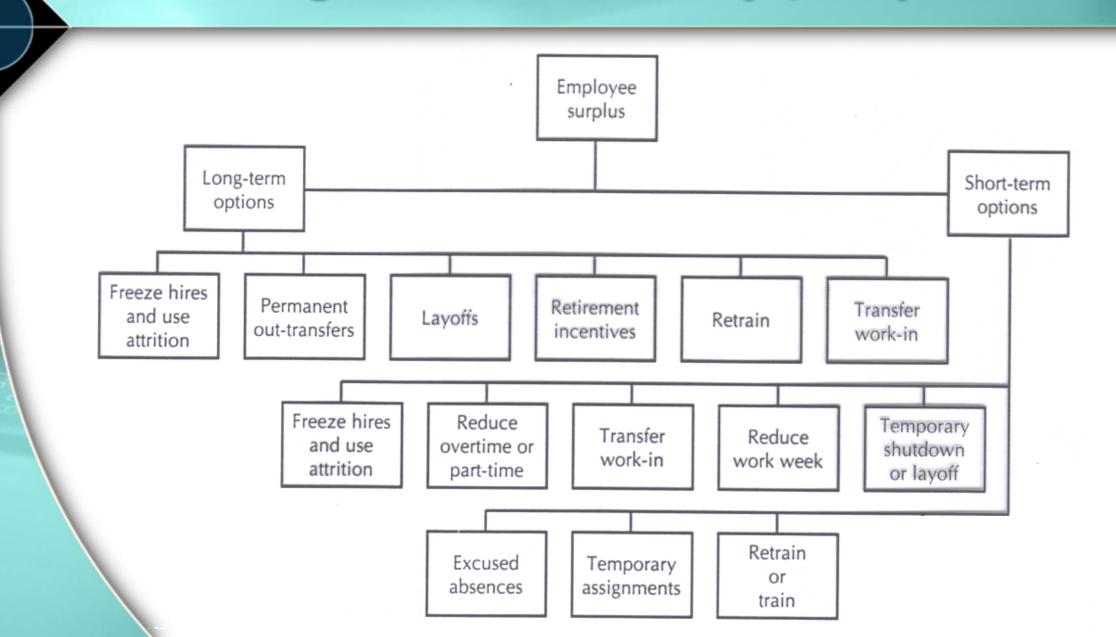
Annual operating plans



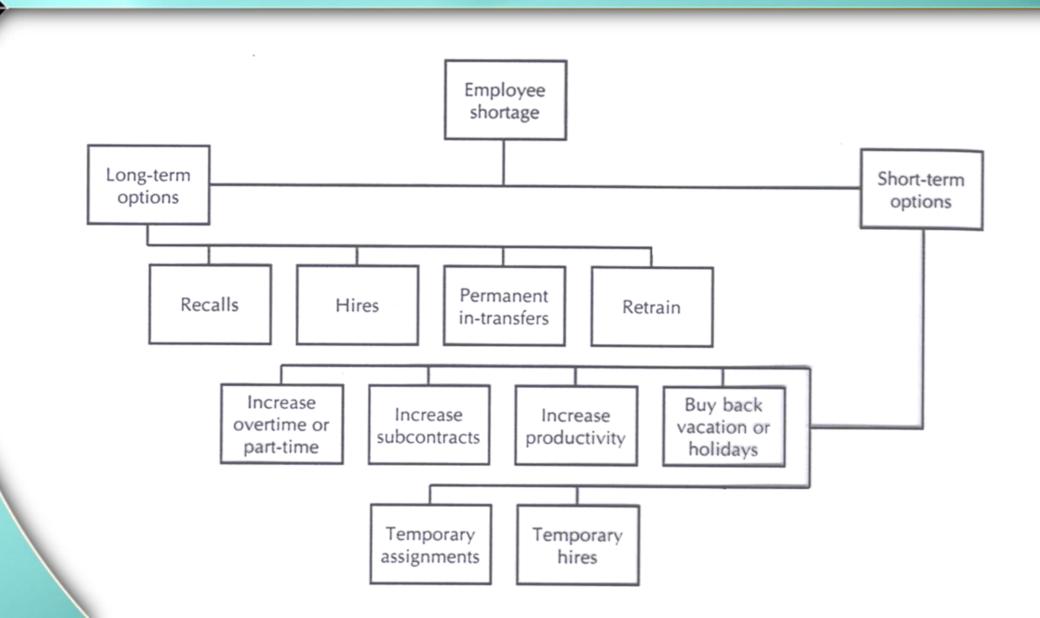
## Filling THE VARIANCE



### Staffing Alternatives to Deal with Employee Surpluses



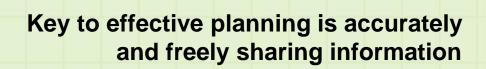
### Staffing Alternatives to Deal with Employee Shortages



### Forecasting DEMAND FOR EMPLOYEES

## Techniques to help reduce the uncertainty inherent in HR planning:

- Expert estimates
- Trend projections
- Statistical modeling
- Unit-demand forecasting



# The EXPERT ESTIMATE

- One or more "experts" provide the organization with demand estimates based on:
  - Experience
  - Guesses
  - Intuition
  - Subjective assessments of available economic and labor force indicators
  - This is the least mathematically sophisticated approach





The <u>Delphi Technique</u> elicits expert estimates from a number of individuals in an iterative manner

Estimates are revised by each individual based on knowledge of the other individuals' estimates

With the Nominal Group Technique (NGT), individual estimates are followed by group brainstorming

The goal is to generate a group decision that is preferred over any individual decision





## Top Down Approach

Tasks
Completed
and Sent to
Higher Ups

Company Wide Collaboration

Employee Input

Jobs are Altered and Completed Based on Higher Authority

> Employees Receive Specific Tasks

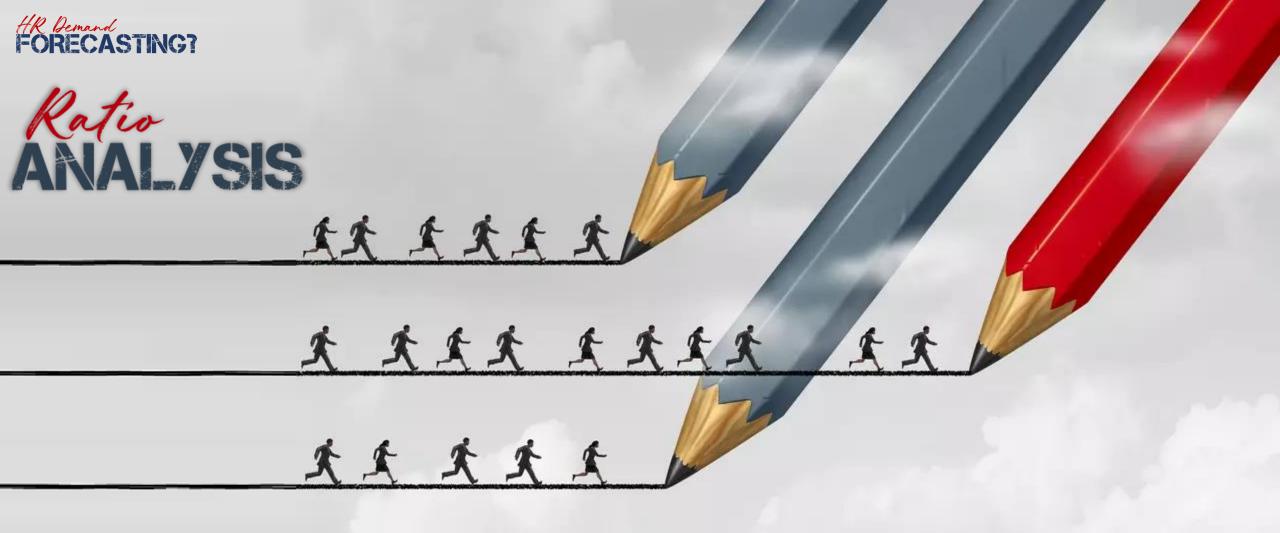
Tasks Delegated by Upper Management

Bottom Up Approach





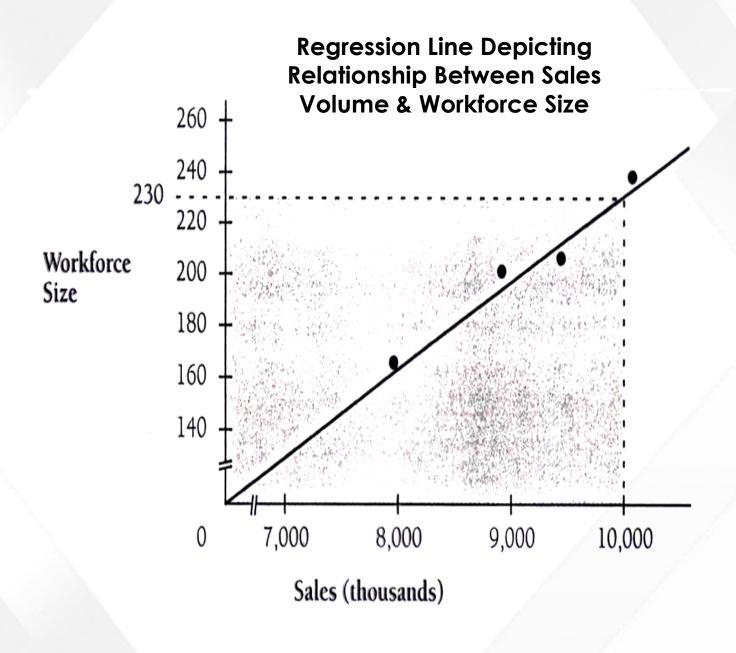
The study of a firm's past employment needs over a period of years to predict



A forecasting technique for determining future staff needs by using ratios between a causal factor and the number of employees needed.

EX:- Needed 1 sales rep/\$200,000 in sales in the past.

If predict \$40,000,000 in sales, will need 40,000,000/200,000 = 200 reps







# Computerized

The use of software packages to determine of future staff needs by projecting sales, volume of production, and personnel required to maintain a volume of output.

# Important BAROMETERS OF LABOUR SUPPLY



- 1. Net migration into and out of the area
- 2. Education levels of workforce
- 3. Demographic changes in population
- 4. Technological developments and shifts
- 5. Population Mobility
- 6. Demand for specific skills
- 7. National, regional unemployment rates
- 8. Actions of competing employers
- 9. Government policies, regulations, pressures
- 10. Economic Forecasts for the next few years
- 11. The attractiveness of an area
- 12. The attractiveness of an industry in a particular place





Manual or computerized records listing employees' education, career and development interests, languages, special skills, and so on, to be used in selecting inside candidates for promotion.







#### Personnel REPLACEMENT CHARTS

#### **Employee Replacement Chart for Succession Planning**

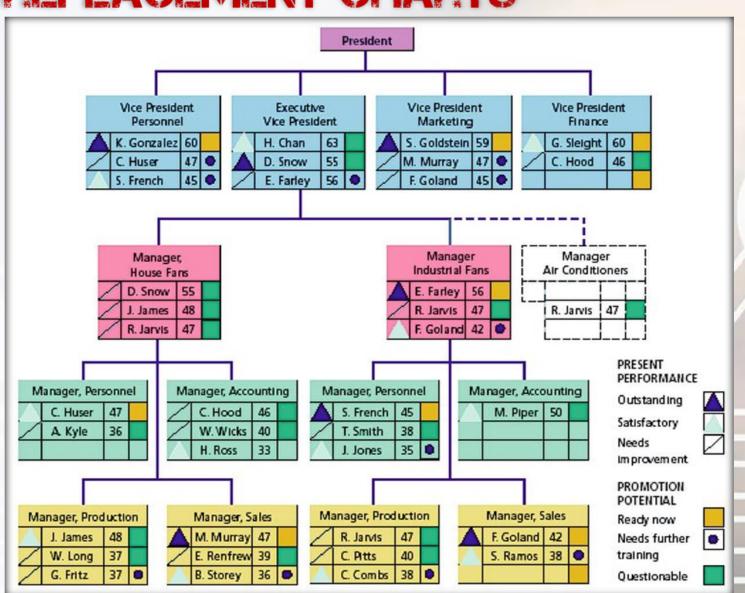
Organizational Unit \_\_\_\_\_\_

Position	14 (812 - 1814 - 191
Incumbent	Current job: years: Total service: years:
Promote to	Date ready:
Replacement (1)	Current job: years: Total service: years:
Present position	Date promotable:
Replacement (2)	Current job: years: Total service: years:
Present position	Date promotable:

Position		
Incumbent	Current job: years: Total service: years:	
Promote to	Date ready:	
Replacement (1)	Current job: years: Total service: years:	
Present position	Date promotable:	
Replacement (2)	Current job: years: Total service: years:	
Present position	Date promotable:	



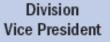
#### Personnel REPLACEMENT CHARTS











Vice President Production



Jones, D.



Required development: None recommended Vice President Sales



Able, J.



Required development:

- Job rotation into finance and production
- Executive development course in strategic planning
- In-house development center—2 weeks

PRESENT PERFORMANCE

Outstanding



Satisfactory



PROMOTION POTENTIAL

Ready now

Needs further training

Questionable

Vice President Finance



Smith, B.



Required development: None recommended

Management Replacement Chart Showing Development

Needs of Future

Divisional Vice President









# Succession

VS.

# Replacement

- <u>Long-term</u>: 12-36 months
- Focus on <u>future</u> leadership
- Develops leaders capable of filling <u>multiple</u> assignments

- Short term: 0-12 months
- Focus on <u>immediate</u> needs
- Develops back-up staff for key positions



# JOB ENRICHMENT VS JOB ENLARGEMENT





Purpose







# Job Enrichment

Job enrichment involves the vertical loading of functions and responsibilities of the employee.

The purpose of job enrichment is to make the job more lively, challenging, and satisfying.

development and utilization of higher skills, initiative, and innovation on the part of the jobholders.

In job enrichment, the employee uses his own capabilities of selfdirection and control. He needs less external direction and control.



# (E) Job Enlargement

Job enlargement involves a horizontal loading or expansion of a job.

The purpose of job enlargement is to reduce the monotony in performing certain repetitive jobs.

Job enlargement may not necessarily call for the acquisition of higher-level or new skills on the part of the jobholders.

In job enlargement, the job holder may need more external direction and control in view of an enlargement of the scope of his responsibilities.



# MODIFIED WORK SCHEDULES

Allow individuals to fulfill work commitments more effectively around personal or community obligations



# FLEXIBLE WORK ARRANGEMENTS



Telecommuting
Working away from the office, whether at home or another venue



Flexi-Time
Staff may choose their
own starting and ending
times within set limits



Compressed Work
Week
Staff may work longer
hours per workday over
fewer days



Part-Time Work



Employee's Choice of Days Off



Job Sharing 2 or more employees sharing one full-time position



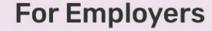
Seasonal Work

# Flexible Work Schedule Advantages and Disadvantages

# For Employees



Increased feeling of personal control over schedule and work environment.





Reduced turnover of valued staff.





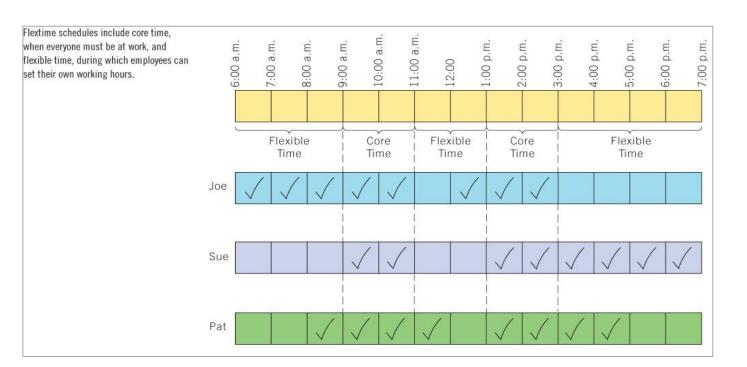
There is no clear delineation between work and home.



Some people take advantage of the flexibility and instead watch Netflix with their email screen open.

# 

- Adjusts the standard daily work schedule to fit employees' needs
  - all must be available during the core time
  - start and end times can vary
  - some offices will also allow flexible hours between 11:00 a.m. and 1:00 p.m. for lunch









# COMPRESSED WORKWEEK

Employees work less days bu complete the same amount of hours

## Regular Workweek

• Monday	9 a.m.–5 p.m.	(8hrs)
<ul> <li>Tuesday</li> </ul>	9 a.m.–5p.m.	(8hrs)
<ul> <li>Wednesday</li> </ul>	9 a.m.–5p.m.	(8hrs)
<ul> <li>Thursday</li> </ul>	9 a.m.–5p.m.	(8hrs)
<ul> <li>Friday</li> </ul>	9 a.m.–5p.m.	(8hrs)
• Sat–Sun.	OFF	

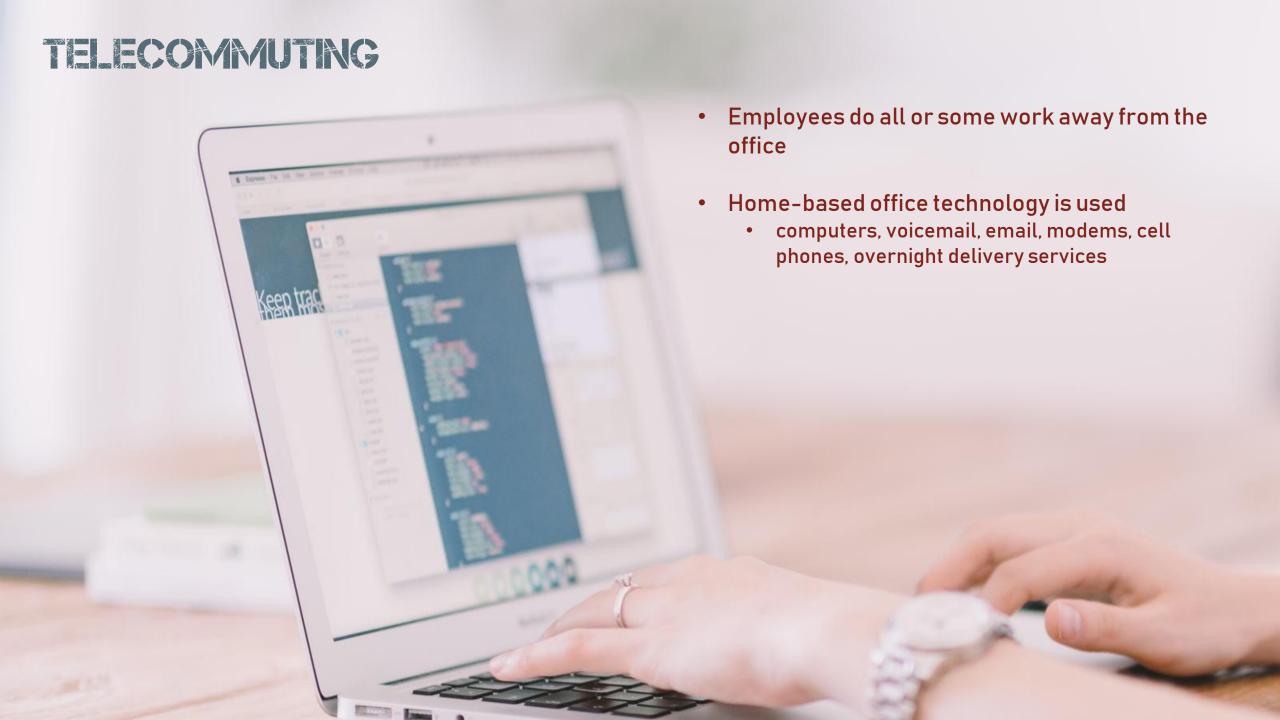
• Total (8hrs\*5 Days) = 40 hrs -break

# Compressed Workweek

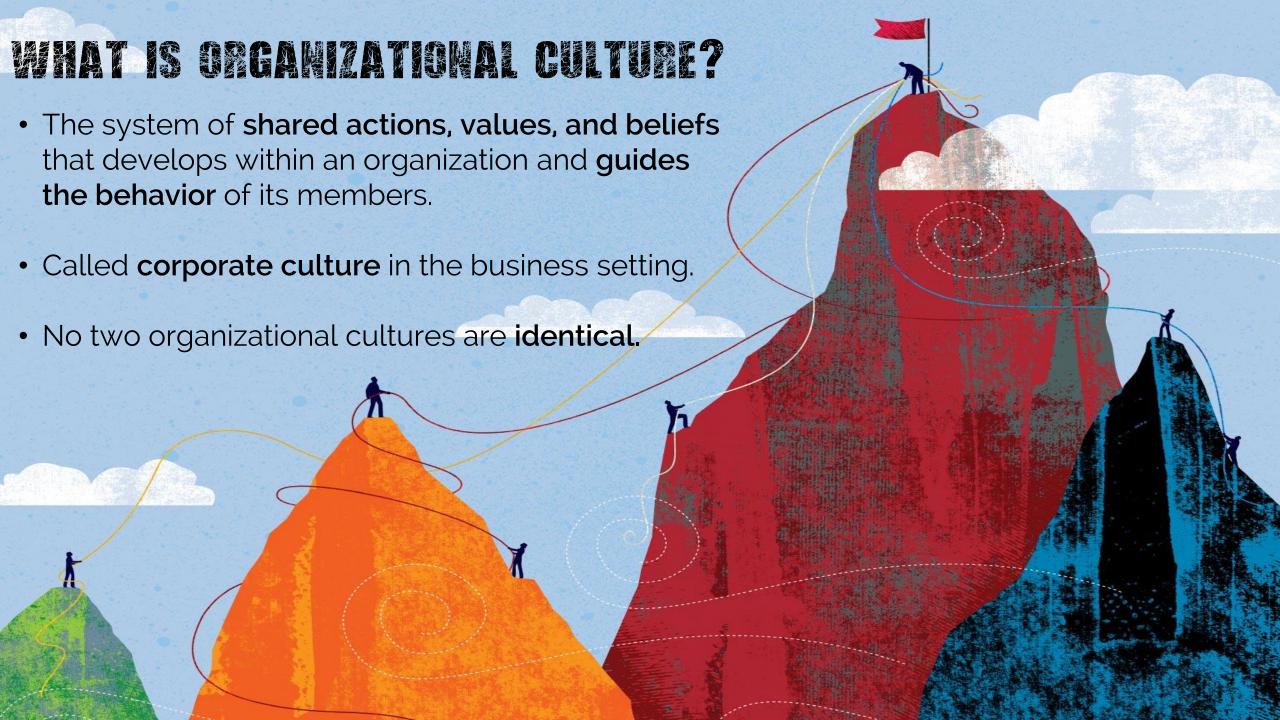
<ul> <li>Monday</li> </ul>	8 a.m6 p.m.	(10hrs)
<ul> <li>Tuesday</li> </ul>	8 a.m6p.m.	(10hrs)
<ul> <li>Wednesday</li> </ul>	8 a.m6p.m.	(10hrs)
<ul> <li>Thursday</li> </ul>	8 a.m6p.m.	(10hrs)
<ul> <li>Friday</li> </ul>	OFF	
• Sat–Sun.	OFF	

• Total (10hrs\*4 Days) = 40 hrs -break









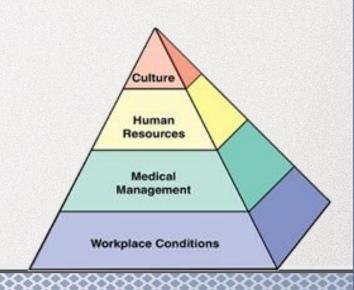
# **Key Characteristics of an Organizational Culture:**

- **Innovation and risk taking.** The degree to which employees are encouraged to be innovative and take risks.
- Aggressiveness. The degree to which people are aggressive and competitive rather than easygoing.
- Outcome orientation. The degree to which management focuses on results or outcomes rather than on technique and process.
- **Stability.** The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.
- **People orientation.** The degree to which management decisions take into consideration the effect of outcomes on people within the organization.
- **Team orientation.** The degree to which work activities are organized around teams rather than individuals.
- **Attention to detail.** The degree to which employees are expected to exhibit precision, analysis, and attention to detail.



# Dimensions of Organizational Culture

- 1. Values
- 2. Organizational stories that have underlying meaning
- 3. Myths
- 4. Degree of stability
- 5. Resource allocation and rewards
- 6. Traditions, rites, and rituals
- 7. Ownership culture
- 8. Corporate/organizational spirituality



# **Dimensions of Culture**



### Organizational/Soul



- People
- Purpose
- Principles
- Practices

### Organizational Personality/Ego



- Mindsets
- Character
- Behaviors
- Enabling Structures

### **Environmental Tone**



- Atmosphere
- Space
- Energy Level
- Maturity

### **Ecosystem**

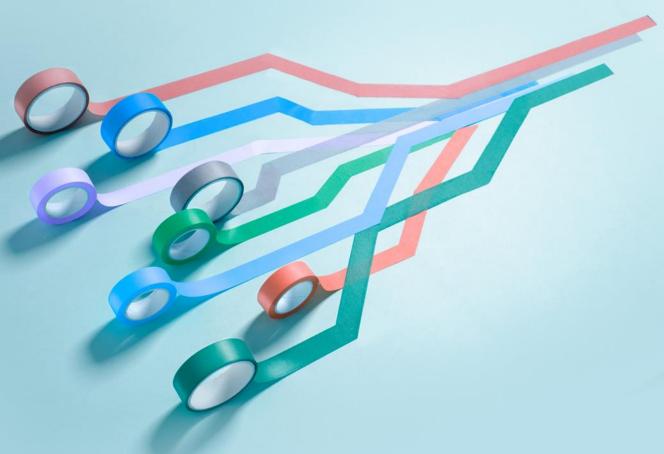


- Economics
- Politics
- Forces of Nature
- Technology

# **Types of Organization Culture**

The practices, principles, policies, and values of an organization form its culture.

The culture of an organization decides the way employees behave amongst themselves and the people outside the organization.



# Let us understand the various types of organizational culture:

- Normative culture,
- · Pragmatic culture,
- Academy Culture,
- Baseball Team Culture,
- Club Culture,
- Fortress Culture,
- Tough Guy Culture,
- Process Culture



 In such a culture, the norms and procedures of the organization are predefined, and the rules and regulations are set as per the existing guidelines.



# Pragmatic CUL IURE

• In a pragmatic culture, more **emphasis** is placed on the clients and the external parties.

• **Customer satisfaction** is the main motive of the employees in a pragmatic culture.

• Such organizations **treat their clients as Gods** and do not follow any set rules. Every employee strives hard to satisfy his clients to expect maximum business from their side. '







Organizations following academy culture and hire skilled individuals.

• The roles and responsibilities are delegated according to the **employees' background, educational qualification, and work experience.** Organizations following academy culture are very particular about training the existing employees.

 They ensure that various training programs are being conducted at the workplace to employees' skills.

 The management makes sincere efforts to upgrade the knowledge of the employees to improve their professional competence.
 The employees in an academy

culture stick to the organization for a longer duration and also grow within it.

 Educational institutions, universities, hospitals, etc., practice such types of culture.



# Baseball Team CULTURE

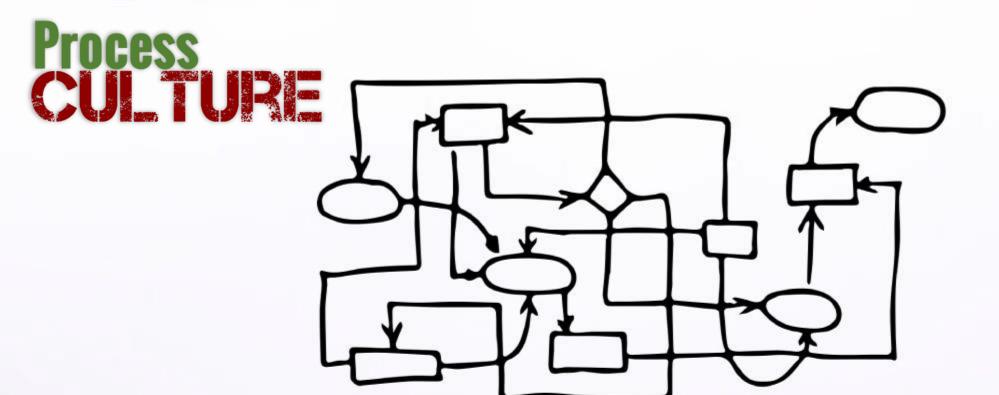
• A baseball team culture **considers the employees as the most treasured possession** of the organization. The employees are the true assets of the organization who have a major role in its successful functioning.

• In such a culture, the **individuals always have an upper edge**, and they do not bother much about their organization. **Advertising agencies**, **event management companies**, **financial institutions** follow such a culture









 As the name suggests, the employees in such a culture adhere to the processes and procedures of the organization.



• Feedbacks and performance reviews do not matter much in such organizations. The employees abide by the rules and regulations and work according to the ideologies of the workplace. All government organizations follow such a culture.

# How Organizational Cultures Start

- Some organizational cultures may be the direct, or at least indirect, result of actions taken by the founders.
- However, this is not always the case. Sometimes founders create weak cultures, and if the organization is to Survive, a new top
  manager must be installed who will show the seeds for the necessary strong culture.
- Although organizational cultures can develop in a number of different ways, the process usually involves some version of the following steps:
  - A single person (founder) has an idea for a new enterprise.
  - The founder brings in one or more other people and creates a core group that shares a common vision with the founder. That is, all in this core group believe that the idea is a good one, is workable, is worth running some risks for, and is worth the investment of time, money, and energy that will be required.
  - The founding core group begins to act in concert to create an organization by raising funds, obtaining patents, incorporating, locating space, building, and so on.
  - At this point, others are brought into the organization, and a common history begins to be built.
  - Most of today's successful corporate giants in all industries basically followed these steps.

# 7 KEY CHARACTERISTICS OF ORGANIZATIONAL CULTURE



# 7 KEY CHARACTERISTICS OF ORGANIZATIONAL CULTURE

### Financial Stability (Level 1)

Healthy organizations have a focus on financial stability; organizational growth, revenues, a growing client base, and profit margins are important ingredients for success.

### Harmonious Relationships (Level 2)

Most of us can sense when there's tension between people or within a culture. (we know it within minutes of arriving at a restaurant from observing the waiter staff.) We all have a sixth sense for this kind of discord between individuals or within organizational cultures. Likewise, you can also tell when things are going well because there is open communication, employee and customer satisfaction, and a sense of loyalty and friendship among team members.

### High Performance (Level 3)

This developmental level is all about achievement and having the right systems, quality, best practices, and pride in performance. It's about knowing what you do well It's about making your mark.

### Continuous Renewal And Learning (Level 4)

Everyone is abuzz talking about the pace of change and innovation—and keeping up with them. We, as organizations, must continuously adapt, learn, grow, set goals, and empower one another in the quest forward.

### **Building Internal Community (Level 5)**

This goes beyond having harmonious relationships. It's about a shared sense of purpose and values. It's about having integrity in how we individually and collectively act. And, it's about building trust, passion, creativity, and openness among us.

# 7 KEY CHARACTERISTICS OF ORGANIZATIONAL CULTURE

### Making A Difference: Strategic Partnerships And Alliances (Level 6)

Once you have a clear sense of purpose and values, you can align with other teams and organizations to make a larger difference. If we attempt to partner with other organizations before we truly know our own value, the alliance erodes. Partnerships require that both parties have skin in the game, have something at stake, and are working together for a larger cause or mission.

### Service To Humanity And The Planet (Level 7)

Service includes social responsibility, future generations, long-term perspective, ethics, compassion, and wisdom. We sometimes jokingly call this the "Mother Theresa level," because it's all about the difference you make to humanity and the planet. It's about the need to think of "we" before "me."

### Full-Spectrum Performance (All Levels)

- For optimum, full-spectrum performance, organizations should pay attention to each of the 7 characteristics of organizational culture described above.
- Nonprofits with a wonderful focus on strategic partnerships and a deep commitment to service, but without financial stability. A
  lack of financial stability can erode the best intentions and the ability to create appropriate systems—and generally, hobble an
  organization.
- On the other end of the spectrum, focusing solely on financial stability and high performance is a short-term vision without a strong foundation. Enron and the housing lenders that triggered the 2008 financial crisis, were perhaps the poster children for this overemphasis on financial growth.
- As human beings, we have a range of needs, and so do organizations. Employees want to believe they're making a difference, but also expect appropriate amounts of stability and control to keep things running smoothly. The magic formula lies in the balance.

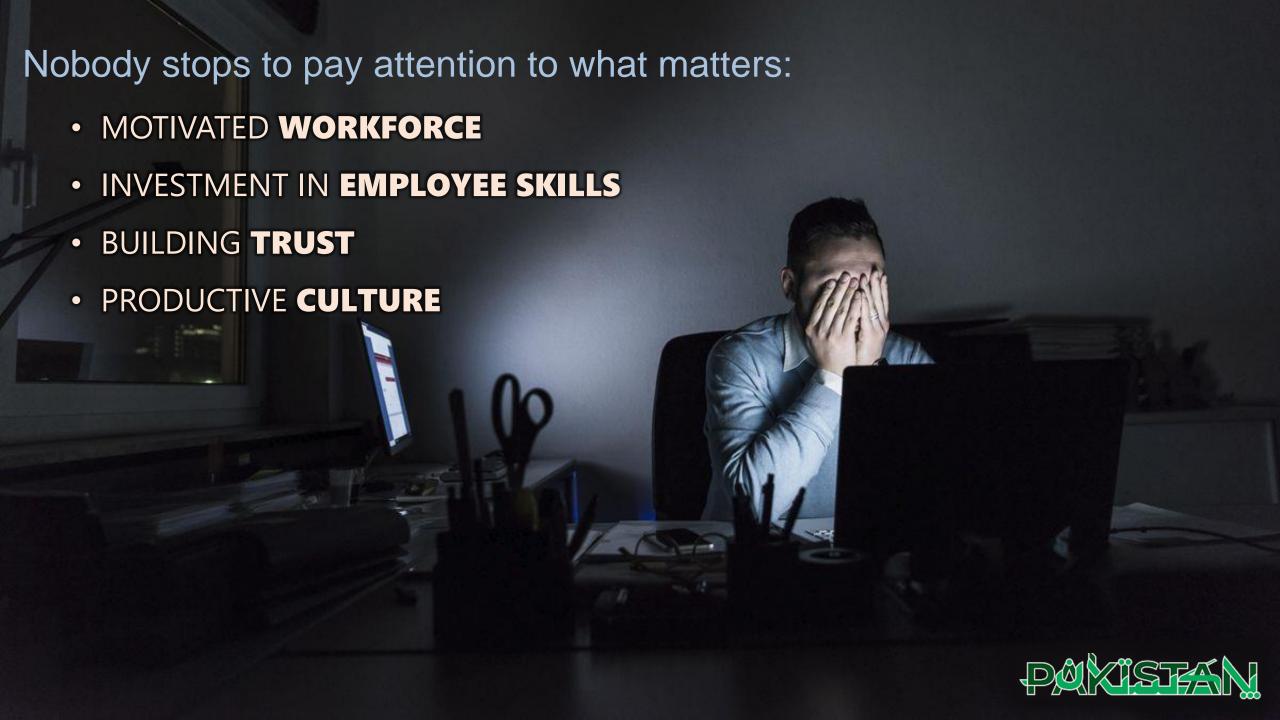


# W@RK

- Required to earn money?
- Stress and exhaustion?
- Waking up early?
- Endless hours spent at the office?
- Spending half the day being drained of energy and losing the will to enjoy anything?
- Too much pressure?

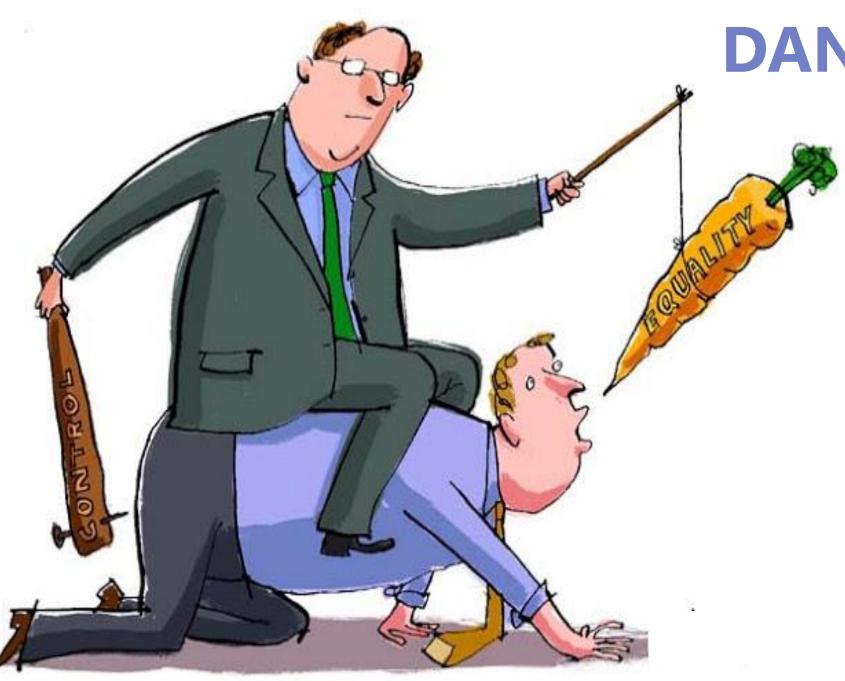












DANDA CULTURE

Bosses don't like to relinquish control and there is no space for discussion

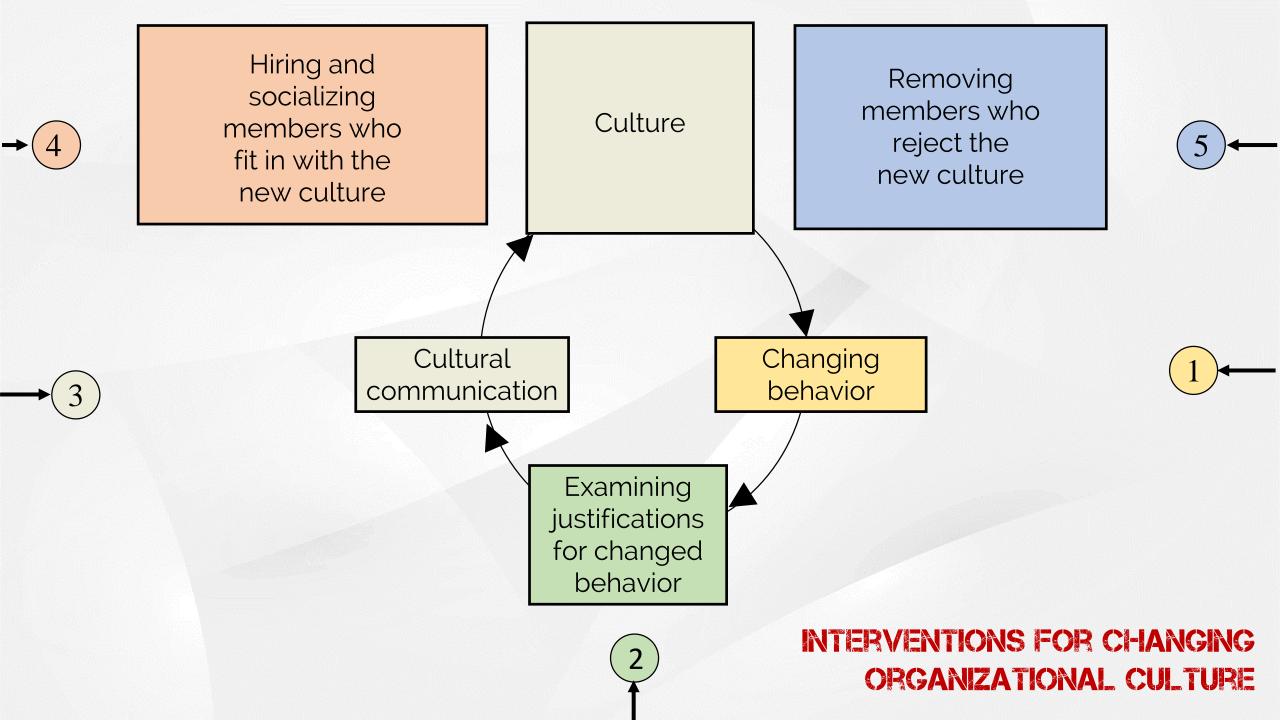
Result - Unhappy employees who don't take ownership of their work.

- No trust
- No Initiative
- No Creativity

# LIFE IN THE CORPORATE WORLD IS A TIGHT-ROPE WALK

RED-TAPISM
SILOS MENTALITY
CLOSED-DOOR POLICIES
PUT-ME-DOWN ATTITUDES







# MATCHING CULTURE & STRATEGY ENTAILS

- Openness to new ideas
- Challenging status quo
- Energizing employees to make new strategy happen
- Repeating new messages again & again
- Rewarding people exhibiting new cultural norms
- Creating events where all managers must listen

### FOUR TYPES OF ORGANIZATIONAL CULTURE



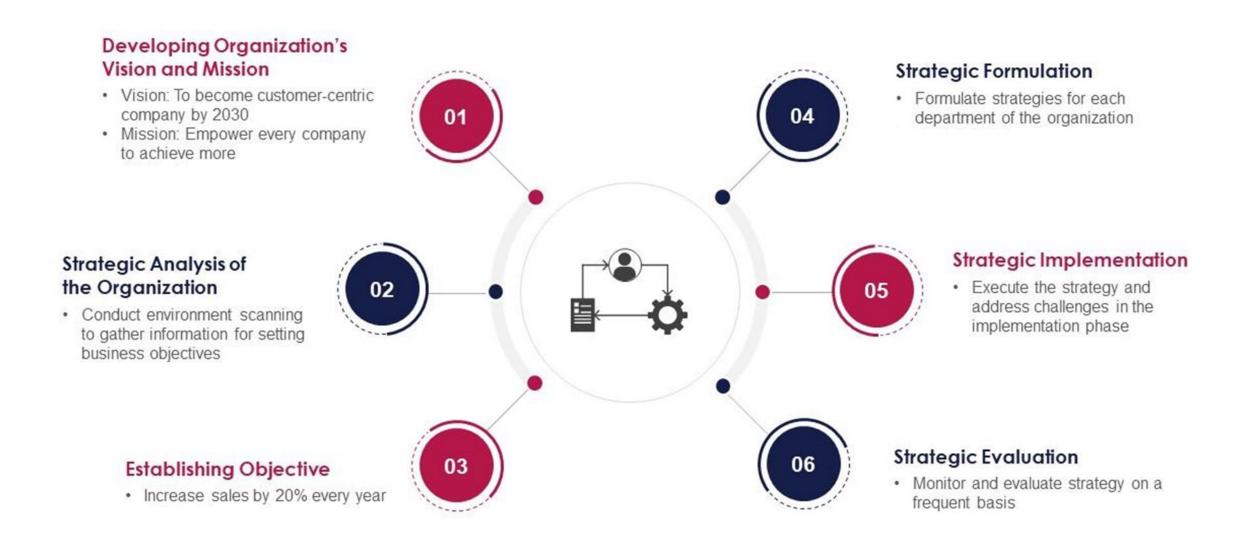




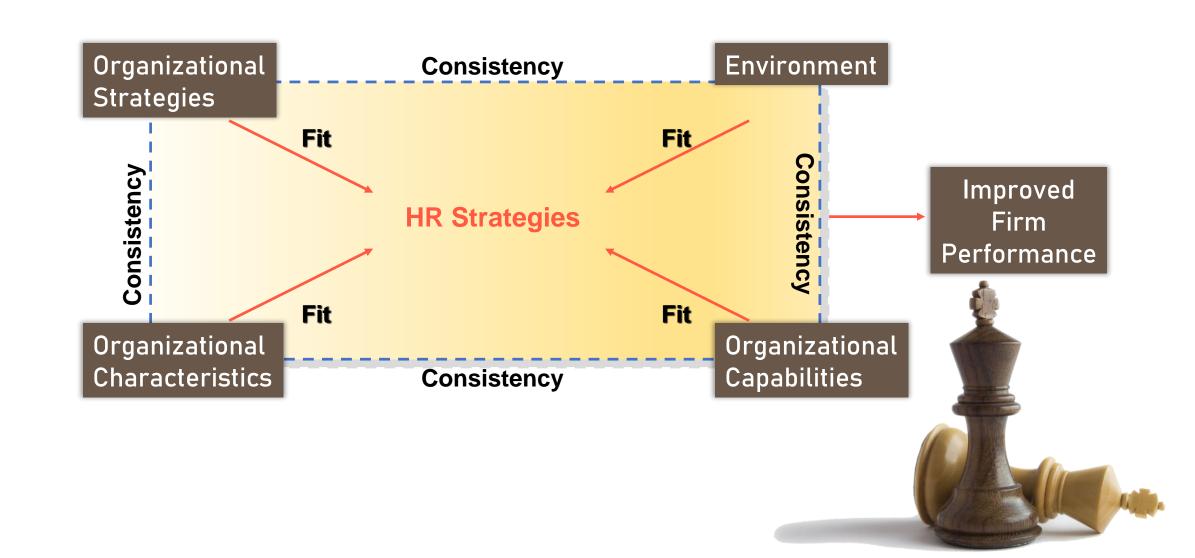




## 6 Steps of Strategic Management Process



## Effective HR Strategy Formulation and Implementation





A strategy is the pattern or plan that integrates an organisation's major goals, policies, and action sequences into a cohesive whole







Efficient utilization of human resources

Cross training and flexibility in assigning work

Using work teams

Requirements for effective teams

Forming

Storming

Norming

performing

Operating on a non union basis



#### Dealing with employee shortages

Strategic recruiting
Special recruiting for minorities and women workers
Flexible retirement as a source of labour
Managing vendors of outsourced functions



**STRATEGY** implementation

# STRATEGY implementation

**Special implementation challenges** 

Career path for technical professionals

- Dual career couples
- Strategy implementation system –
   Reward and development systems
  - Strategically oriented performance management system
  - Strategically oriented compensation systems
  - Employee development

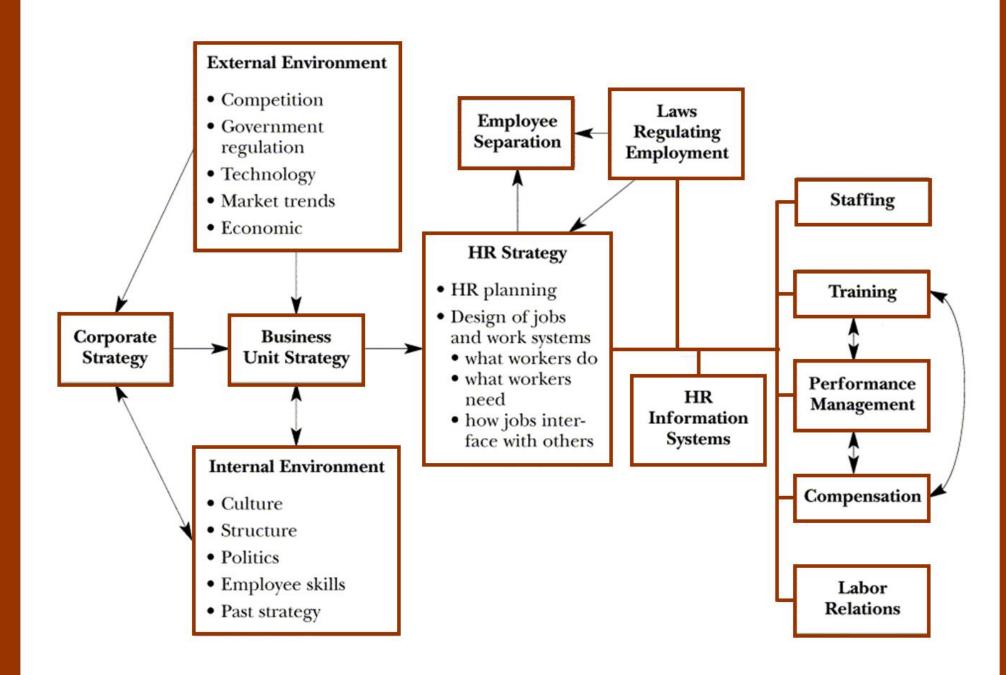








A MODEL OF STRATEGIC HUMAN RESOURCE MANAGEMENT



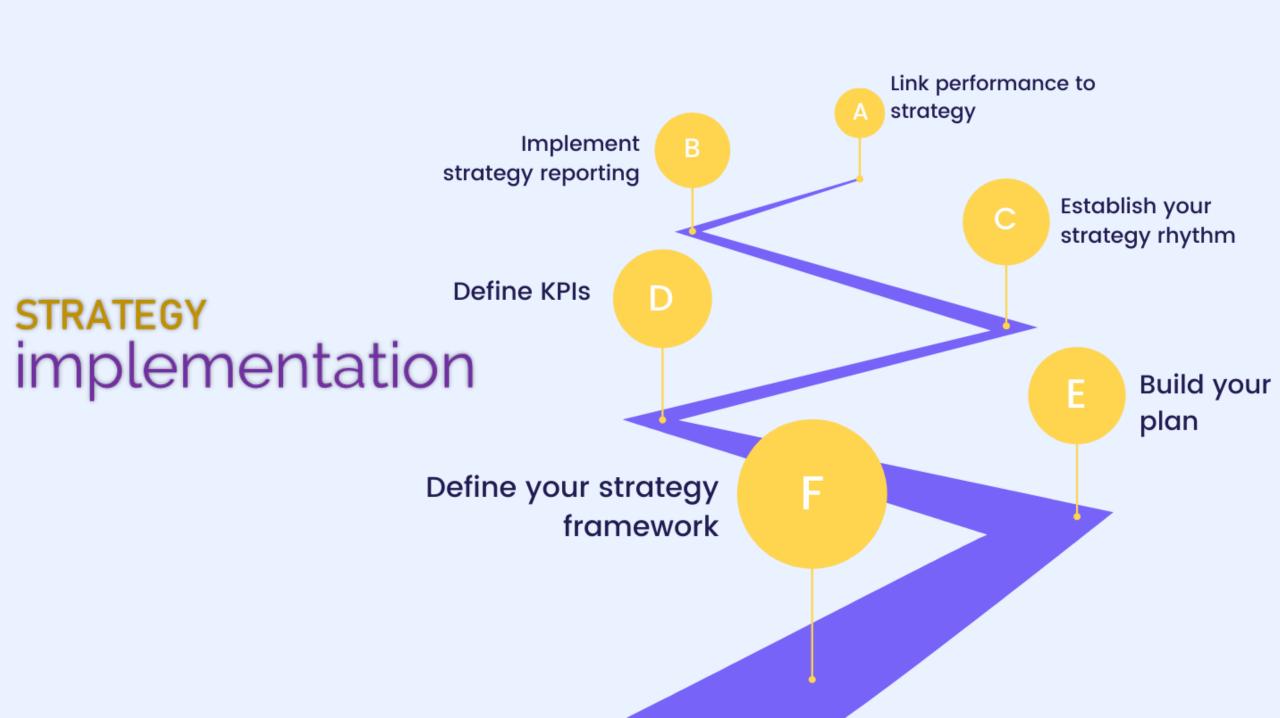
# Increased Performance Customer and Employee Satisfaction Shareholder Value

## OUTCOMES OF STRATEGIC HR

- Effective management of staffing, retention, and turnover through selection of employees that fit with both strategy and culture
- Cost-effective utilization of employees through investment in identified human capital with potential for high retention
- Integrated HR programs and policies that clearly follow from corporate strategy
- Facilitation of change and adaptation through a flexible, more dynamic organization
- Tighter focus on customer needs, key and emerging markets, quality

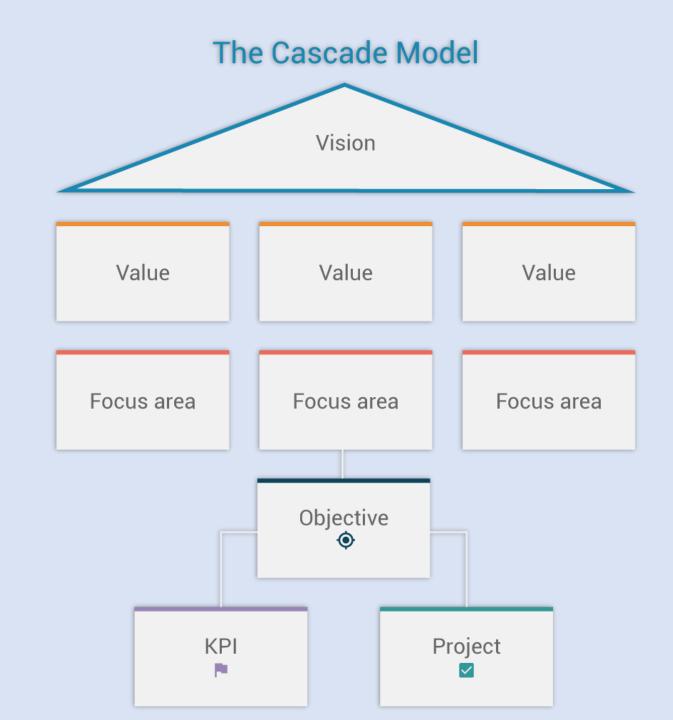
## Barriers to the implementation of HR strategies

- Failure to understand the strategic needs of the business,
- Lack of assessment of the environmental and cultural factors that affect the content of the strategies and the development
- Taking of ill-conceived and irrelevant actions



#### Step #1: Define your strategy framework

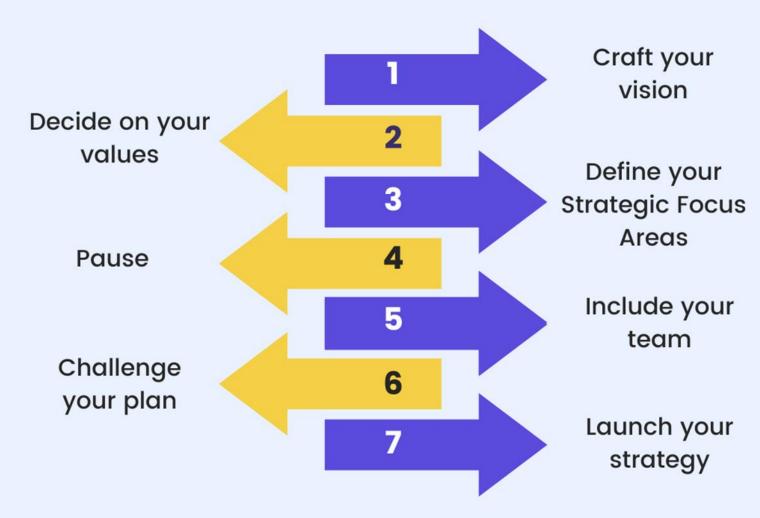
- Strategy is something that should be embedded in everything that you do.
- It should be in the DNA of the organization and its people. But, on the other hand, if you don't make an effort to call it out explicitly, you won't get the focus or traction you need.



Step #2: Build your plan

- The next step of our strategy implementation process is where you will start creating your plan.
- Now that you've got your framework(s) in place, you're ready to move onto the actual creation of your strategic plan.

# The 7 Steps to build your plan



## Step# 3: Defining KPIs Discuss potential KPIs with your leaders Identify what helps your business make money Adjust KPIs over time based on new Information



## **Define KPIs**

Keep them simple

Choose at least 1 KPI for each of your strategic objectives

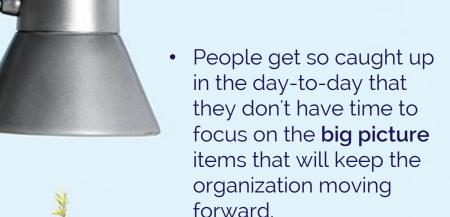
Make it easy to measure them quickly

Don't make them all about the \$\$\$

Step #4: Deal with business-as-usual

• Here you overcome business-as-usual.

 The ironic thing about strategy implementation is that everyone acknowledges its importance, but it's often the first thing to be forgotten about when the going gets tough.



 This rapidly becomes a self-fulfilling cycle and is one of the most common reasons strategies fail.



#### Step #5: Implement consistent & simple strategy reports

#### Consistency

Everyone knows what to expect and what they need to update prior to the meeting(s).

#### Simplicity

The report should give an at-a-glance view of how the strategy is progressing.

#### Accountability

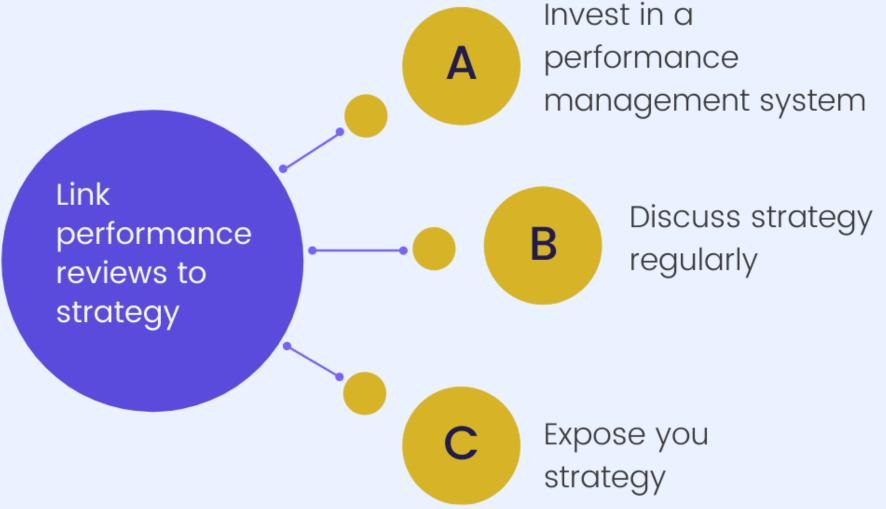
Ensure that the report includes the names of the owner of each goal (accountability), as well as the names of the people actually getting things done (recognition).

#### **Conclusions**

Your next steps. The report needs to include not only an overview of how the strategy looks now but how it's progressing over time. Try to include a comparison period or graphs/charts that show progress over time to ensure momentum is maintained.

## STRATEGY implementation

Step #6: Strategy
Implementation in
Strategic Management





# Conceptions Of "Team"

Here, a "team" is a group of individuals that **share**, **collaborate**, and **assist** one another.

The group usually includes about 20 individuals. Members look to their peers for support.

This type of team leads to workplace success!



## HOW HE CAN GUIDE TEAMS

HR can directly support better team-working by getting involved in how teams are organised.

Define a clear purpose and goals for each team — To be effective, a
team must know its overall purpose and current goals. Involve team
members in goal-setting, since they'll likely feel more engaged with
goals they helped create.

Measure team performance — What's measured improves.
 Establish effective metrics and reporting from team leaders.
 If team performance is sub-par, you'll know why and how to fix it.

 Reward team excellence — Variable pay and rewards linked to team objectives can help galvanise teams and motivate them to achieve team goals.



### USING TEAM BUILDING ACTIVITIES

 Problem-solving activities — Your team is set a challenge, such as to build a survival shelter from limited resources, and must work together to develop a plan and achieve the goal together.

 Goal-setting activities — Team members are asked to plan a project, including defining the outcomes and measures of success, to promote the importance of clear team goals.

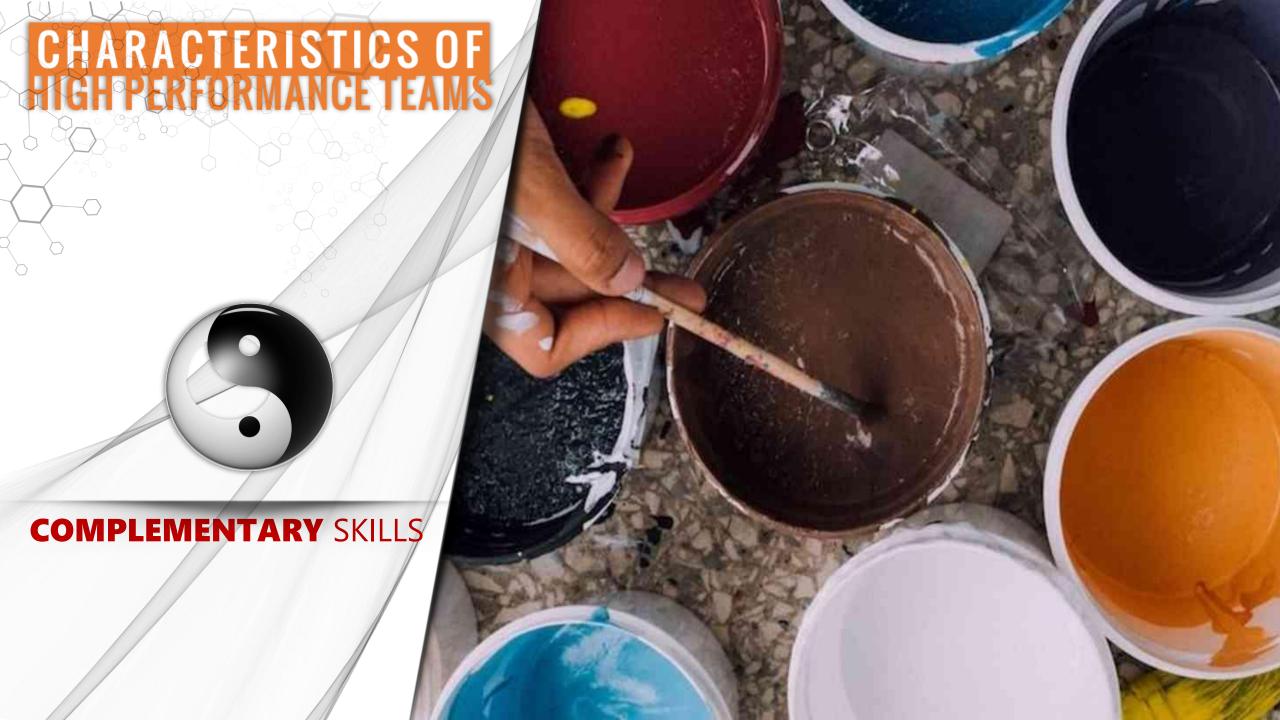
 Role-based activities — Employees are each given a clearly-defined role within a team-based challenge, to emphasise the importance of focusing on one's own role in achieving a team goal.

 Communication-based activities — Employees are challenged to achieve a team goal through communication, such as designing and delivering a group presentation, to emphasise the importance of interpersonal skills.





















# **GROUP & TEAM DIFFERNCES**

#### GROUP Management-Directed

#### **Level of Autonomy**

Semi-Autonomous TEAM
Self-Directed

Characteristics	Groups	Teams
Size	Two or More; Can be Large	Small Number; Often 5-12 members
Leadership	One clear leader making decisions	Shared leadership and decisions.
Jobs	Members perform one clear independent part of a process.	Members share job responsibility by performing many interdependent tasks.
Accountability & Evaluation	The leader evaluates employees' individual performance.	Members evaluate each other's individual and the team's performance.

Accountability & Evaluation

The leader evaluates employees' individual performance.

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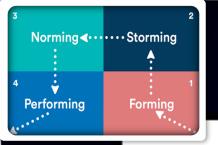
Based on individual performance only.

Based on individual and team performance.

Objectives

Set by the management for the organization.

Organizational and those set by the team.



Performance

# TEAMBUILDING PROCESS

Norming Forming Storming Performing High Working group performing Potential team team Pseudo team

based on Bruce Tuckman, 1965



# TEAMBUILDING PROCESS

Stage 5

Collaboration

**PERFORMING** 

Stage 4

Individual

Differentiation

#### **NORMING**

- expectations of leaders
- interdependencies

Stage 1

Membership

Stage 2

**Sub-Grouping** 

Stage 3

Confrontation

#### **FORMING**

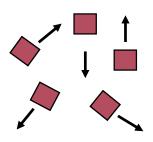
- style
- values/philosophy
- roles

#### **STORMING**

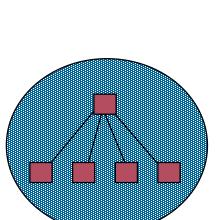
- feedback
- rules of engagement
- power



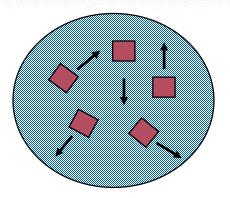
## TEAMBUILDING PROCESS



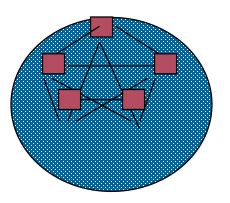
Prestage



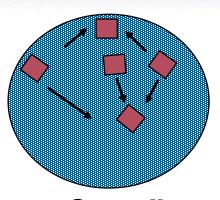
Stage III Norming



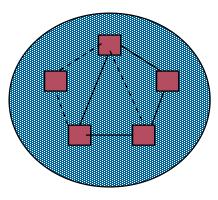
**Stage I** Forming



Stage IV
Performing



Stage II
Storming



**Stage V**Adjourning

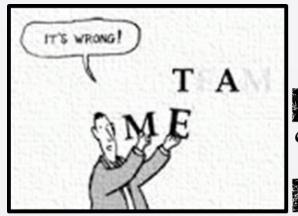












BUT THERE IS A 'ME' IF YOU LOOK HARD ENGUCK







- "ME" is essential for motivation
- "ME" is essential for involvement and contribution
- "ME" is essential for the quality of the performance

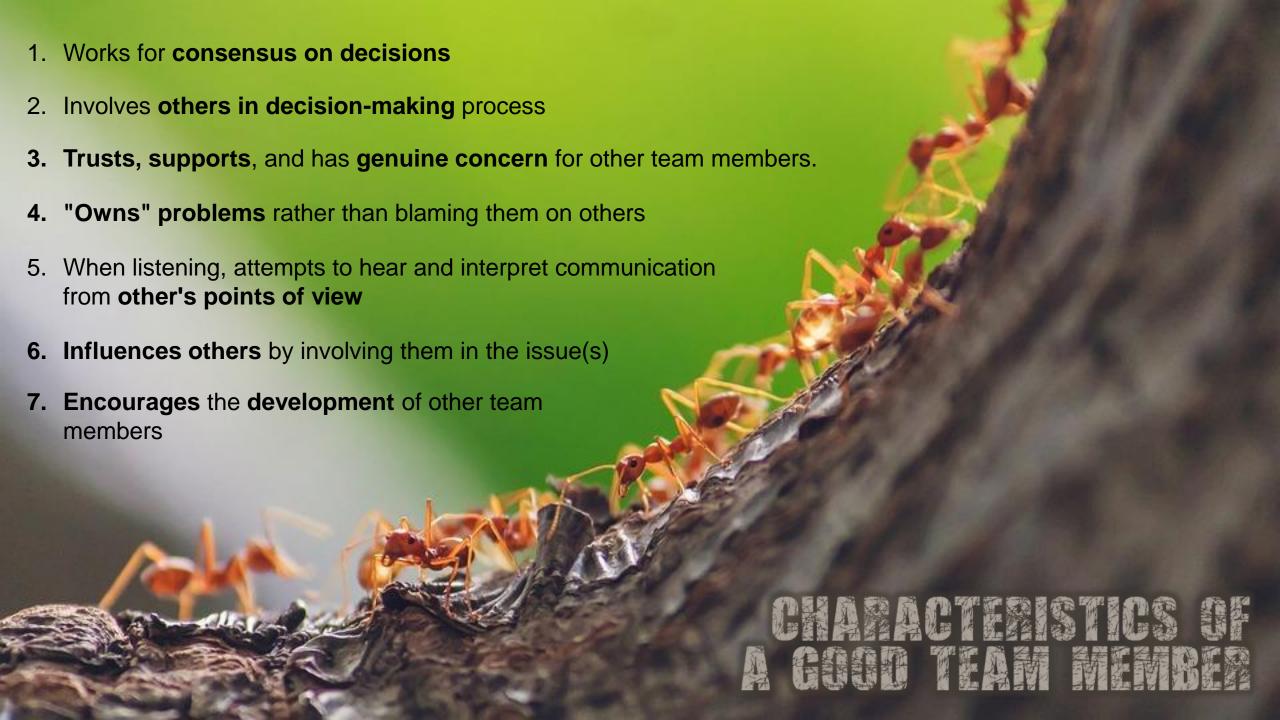
If you take the "ME" out of the equation you will in all probability be left with a listless and lack lustre work output where the team members may get along o.k. but nothing great and truly outstanding ever comes out of the team.



### cearcistics of high personage teams



- 1. Communicate openly and freely.
- 2. Provide each other with **open, direct feedback**.
- 3. Hold each other **accountable**.
- 4. Manage time and effort productively.
- 5. Fully utilize diverse **strengths**, **styles**, **points of view**.
- 6. Define and follow decision making guidelines.
- 7. Manage **conflict** effectively.
- 8. Everyone participates actively & positively in meetings and projects.
- 9. Members are carefully listened to and receive thoughtful feedback.
- 10. Everyone is focused on the **ultimate goal** of project, while also digging into underlying details.
- 11. Team **goals are understood** by everyone.
- 12. Full **team acceptance** is expected as decisions are made.
- 13. Everyone takes **initiative to get things done**.
- 14. The team is willing to take risks.





- 1. Calling all groups a team
- 2. Too many meetings
- 3. No empowerment
- 4. No linking skills and responsibilities
- 5. Lack of leadership training

- 6. Lack of belief in team process
- 7. Lack of communication among teams
- 8. Unclear communication of team's purpose
- 9. Lack of alignment with your & Co. goals
- 10. Managerial sabotage

