

Gray Matters

Quarterly

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Quarterly Newsletter from Gray Matters Consulting Pvt. Ltd. Volume 1, Issue 1, September, 2008

LEADERSHIP

...is Cool!

**It's a Glorious Adventure
that enables us to magnify
our impact on the world.**



**We commence our first
anniversary celebrations
with this quarterly
newsletter.**



“Sure I am this day we are masters of our fate, that the task which has been set before us is not above our strength; that its pangs and toils are not beyond our endurance. As long as we have faith in our own cause and an unconquerable will to win, victory will not be denied to us”

– Winston Churchill

*From the time we started Gray Matters as a professional services organization at par with International standards, we have always kept abreast with our plans. In tandem with our mantra “celebrate success, start something new”, its time to extend our horizons - this issue in your hand of **Gray Matters Quarterly** is on the occasion of us completing a very successful one year for the organization.*

I made my first client call and conducted business when the carpenter’s were still hammering away. Along side fixing up organization structures for clients we also dabbled with fixing up the structure of the office furniture. While implementing the Performance Management System for an organization, we had one eye on the deadlines of the office completion. Life was imitating profession. We loved it.

One year back, when we set out on our journey, we had faith in our own abilities to grow and sustain an organization – with a set of values that we cherish and practice.

As an organization, we are ‘serious’ about ‘fun’. Our Consulting, Training and Experiential Learning services are always different. To paraphrase the Hollywood film – Field of Dreams, if you make it interesting, they will come.

Never mind the cheese – who moved our weekends?

With Training becoming an integral part of the corporate curriculum, we have lost our Saturdays and Sundays. But who’s complaining? Our Training Division, “Mind Studio”, is conducting interesting programs relentlessly with the motto – We inspire, We Energise, You Learn.

It feels great to be patted on the back after a long day of hard work. What better appreciation than Economic Times featuring us on 28th July, 2008 in their feature titled “Executive Experiment” for our “Outdoors” – Experiential Learning programs that are proving to be a major draw with the corporate houses for its innovativeness and non-traditional method of ‘application of learning’.

...we are what we repeatedly do. Excellence then is not an act, but a habit ...Aristotle

Au Revoir

Sanjay Roy Chowdhury
 Managing Director
 Gray Matters Consulting Pvt. Ltd.

Justell.

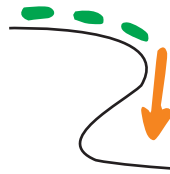
Changing the way 'work' works

Semco a Brazilian company, has no official structure. It has no organizational chart. There's no business plan or company strategy, no two-year or five-year plan, no goal or mission statement, no long term budget. The company often does not have a fixed CEO. There are no vice presidents or chief officers for information technology or operations. There are no standards or practices. There's no human resources department. There are no career plans, no job descriptions or employee contracts. No one approves reports or expense accounts. Supervision or monitoring of workers is rare indeed. Most important, success is not measured only in profit and growth.

Their "architecture" is really the sum of all the conventional business practices they avoid. It's a philosophy at Semco of embracing democracy and open communication, and inciting questions and dissent in the workplace.

On-the-job democracy isn't just a lofty concept but a better, more profitable way to do things. We all demand democracy in every other aspect of our lives and culture. People are considered adults in their private lives, at the bank, at their children's schools, with family and among friends – so why are they suddenly treated like adolescents at work? Why can't workers be involved in choosing their leaders? Why shouldn't they manage themselves? Why can't they speak up – challenge, question, share information openly?

Even though Semco workers can veto a deal or close a factory with a show of hands, Semco grows an average of 40% a year and has annual revenue of more than \$212 million. IMAGINE!!!



Tipping points are "the levels at which the momentum for change becomes unstoppable." Malcolm Gladwell in his book of the same name defines a tipping point as a sociological term, "the moment of critical mass, the threshold, the boiling point." In this section we would bring out articles / news & views of the unstoppable nature. A potential to become a "cult"

THE HUNDRETH MONKEY EFFECT

The "Hundredth Monkey Effect" is a supposed phenomenon in which a learned behaviour spreads instantaneously from one group of monkeys to all related monkeys once a critical number is reached. By generalisation it means the instant, paranormal spreading of an idea or ability to the remainder of a population once a certain portion of that population has heard of the new idea or learned the new ability. The story behind this supposed phenomenon originated with Lyall Watson, who claimed that it was the observation of Japanese scientists. One of the primary factors in the promulgation of the myth is that many authors quote secondary, tertiary or post-tertiary sources who have themselves misrepresented the original observations.

The story of the "Hundredth Monkey Effect" apparently originated with Lyall Watson in his 1979 book *Lifetide*. In it he claimed to describe the observations of scientists studying macaques (a type of monkey) on the Japanese island of in 1952. Some of these monkeys learned to wash sweet potatoes, and gradually this new behavior spread through the younger generation of monkeys—in the usual fashion, through observation and repetition. However, Watson claimed that the researchers observed that once a critical number of monkeys was reached—the so-called hundredth monkey—this previously learned behaviour instantly spread across the water to monkeys on nearby islands.

This story was further popularized by Ken Keyes, Jr. with the publication of his book *The Hundredth Monkey*. Keyes presented the "Hundredth Monkey Effect" story as an inspirational parable, applying it to human society and the effecting of (positive) change therein. Since then, the story has become widely accepted as fact, and has even appeared in books written by some educators.

The content of the book by Keyes was a substantive treatise on the effects of nuclear war on the planet and the devastation caused thereon.

Neither a wise man nor a brave man lies down on the tracks of history to wait for the train of the future to run over him.

- Dwight D. Eisenhower



We have come from somewhere and are going somewhere. The great architect of the universe never built a stairway that leads to nowhere.

- Robert A. Millikan



ANSWER THE CALL FROM WITHIN

For many years now, I have been studying the phenomenon of mid-life transition, particularly among high achievers. It is a complex issue in itself and far less understood than the concept of teenage transition.

Quite like the experience of going through one's teens, it is a very personal journey and an equally intense, transformative process. Our years as teens are very important; they prepare us for the experience of adulthood.

Experts believe that the mid-life years are as significant and their real purpose is to help us prepare for what lies ahead. The years after the decade of the forties mark the beginning of a very significant part of our lives. In that context, the forties are meant to help us prepare for something richer, more substantive and leading to a more wholesome existence. We are told that mid-life consists of the years that move us from who we are to who we are meant to be.

Who are we meant to be? For most over-achievers, the answer to that question is a matter of deep struggle. For a very small number of people among them, the answer becomes clear at some stage. Among those who do get the answer, many cannot deal with it. As Irish-born scientist JD Bernal said, we have two futures: the future of desire and the future of fate, and seldom the two shall meet.

A few people may even accept the future of fate, but with a sense of resignation. Only a really small number embrace it with enthusiasm and begin to build the most impacting phase of their lives. The response of the last group is akin to "answering a call". What goes into answering that call? Does it come from deep within? Does it come from without? Are we active participants in the process or is it a hand-me-down? How do we know that a certain call is the call?

We have no definitive answers to such questions and that is what makes the entire thing exhilarating. It makes the past suddenly look like just a preparation for what can be termed the best of years of a profession. In comparison to the future, the past begins to resemble a runway. It is designed to launch you, but it is the farthest point from the sky! Any amount of perfect posturing on it would not tell you what actually happens when you spread the wings, take off, soar, dive, and catch a thermal. I have noticed four very interesting things common among those who have made it to the sky and have felt the wind in their faces. Today, I want to open your mind to these four very subtle but powerful forces of positive transformation.

High achievers, who get there, prepare for the transition well before it begins to happen by itself - almost on cue sometimes, sometimes through observation of people who have gone ahead of them. It begins with some amount of quieting down. Many high achievers practice detachment such that they can de-link outcomes from the sense of self. (When a great success is achieved, I do not need to link it all back to myself).

The real change in behaviour begins when these people also start the process of vacating the ground they stand on. This is a very important gesture - if we do not vacate the "some place" that we stand on, we do not go some place else. That is true of our inner competence as well. The competences that bring us past success are not what the future is all about, in most cases.

Management guru Peter Drucker used a term called "planned abandonment". High achievers abandon their core competence in a planned manner so that they can move to acquire others.



As MIT professor and leadership expert Otto Scharmer puts it, "you let go, to let come".

The third aspect common among these people is the ability to behold their own selves as an instrument in an unseen hand. I have seen this in CEOs, top government functionaries, surgeons and academicians of great caliber. They actually "feel" that they are not the ones doing it all. They are just allowing themselves as a conduit for a flow from a higher source. It is like being a flute. The flute is not the music, nor is it the musician.

Finally, high achievers who experience sustained peak performance do what they do, quite in disregard of any sense of reward or recognition. They do what they do, because they simply have to do it. No musician has ever introduced his flute in the beginning of a concert or thanked it at the end. The flute does not care.

Subroto Bagchi is best known for co-founding MindTree in 1999 where he started as the Chief Operating Officer. MindTree is among India's most admired companies across industries. In 2008, Bagchi took on the role of Gardener at MindTree.

In this new role, Bagchi spends one-on-one time with the Top-100 leaders at MindTree on their 'personal-professional' issues to expand leadership capacity and build readiness for taking MindTree into the billion-dollar league. In addition, Bagchi works at the grassroots by making himself available to its 45 Communities of Practice that foster organizational learning, innovation and volunteerism within the organization.

Bagchi has authored two 'bestselling' books – 'High Performance Entrepreneurs' and 'Go kiss the World'.

With his busy schedule, Mr. Subroto Bagchi could not write specifically for this issue of Gray Matters Quarterly, but he shared this article, to be published in this Quarterly. - Editor



THE LEADERSHIP JOURNEY AT HARLEY DAVIDSON

Harley-Davidson CEO Rich Teerlink and organizational consultant and coach Lee Ozley were the two individuals most deeply involved in the transformation of the company in the 1980s and 1990s. In *More Than A Motorcycle*, Teerlink and Ozley chronicle Harley's journey toward a new kind of organization that recognizes people as a company's only sustainable competitive advantage.

After rescuing the Harley-Davidson company from major troubles in the 1980s with traditional command-and-control techniques, CEO Rich Teerlink set off on an even more difficult path: creating a new kind of organization that turned the whole idea of leadership around. In this conversation, Teerlink and Lee Ozley, co-authors of *More Than A Motorcycle* (HBS Press) describe the "leadership journey" at Harley-Davidson.

Re-printed from HBS Press, Working Knowledge for Business Leaders.

You've said that the command-and-control leadership at Harley during the 1980s was critical to its well-known financial turnaround. Do you still believe in its effectiveness given the "softer" management style Harley has adopted?

We believe that traditional command and control hierarchies are of limited effectiveness and have a host of fatal flaws in the long run. But command and control works in certain situations—and in fact may be the only thing that works when circumstances are desperate enough. If an organization is under extreme pressure—so much so that one wrong move can mean the death of that organization—then an authoritarian system of controls may be absolutely necessary. Because they're top-down and more or less unilateral in their decision making, command-and-control organizations can move quickly in a crisis. When Harley was in trouble in the early 1980s, it benefited significantly from just this kind of decisive leadership style.

What prompted the leadership journey—away from command and control management—that you write about in your book?

We can make an analogy with a country surrounded on all sides by invading forces. The defending army looks to its generals for decisive leadership, and the nation prays that those generals are skilled and lucky. But what happens when the invading armies are turned back and that immediate pressure is relieved? The crisis had receded at Harley—we had regained market share and the company was financially stable again. The challenge was to sustain this success and sustain the high performance and the zeal that employees had demonstrated when survival was everyone's shared goal. After the crisis had passed, the motivation for working together collaboratively began to fade. Everyone began reverting back to former habits. Unilateral decision making at the top, a clear chain of command and foot soldiers who take orders and execute someone else's plans meticulously—all of these serve well in the crisis mode but don't help the organization months or years after the fire is extinguished.

How did the definition of leadership change at Harley-Davidson?

During the troubled years, the role of leadership was to anticipate impending challenges, decide how to solve them, and then impose the prescribed solution on the organization. "Leadership" resided in a few individuals around whom others within the organization would rally. In this view, leaders had distinctive characteristics that uniquely qualified them to lead: charisma, technical and managerial knowledge, and the ability to focus on the big picture. Leadership was a personal trait, to be exercised in a top-down, hierarchical way. Harley didn't invent this definition, of course—the command and control model was and still is the dominant model for organizing industrial organizations.

The new definition of leadership became the process of creating and sustaining an environment in which people work together toward the achievement of common goals—and not because they have to, but because they want to. Leadership is a process whereby everybody can make contributions to the success of the company and ordinary people can achieve extraordinary things. Harley could survive and prosper only if every employee took responsibility for leading the company. Too often, corporations attempt to take solutions to their employees, rather than work with employees to solve a problem. Leaders should take the questions to their people, not answers all the time.

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To get this kind of cultural change required changing the fundamental organization structure.

Yes, but neither of us had any illusions that a structural change would represent a cure-all for the company. In our experiences, organization charts have more often been a representation than a cause of problems. In fact, both of us had long been convinced that the reporting relationships codified on org charts—relationships to which many people attach so much importance—are basically irrelevant. At the same time, however, we realized that the existing organizational structure—the traditional pyramid—was beginning to get in the way of the kinds of changes that were in

process. The structure of an organization has a significant influence on how people behave. In a strict hierarchy, people generally have very specific limits on their responsibility and authority. If we wanted to provide people with greater responsibility and authority we had to reduce the hierarchy.



THE LEADERSHIP JOURNEY AT HARLEY DAVIDSON

And that was achieved through the circle organization?

The philosophy behind the circle organization was to get the right people, together at the right time, to do the right work right. We wanted teamwork without the teams and the idea of natural work groups emerged. The circle organization is based around the core processes at Harley—create demand, produce product, and provide support—which are depicted by three interlocking circles. This is a more accurate representation of the shared leadership and cross-functionality at work in Harley-Davidson.

How did the circle organization create a new way of doing business for Harley?

People who had historically taken their ideas, work products, problems, and complaints "up the organization" were now encouraged to work with the right people to get the work done. Decisions began to be made as close to the source of the problem or topic as possible. People who had occupied formally hierarchical command-and-control positions were being transformed from "commanders" into facilitators and coaches. In a typical organization, you go to the big boss, talk him into your idea, and then count on him to beat your peers into submission. Ultimately, you need their cooperation, but it's easier to get it through the big boss than by talking to them. The concept of the circle organization takes the big boss out of the circle. You call them "coaches." They're still out there, but now their job is to mentor and help, rather than to make decisions.

Looking at a diagram of the circle organization begs the question: Who's in charge here?

When we presented the concept to the organization, this was the single most frequently asked question. At the core of the overlapping circles lies a zone of intersection. This is the coordinating function, one of the four core processes of the organization. This zone of overlap was named the "Strategy and Leadership Council," or LSC. Its primary function is to ensure that cross-functional integration occurs with authentic input from informed individuals from each circle. In the circles, we expected each to operate as an empowered work group. Here is what we hoped would be a quiet revolution. We did not expect a single individual to emerge as the leader of a circle. Instead, we anticipated that leadership would be a shared responsibility. At the same time, managers within the circles were expected to operate independently. "Shared leadership, individual management" emerged as a catch phrase. At the same time, we didn't expect the circles to take effective shape without any assistance. In their infancy, they were coached by competent counsel: Tom Gelb, vice president of manufacturing coached the "produce product" circle, marketing vice president Jim Paterson accepted the coaching job for the "create demand" circle, and Rich, then acting head of the motorcycle company, took responsibility for the "provide support" circle.

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How did the idea of partnering extend beyond Harley's relationship with its employees?

Partnering became a fundamental part of Harley's vision statement. In part, it states that Harley exists to "continuously improve the quality of mutually beneficial relationships with all stakeholders" and Harley has tried to work in a partnering relationship with all six groups of stakeholders—customers (dealers and riders), employees, suppliers, shareholders, government, and society. Consider, for example, Harley's relationship with its dealer organization. In 1993, for the first time in the history of the company, the sales service agreement that governs the relationship between Harley and its dealers was developed by the company and the Dealer Advisory Council. It's hard to convey how big a change this really was. In most cases, contracts are written by the party that holds the power, and it's a zero-sum game: I win, you lose.

It's highly unusual for a manufacturer to go to its first-line customers—its dealers—and say, "Hey, let's get together and work out the right kind of contract for our relationship."

And most notably, the spirit of partnership carried over into Harley's labor-management relations.

By 1994, Harley's successes had led to expectations of even greater growth in the future. But Harley, with its factories running already at full bore, had literally no room for growth and expanding manufacturing capacity seemed like an obvious first step. Not surprisingly, some executives and managers saw this as an opportunity to build a new plant far from its existing unionized facilities that would operate "union free" with all of the advantages thought to be associated with that way of doing business. After a lot of internal debate, Harley decided not to use the circumstances of the moment as an excuse for disrupting the company's long-standing relationship with its unions. Instead, we explored the opportunity of entering into a full-fledged partnership with the PACE International Union (PACE) and the International Association of Machinists (IAM)—the two unions that together represent a large percentage of Harley's employees. What resulted was the Joint Partnership Committee (JPIC) which is comprised of representatives from Harley, PACE, and IAM with the joint goals of 1) continuing improvement in existing facilities and 2) dramatic improvement in the new facility.





STORYTELLING ... A LEADERSHIP COMPETENCY?

What relevance does 'Storytelling' have with leadership competency and business in the emerging market and business economy. Storytelling has been around since the dawn of civilization, so why is it now such a hot topic in business circles?

Charlotte Linde, a linguist at Stanford University and the Institute for Research on Learning in Menlo Park, California, has shown in her research, how "stories of identity help organizations bring in new members, adapt to change, and crucially, define who is "us" (and who "them") and "why we're here". Linde makes the connection between "stories" and "institutional memory". For Linde "they are principal means by which groups remember."

According to Howard Gardner, Professor of Education at Harvard, stories are more important than memos, mission statements, newsletters, speeches and policy manuals. They constitute the single most powerful weapons in the leader's literary arsenal.

David Snowden, Director at IBM's Knowledge Management Institute, in his writings for *Fortune* magazine (1998) mentions " Nothing serves a leader better than a knack for narrative. Stories anoint role models, impart values, and show how to execute indescribably complex task."

Today, more and more people are talking about how stories can be used to create change, build culture, disseminate learning, and capture knowledge.

Thinkers like former World Bank Vice President Stephen Denning are elevating the discourse with disciplined tomes like *The Leader's Guide to Storytelling: Mastering the Art and Discipline of Business Narrative* and *The Springboard: How Storytelling Ignites Action in Knowledge-Era Organizations*.

David Hutchens, author of *Outlearning the Wolves* invites readers to consider the practice of storytelling as a provocative first step in the journey of organizational learning. According to Hutchens "Storytelling is a solid business discipline that goes to the core of your leadership."

Some organizations have revised their leadership competency models to include storytelling as a core capability. And an unmistakable constructivist tone is creeping into the business vernacular: "Markets are conversations," claimed one dramatic online manifesto as it slapped organizations out of their comas and challenged them to find more relevant

and human ways of talking with customers and among themselves.

Let's look at the organizational or business context. Business people not only have to understand their companies' past, they must also project the future – by creating possible pictures or scenarios of possible future events – to try and anticipate the life of their companies or their own personal life.

We always hear and read about leaders with vision – how inspirational leadership

Action is the foundational key of all success.

Picasso

is about creating a desired picture of the future. How does a leader paint that picture so vividly and passionately, a picture that only he /she can see while his people not having seen it so far? Through the power of weaving appropriate words breathing life into a non-existent world. A big part of a CEO's job is to motivate people to reach certain goals. To do that, he /she must engage their emotions, and the key to their hearts is story.

What about other levels in the organization? Persuasion is the centrepiece of business activity. Customers must be persuaded to buy your products or services, your employees must be persuaded to agree and align to new strategic plans or reorganization, investors to buy your stocks and partners to sign the next deal. Yet most managers and executives struggle to communicate, let alone inspire. Too often they get lost in complex presentations, dry memos and circulars – even the most carefully built up communication exercises are greeted with cynicism or outright dismissal.

It is believed that there are two ways to persuade people. The first is by using conventional rhetoric's, which is what most executives are trained in. It is an intellectual process, usually consisting of PowerPoint presentations in which you say, 'here's our major achievement / biggest challenge etc.... and here is how we performed / what we need to do etc...' And you build your case with statistics and data and sometimes quotes from authoritative sources as reference points. Does this work – let's for a moment, examine the thought process of the people you are talking to. First of all they have their own set of experiences and facts and also reference points with maybe different perspectives to what you have stated. While you are trying to persuade or convince them – they are mentally arguing with what you said or presented, within their heads. Secondly, if you do succeed in winning them over, you have done so purely on an intellectual basis. Is that good enough? Maybe no.... people are not inspired by intellect or reason only!



The other way – and ultimately a more powerful way – is by integrating an idea with emotions – by telling a compelling story. You can arouse a lot of emotion and energy in your audience while weaving information about the subject into your story, by your narrative style. It normally takes rationality only to build logical arguments into your presentation and rhetoric to present. But it demands creativity, vivid imagination, insight, passion and skill to present an idea as a story that has enough emotional power to become inspiring and memorable. Imagine, if you can present your idea as a story that appeals to your listeners to such an extent that it gets them to rise to their feet with applause rather than yawns and continuous checking their watches while the presentation is on, waiting for it to be over.

Robert McKee, an award-winning screenwriter and director, who did his PhD in cinema arts at Michigan, was screenwriting lecturer at the University of South California' School of Cinema and Television and later formed his own company, Two Arts, took his lectures on storytelling worldwide. McKee believes that stories “fulfil a profound human need to grasp the patterns of living – not merely as an intellectual exercise, but within a very personal, emotional experience.”

Stories have been implanted in our minds and lives – hundreds of time – since the time our mothers took us on their knees and told us tales. Good books, movies, plays attract us and sometimes inspire us. Human beings naturally want to work through stories. If we look at even the latest best sellers in management writing, there are plenty of examples of the concepts and message being garbed in the form of well-narrated stories.

According to researchers, narrative is the most powerful way humans have to communicate and remember information. It is something we all do all the time and is one of the key organizing principles of our mind. Cognitive psychologists have pointed out that the human mind, in its attempt to understand and remember, assembles the bits and pieces of experience into a story, beginning with a personal desire, a life purpose and then enacting the struggle against the forces that block the desire.

So what's a story? Essentially, a story expresses how and why life changes. It begins with a situation in which life is relatively balanced – then there's an event that throws life out of balance – how subjective expectations crash into objective reality – the story then goes on to narrate an effort to restore balance, how the opposing forces are dealt with and the issues resolved – and ultimately success. Of course you do not tell a beginnings-to-end tale describing how results meet expectations – that would be boring. Instead, one has to dramatically display the struggle between expectation and reality in all its grimness.

But what makes one story resonate with us, even after many years, while another almost instantly becomes yesterday's news? That's skill and needs to be learnt and cultivated.

Finally, how can those of us committed to bringing about positive change – either corporate or political – use the power of story for the common good?

Well that's another story....

Article by Adhir Ghosh – Principal Consultant, Gray Matters.

future shape of the winner



Experience: What customers, clients, partners and employees experience during their interaction with a business will become dominant outcome in differentiating future winners.

Execution : Elegant processes and break through projects set in a “can do” culture is how winners get more things done with less resources than their competitors can.

Performance : The whole point! It's what makes winners different and Special. Measuring and rewarding performance lets people take pride in their work and share in the benefits of success.

Ambition : A burning desire to achieve things provokes winners into action. Ambition shows people how their work can make a dramatic difference and why their effort is worthwhile.

Architecture: Structure, orientation and supporting IT systems enable people to connect, collaborate, share knowledge, allocate resources and work productively

Brand: The promise that captures and represents what people can expect from a business makes future winners stand out in their chosen markets, living the brand makes work matter and people feel like winners.

Talent: People who willingly deploy their full abilities in work turn average businesses into winners. Winners make attracting, developing, engaging and rewarding talent an obsession.

– Tom Peters

Did You Know



- The term ‘debugging’ was coined after a problem with Harvard MK1 Computer was found to have been caused by a moth in the works.
- Babbage's Analytical Engine (1835) failed to achieve the status of first programmable computer because it was not built – but it was the first Computer to appear on a stamp.



Learning in a “Flatter” world

Faster ♦ Flexible ♦ Global ♦ High impact



Understanding the significance of investing in behavioural skills, many organisations in India and abroad have started investing in it as a part of their corporate training initiative. Behavioural skills like motivation, communication skills, team spirit and self-management, have witnessed a marked transition in the last decade from being ‘generic’ and ‘good to have’ to be ‘defined’ and a ‘pre-requisite’. “The shift in perception is not without reason. Organisations across the globe have realized that professionals with just technical skills only partly complement the essentials of being a ‘complete professional’. Research study has revealed that people skills outweigh technical skills by a factor of 3:1, in deciding the long-term success of professionals. The fact that professionals have to interact with people across the globe makes it imperative for them to have effective communication and other behavioural skills, and play a critical role in working with global clients and in global teams.

Our “Behavioural” training programs are conducted under the banner of “Mind Studio”



Standard Programs

Individual Effectiveness

- Communication Skills
- Presentation Skills
- Time Management
- Workplace Etiquette
- Assertiveness Skills
- Influencing Skills
- Work-Life Balance
- Transactional Analysis
- Human Process Labs

Functional Effectiveness

- Negotiation Skills
- Selling Skills
- Interviewing Skills
- Problem Solving & Creativity
- Conflict Management
- Customer Relationship
- Perf. Feedback & Counseling

Organizational Effectiveness

- Culture Building Workshops
- Competency Management
- Balanced Scorecard
- Basic HR Training
- Advanced HR Skills
- Compensation & Rewards

Special Programs

Leadership Development

- Basic Leadership
- Facilitative Leadership
- Transformational Leadership

The mission of “Mind Studio” is to develop managers into successful leaders by improving their behavioural skills. Based upon the fundamental principle that success is the best teacher, our behavioural and management development programs concentrate on motivating the participants to succeed by developing a positive attitude.

Signature Programs

- Winning Habits of Effective People
- High Performance Teams
- Silver Screen-Management thro’ movies

In the last one year, we have worked on Training interventions with clients like, Pepsico, Eveready, VIP, Kotak Securities, SKP Securities, KDS – Bangladesh, SREI, IXIA, Indian Chamber of Commerce

Our Offerings have been categorized into “Individual Effectiveness”, “Functional Effectiveness” and “Organizational Effectiveness”. Apart from this we have our “Special Programs” and “Signature programs”.



We do things differently. Always.





Our "Adventure Learning" programs are conducted under the banner of "Outdoors"

Trust
Planning
Leadership
Problem Solving
Overcoming Fear
Physical endurance
Facing Challenge
Communication
Team Building
Commitment
Motivation

Adventure Learning – is one of the most powerful tools for Advanced Training - due to its speed and effectiveness in achieving results - it's a experiential or action-learning simulation. Adventure Learning is based on the premise that people learn best from 'real life situations' - and from reflecting on that experience to gain insights for personal, professional and team development. While on the surface they often appear to be simply "games", the team and leadership simulations that we use are a form of Adventure-learning that serve as powerful "practice fields" to sharpen critical skills for on-the-job application.



But where's the spreadsheet?

The spreadsheets sink in the waterfalls. Unknown little birds tear apart the focus groups. A thousand feet above sea level, that client brief and the quarter-end presentation succumb to vertigo. You rise. You realize. You are reborn.

Here begins the Quantum Leap.

Some moments from our programs with TIL, Lafarge Surma-Bangladesh and Standard Chartered (Priority Banking)



Rock Climbing



Tidal Wave



Dynamite



Mission Impossible



Trust Fall



Burma Bridge



Apsailing



In Gray Matters we believe in partnering with our clients, acting like a friend and not treating it as a transaction. This is embedded in our culture, process and terminologies we use. The contractual agreement with any client in Gray Matters is known as a “Partnership Arrangement Letter” ... PAL...friend.

The Fourth Estate

Sanjay Roy Chowdhury has a regular syndicated column in “The Telegraph” on career counseling which he has been writing for the last 8 years. It is called “HR Matters”

Gray Matters was featured in “The Economic Times” – 28th July, 2008 Edition titled “Executive Experiment” – for the Outdoor Experiential Learning programs that are proving to be a major draw with the corporate houses for its innovativeness and non-traditional method of ‘application of learning’.

OUR PARTNERSHIPS ... SO FAR...

BSC Implementation

Implementation being a key focus for Gray Matters, we started our journey with an infrastructure company with operations across India and on a growth path which had an immediate requirement for putting in place a PMS that would align their staff across levels to the vision and goals and promote a performance culture. Gray Matters designed the PMS based on the Balanced Scorecard for their management staff and helped implement the complete system – right from goal-setting to appraisal and award of incentives (even designing the communication letter for the various stages of the process).

Team Based PMS

Organizations generally have PMS focused on individual performance. There is therefore a tendency to create spirit of competition and ‘pass-the-buck’ culture instead of collaboration, since the PMS is not geared up for team-structured organizations. A Power Generating Co. in Western India, decided to address this issue and engaged Gray Matters to design and implement a Team-based PMS for their management staff. Gray Matters did extensive research on team-based appraisal systems for different types of teams abroad and designed a customised system that would suit the organization-specific needs and culture, juxtaposed this system with the Balanced Scorecard PMS and facilitated implementation of the same.

Nursing Leadership Intervention

Nurses and management skills – this is a new paradigm that Gray Matters helped initiate at a renowned Hospital in Kolkata, India. The intervention had to be nursing-specific. Gray Matters did research about Clinical Leadership trends and practices at the Royal College of Nursing Leadership programme and other countries abroad to design and deliver an intervention for staff nurses at different levels of the Hospital’s hierarchy. The focus was on sensitising the nurses to such concepts as nursing leadership, managing customer-interface, patient relationship management, teamwork etc. The participants appreciated the initiative and acknowledged it to be a new beginning.

Compensation Strategy

An organization with diverse verticals, e.g. IT, ISP, SAP, Marine, Power Consultancy & Engineering, had anomalies in the salary structure for employees at different levels across verticals which got created over a period of time, engaged Gray Matters to rationalise the pay scales, keeping in view the market trends and organizational realities. Gray Matters designed the pay scales and recommended a policy framework for salary rationalization as well as a “fitment” framework for future, for use in talent acquisition and retention.

Employees Communication Tools

Communicating policies to employees is an important need as it helps in clarity in understanding and implementation as well as builds transparency of processes. Gray Matters worked with organizations in diverse business sectors (moulded luggage, IT Systems etc.) and created Policy Manuals, Employee Handbooks, Performance Management Handbooks, Training Handbooks and also Communication Posters – right from design and layout to content development – that have been appreciated for its utility as well as creativity.

Going beyond Consulting.

One key and unique offering of Gray Matters is setting up a complete HR Function with related systems and processes customized to the organization-specific needs while working on-site with clients, first designing, then ‘hand-holding’ throughout the implementation process and finally ‘handing-over’ the complete set-up to the HR head (where also Gray Matters plays a role in selecting the right talent – if not already in the system).

New Product Launch



In most simple words, "HR On Site" is our attempt to go beyond consulting.

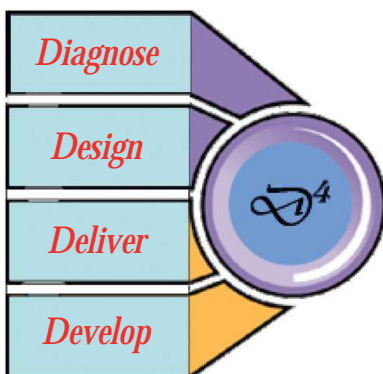
It's an oft repeated statement from clients "Your recommendations are excellent and meets our requirements but the real challenge is in implementation."

At Gray Matters we endeavour to fulfil this gap and extend support to our clients ... from recommendation to implementation.

Specially for High Growth SME's

- More and more organizations are seeking the help of professional HR service firms to address their HR needs. Our research tells us that it is not 'cost' that is driving this demand for external service providers. It is the acute shortage of HR talent that is driving more and more organizations to partner with professional HR service firms to meet their Strategic HR needs.
- There is a time lag in identifying the right person and ensuring his joining. Thereafter he spends time in understanding the industry, job needs and his settling down time span in the new role. We start the work immediately.
- Employees can leave the organization, without completing the process, which tantamount to double the cost envisagedConsultants are bound by contract to complete a process / assignment at an agreed upon fee structure.

With Gray Matters "HR On-site" you can...



- g Capitalize on our specialist HR knowledge from wide industry spectrum.
- g Process set up is the most crucial phase in any organization. You get the best of talents to lay down the framework.
- g Plays a pivotal role in "implementation" of the solutions. This ensures solutions are practical and effective.
- g Cost effective model
- g Consistency in mapping people, process and development
- g Immediate "kick off" of the project
- g Development of a HR Structure (with assistance in identifying and mentoring them) who can carry forward the activity after the completion of our assignment.

OUR CLIENTS IN THE PAST ONE YEAR

Bharat Petroleum Corporation Ltd

CGPL (A Tata Power Company)

Dassault Systemes

Descon Limited

Eveready Industries India Ltd.

First Climate (India Operations)

Gontermann Peipers (I) Ltd.

Indian Chamber of Commerce

IXIA Technologies Pvt. Ltd.

ICICI Prudential Life Insurance

KDS Group (Bangladesh)

Kotak Securities Ltd.

Lafarge Surma (Bangladesh)

Mercy Hospital

Pepsico India

Siemens Limited

SKP Securities Ltd.

SREI Infrastructure Finance Ltd.

Standard Chartered (Priority Banking)

Subhash Projects & Marketing Ltd.

TIL Limited

VIP Industries Ltd.

WHAT CAN WE DO FOR YOU

If you need any information of our products and services, you can mail us and we will surely respond to you with adequate details.

DO YOU WANT TO SHARE

If you have an interesting concept in your organization which you would like to share with the fraternity, do write to us and we will get in touch with you for details.

WHAT DO YOU WANT TO READ

Tell us what else you would like to see in Gray Matters Quarterly and we will definitely try to incorporate your requests in our subsequent publications.

The "GO-GIVER"

BOOK REVIEW

Are you a go-getter? Success today is not necessarily a function of hard work alone; instead, it's a function of how much you give and provide value to others.

Bob Burg takes working by referral to a completely different level, one that is congruent with today's Web-savvy consumer. In his book, "Endless Referrals," Burg outlines how to build a network that sends you business by first helping others to build their businesses.

In "The Go-Giver," Burg joins forces with John David Mann to produce a must-read book for anyone who wants to prosper in today's market. The jacket of "The Go-Giver" begins with a quotation:

"Most people just laugh when they hear that the secret to success is giving. Then again, most people are nowhere near as successful as they wish they were."

The book goes on to outline the "Five Laws of Stratospheric Success." If you're ready to catapult your business to stratospheric success, here's how to do it:

1. The Law of Value: *Your true worth is determined by how much more you give in value than you take in payment.*

Many people confuse value with price. Price refers to the cost of purchase. In contrast, value includes both the cost plus a wide variety of other factors. For example, if your accountant charges you \$500 for preparing your tax return and saves you \$2,000, your accountant made a profit and still gave you more in value than what you paid. He or she saved you the time required to prepare the return, the tedium of checking the tax laws,

plus knowing that you have an advocate should you face an audit.

When Realtors list a property they normally sell it for more money than the sellers would on their own. In addition, they save the sellers the time and effort required to market the property. Their expertise also helps the seller to navigate through the complex web of disclosures, negotiations and other closing requirements. A key point to recognize is that, "All things being equal, people will do business with and refer business to those people they know, like and trust."

2. The Law of Compensation: *Your income is determined by how many people you serve and how well you serve them.*

People often ask why teachers are not compensated as well as actors, athletes and CEOs. The Law of Compensation says that your compensation is directly proportional to how many lives you touch. It's not just your value -- it's a question of impact. There are no limitations on what you can earn because there are always more people that you can find to serve. The value you provide is your potential for earning. The number of people you serve determines how well you will be compensated. Look for ways to serve others, whether it's your family, your friends, your clients, or people you don't even know.

3. The Law of Influence: *Your influence is determined by how abundantly you place other people's interests first.*

When most people think of a network, they think of their customers or clients.

There's a much more important type of network -- a network of people who know you, like you and trust you. They are people who are invested in seeing you succeed, even if they never buy anything from you. Putting it a little differently, they are your own army of "personal walking ambassadors." The way to create this type of network is to stop keeping score. Instead, focus on creating "win-win" situations. In other words, look out for the other guy and keep your focus on the other person's win. If you have ever wondered what makes people truly attractive,

what makes them "magnetic," it's because they love to give. Givers attract. When you place the interests of others first, your needs will always be taken care of.

4. The Law of Authenticity: *The most valuable gift you have to offer is yourself.*

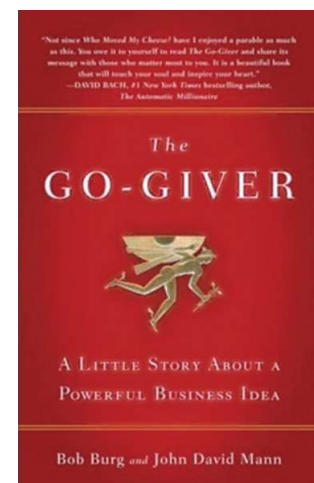
No matter what you think you are selling, the most valuable thing that you have to give to people is yourself. If you want great people skills, then be a person! It's worth 10,000 times more than all the closing techniques that ever have or will be invented.

5. The Law of Receptivity: *The key to effective giving is to stay open to receiving.*

According to Mann, one of his clients told him that laws 1-4 were like smooth, polished wood. Law 5, on the other hand, gave him splinters. Many people give without expectation. There's nothing wrong with having an emotional expectation that the universe will reward you. The point is that you must give without emotional attachment. When you lack attachment, you are more open to receiving with abundance.

The key to giving is being open to receiving. All the giving in the world won't bring success, won't create the results you want, unless you make yourself able to receive in like measure. If you don't let yourself receive, then you're refusing the gifts of others. The result is that you shut down the flow.

Giving works in tandem with receiving. You need to do both to achieve "stratospheric success."





Over the past decade, a significant corporate change has been in progress. This global revolution, the new economy, refers to the new world of business that emphasizes people who are committed to new ways of working, living and growing.

In the new economy, competition is global, capital is abundant, ideas are developed quickly and cheaply and people are willing to change jobs often. In this environment, people and their skills and ideas are the prime resource, a resource that is becoming increasingly scarce.

Gray Matters comprises of consultants who understand the challenges that businesses face in attracting, retaining and motivating people in this competitive environment. We work in partnership with our clients to deliver people solutions which would help accelerate growth for the organizations, based on our knowledge of businesses and expertise in HR leading practices.

Our solutions and approaches unlock the full potential of an organization – and deliver real, measurable, substantial and meaningful business results.

Gray Matters, People Solutions offering helps clients realize the value of their people. We know people are your organization's greatest asset and we can work with you to discover and optimize their value. With our experienced consultants in India, we have the people, tools and methodology to handle your most demanding needs. We can scale our learning's to address virtually any assignment, from the simplest to the most complex. We offer the following services in the people solutions gamut:

Organization Vision, Mission & Values

Job Banding & Evaluation

Balanced Scorecard Design & Implementation

Compensation Strategy & Structures

Leadership Development & Transformation

HR Effectiveness

HR Communication & Branding

HR Governance

Implementation Support HR for Family Businesses

Organization design and Mapping

Performance Management System

Competency Mapping & Assessments

Reward Strategies

HR Strategy formulation

HR Measurements & Audit

HR Operational Improvement

HR Technology enablement

For more information on Gray Matters, people strategy and human resource management and other offerings, visit our website at: www.graymatters.co.in

Our Key Consultants



Sanjay Roy Chowdhury
Managing Director
Gray Matters

Experience: Formerly **Associate Director** with the Human Capital practice in **Ernst & Young**. He was heading the Eastern Region and the SAARC countries. Over a decade and half years of experience with 8 years in E&Y and previously in Arvind Mills Ltd.

Consulting exposure in India, Bangladesh, Nepal, South East Asia and the Middle East.

Consulting areas: Visioning, Organization Design & Structuring, Performance Management System, Balanced Scorecard, Competency based solutions, Rewards Management, Compensation Management, Job Evaluation, Manpower Rationalization, Policies & Systems

Academic Background: MBA from XLRI, Post Graduation from Calcutta University and Graduation from Presidency College



Adhir Ghosh
Principal Consultant
Gray Matters

Experience: Formerly **Director HR** with the **Galana Refineries, Madagascar**. Over 30 years of experience with **Bharat Petroleum**, Holman Climax and Usha Group.

Academic Background: One of the few professionally **trained 'executive coaches'** in India. He has been trained by **Sir John Whitmore** on the GROW model of coaching. He has also been **associated with Innovation Associates of Dr Peter Senge** for 'organizational transformation' work.

Consulting Exposure: India, Bangladesh, Sri Lanka, South East Asia and the Middle East.

Consulting areas: Organization Effectiveness, Change Management, Leadership Development, Executive Coaching, Performance Management System, Balanced Scorecard, Competency Mapping & Assessment Centres, Training, Strategic HR and Marketing



Shruti Dhupia
Senior Consultant
Gray Matters

Experience: Formerly heading the Eastern Region (Additional vertical) HR Team for Max New York Life Insurance Company. Over 5 years of experience with Max New York Life Insurance and Scandent Solutions, Chennai.

Academic Background: MBA in HR from IISWBM

Work Exposure: Setting up systems and processes in HR, Staffing solutions, Training, Performance Management systems, Policy implementation, Rewards Management, HR MIS / Scorecard, Competency Based recruitment, Balanced Scorecard

Industries worked with: Insurance, IT, FMCG, Infrastructure, Manufacturing

**BOUQUETS
& BRICKBATS**

Through this newsletter, we intend to bring to you "interesting stuff" from the world of business, nationally and internationally. Please send in your comments and critique on the newsletter. We would like to improve with your suggestions and make this newsletter a "better read". Send your mail to contact@graymatters.co.in

“ *Dream as if you'll
live forever. Live as
if you'll die today.* ”

- James Dean



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