

Gray Matters

Quarterly

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graymatters
People Solutions. Accelerated.



*" Our deepest fear is not that we are inadequate.
Our deepest fear is that we are powerful beyond measure.*

*It is our light, not our darkness that most frightens us.
Your playing small does not serve the World.*

*There is nothing enlightened about shrinking so that other
people won't feel insecure around you.*

*We were all meant to shine, as children do. It's not just in
some of us, it's in everyone.*

*And as we let our own light shine, we unconsciously give
other people permission to do the same.*

*As we are liberated from our own fear. Our presence
automatically liberates others."*



From the MD's Desk

Over the past couple of months we have been hearing about the 'downturn' and the reasons why it happened. Recently I received a mail from a friend of mine, which explained the financial crisis in a simple language. I thought of sharing that explanation with all of you.

"Linda is the proprietor of a bar in Cork. In order to increase sales, she decides to allow her loyal customers - most of whom are unemployed alcoholics - to drink now but pay later. She keeps track of the drinks consumed on a ledger (thereby granting the customers loans). Word gets around and as a result increasing numbers of customers flood into Linda's bar.

Taking advantage of her customers' freedom from immediate payment constraints, Linda increases her prices for wine and beer, the most-consumed beverages. Her sales volume increases massively. A young and dynamic customer service consultant at the local bank recognizes these customer debts as valuable future assets and increases Linda's borrowing limit. He sees no reason for undue concern since he has the debts of the alcoholics as collateral.

At the bank's corporate headquarters, expert bankers transform these customer assets into DRINKBONDS, ALKBONDS and PUKEBONDS. These securities are then traded on markets worldwide.

No one really understands what these abbreviations mean and how the securities are guaranteed. Nevertheless, as their prices continuously climb, the securities become top-selling items.

One day, although the prices are still climbing, a risk manager (subsequently of course fired due to his negativity) of the bank decides that slowly the time has come to demand payment of the debts incurred by the drinkers at Linda's bar. However they cannot pay back the debts. Linda can not fulfil her loan obligations and claims bankruptcy.

DRINKBOND and ALKBOND drop in price by 95 %. PUKEBOND performs better, stabilizing in price after dropping by 80 %. The suppliers of Linda's bar, having granted her generous payment due dates and having invested in the securities are faced with a new situation. Her wine supplier claims bankruptcy, her beer supplier is taken over by a competitor.

The bank is saved by the Government following dramatic round-the-clock consultations by leaders from the governing political parties (and vested interests). The funds required for this purpose are obtained by a tax levied on the non-drinkers".

Finally an explanation I understand...

Au Revoir

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



Changing the way 'work' works

You'll know that the seven-day weekend is working its magic when Monday loses its "Oh God, its Monday!" stigma.


For that to happen, we must tap into what we call the "reservoir of talent" in the pursuit of personal or company goals. Everyone has a wealth of instincts, interests and skills that combine to form their talents.

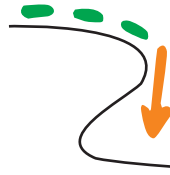
The best way to ensure job satisfaction over the long run is to exhaust that reservoir or to answer the calling. After all, no one works for money alone.

People need more than a paycheck in their lives to feel gratification, yet most cannot figure out how to reconcile living with making a living.

People don't come to work to produce an inferior product, to come late and leave early, to be bored and insubordinate. They work for a reason, for at least some kernel of interest that attracted them to their particular field or profession as a means of earning a paycheck. So why not create an organization that can find out what this is and exploit it.

Here's a counterintuitive idea for you: For a company to excel, employees must be reassured that self-interest, not the company's is their foremost priority. We believe an employee who puts himself first will be motivated to perform. At Semco this is considered a form of corporate alignment.

Employees can pursue their self-interest and fulfill the company's agenda at the same time. If there's a match or alignment between what we want and what they want, the results will be twofold: While they're busy satisfying themselves, they'll satisfy the company's objectives, too. They succeed, we succeed. 



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"

REVERSE MENTORING


For years, forward-thinking companies have viewed mentoring as a way to pass on experience and knowledge within an organization. Hundreds of companies in an array of industries have established formal and informal programs designed to ratchet up their competitive firepower. Yet the technological revolution has presented the modern enterprise--and human resources--with an intriguing irony: it's not uncommon for young, entry-level workers to have a better understanding of technology than their managers.

In response, many organizations are shifting into reverse. They're asking tech-savvy employees to teach the "old dogs" new tricks. "Reverse mentoring can provide substantial benefits for an organization," says the CEO of the Center for Coaching and Mentoring in Bartlesville, Oklahoma. In a study conducted last year, the company found that 41 percent of respondents use reverse mentoring to spread technical expertise and 26 percent rely on younger staff members to help executives gain a more youthful perspective.

The Wharton School of Business at the University of Pennsylvania has matched about 60 executives with mentors--mostly graduate students who have demonstrated an excellent grasp of technology. Each reverse-mentoring pair spends time face-to-face but also exchanges knowledge via e-mail and the phone. "Executives are beginning to realize that knowledge isn't a one-way street. It's in everyone's best interest to share expertise," says Jerry Wind, director of the Wharton Fellows Program.

Another organization that has embraced reverse mentoring is Procter & Gamble. A couple of years ago, the CIO -- a 30-plus-year veteran of the company and a long time mentoring advocate--began a reverse-mentoring relationship with a staff scientist so that he could learn more about how science and toxicology affect business decisions. The pair met every month or two in an office or over lunch to discuss topics ranging from the structure of DNA to sophisticated biotechnology issues.

The person generally credited with introducing formal reverse mentoring is General Electric's former CEO Jack Welch. In 1999, he ordered 500 of his top managers to find workers who were well versed in the Internet and tap into their expertise. Welch himself chose a mentor and blocked off time to learn about everything from Internet bookmarks to competitors' Web sites.

Setting up a successful reverse mentoring program requires a good deal of planning. It's essential to create a structured program so that participants don't wind up overwhelmed with regular work and skip sessions. Finally, both the mentor and the student require training. "The mentor must learn what's important and how to show patience, and the student has to check his or her ego at the door,". "Reverse mentoring is a great concept, but it doesn't just happen on its own." 

We make a living by what we get, we make a life by what we give.

~ Winston Churchill



It has been a seismic shift for me, after joining the Kolkata Knight Riders for the inaugural season of the IPL.

When I was in broadcasting, the equation was very simple. If the broadcast was on air and the match was being covered in the best possible way, we had done 90% of our job. The other 10% was the actual fine tuning of the commentary and the cameras- the editing and wrap around shows that add lustre and depth to the event.

The greatest stress was laid on two facets, pre production and crisis management. We planned to be covered on all fronts even before we reached the venue, and then paid top dollar for the best technical experts to be on site and trouble shoot in an emergency. Most people do not realize that normally, the best paid personnel in an outside broadcast are not the director or producer, but the far from glamorous engineers.

The IPL has exactly the same demands in terms of pre planning and work. Unfortunately, the main difference is in the results. When in ESPN, getting on air successfully was 90% of the job, here the preparation counts for nothing if the results do not come. We had a tumultuous first season where we battled against injury (Gayle),

ALL THE KINGS MEN

Joy Bhattacharjya
CEO
Kolkata Knight Riders

suspension (Shoaib) and the absolutely bizarre (Hodge having to join the Australian team as a back up as Michael Clarke wanted to console his fiancée on her father's death). In addition, we had 5 days to start and develop a team culture that made sense to the diverse team of players and staff.

It was not an easy journey, but one that we can now look back with pride. Pride at the way we refused to quit – pride in the way we stayed together as a team.

Shahrukh brought a completely different concept of leadership to the team. When owners were distancing themselves from their team efforts and firing CEOs, Shahrukh was quietly exhorting his boys to keep fighting.

The fundamental difference - SRK takes responsibility for his team's actions - good or bad. He never distances himself from a project if the results are not as expected. India's most successful film star knows that even in films, fates are decided every Friday, and even the biggest soothsayer can not predict the outcome.

John brought an Australian flavour with him. He barely cracked a smile even when McCullum was demolishing Bangalore, and refused to get swept away when Deccan were beaten for a 2-0 start. This steadiness really helped when the team went through a nightmare



patch and nothing was going right. If a coach sways with the players, they have nothing comforting to hold on to in times of great emotion. John was the rock.

If John was the rock, Sourav just refused to give up. Even when the team was decimated with injuries and international schedules, Sourav battled on. And he went for the jugular the moment he sensed the slightest opportunity, like when Umar Gul started swinging his bat against Kings XI Punjab. If John is the rock, Sourav is the 'Rocky' of KKR.



There is a lot of anticipation for the second season of IPL. The first season was the 'learning' season for all of us, on many counts - Let us see where this season takes the Knight Riders. [g](#)

Korbo, Lorbo, Jeetbo Re (We will do it, Fight for it, Win it)

Joy Bhattacharjya is a mathematics graduate and has a Master of Computer Application degree from Jadavpur University. The CEO of Indian Premier League team Kolkata Knight Riders, started his career with Patni Computers. Joy had been associated with various TV channels including ESPN and National Geographic Channel and has created award-winning softwares as a producer. Joy is also a well-known quizmaster and was the mind behind Super Selector and ESPN School Quiz. A keen basketball player, Joy has represented his varsity team. He has written a couple of books on behalf of ESPN regarding Quiz and also edited a book of lists on Amitabh Bachchan and also done quite a few Corporate events.





ROLE OF HR IN TURBULENT TIMES

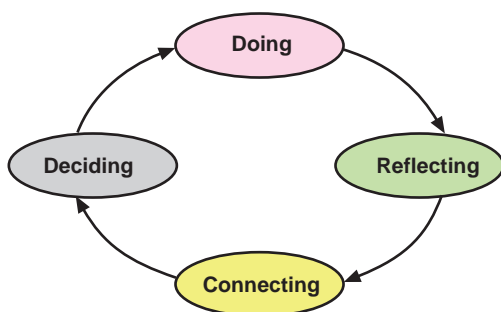
“It was the best of times, it was the worst of times....” (*A Tale of Two Cities – Charles Dickens*)

How it applies to the situation we are going through now!

The “worst of times” part of the sentence is clear. With the vagaries of the economic scenario across the world and jobs haemorrhaging every other day, the situation appears to be bleak. In such a situation, organizations and especially HR, generally respond by resorting to stereotyped actions like downsizing, forced holidays, salary cuts etc.

But how is it – “the best of times”? The answer lies in the maxim – “when the going gets tough, the tough get going.” Now is the time to do some soul-searching. What have organizations been doing right or not doing right? How is HR faring as a strategic business partner during the downturn?

According to Dr. David Kolb, our learning and consequently, capability building happens according to the “Decide-Do-Reflect-Connect” cycle.



Before beginning to do some task, we plan i.e. decide the ways of doing the task and then do it. After completion of the task, ideally we are to reflect (examine in detail “what happened”, “why” etc.). Thereafter, we should connect (examine the cause & effect relationship between what was

planned, what was the outcome, what worked, what did not) and then compete the cycle by deciding what do we need to do differently. *It's not what you do – it's what you do after you've done it.*

However, in our day-to-day life, as a participant in the “rat race” of competition, chasing customers and targets, we are primarily busy “deciding and doing” – we have, more often than not, “no time” for “reflecting and connecting” about actions taken and outcomes. Same often is the case with organizations.

But can organizations afford to rest on their laurels? Now is the time for organizations and leaders to “reflect and connect”. Creating a robust outfit that can survive the recession as fit and healthy as before (if not more) is important for ensuring sustained performance in the future. It would be risky to put “tomorrow on the back burner” even in the current economic climate. “Tomorrow's outcomes will be the result of decisions made and left unmade today.”

Therefore organizational strategies need to focus on building capable organizations for the future. HR's role in all this cannot be ignored either. At a basic level it centers on ensuring that leaders have the capabilities and skills to do what they have to, as well as taking regular 'pulse checks' to monitor what people are thinking. HR must champion the cause of capability building.

But for HR, the challenge has always been, walking the tightrope between making investments in HR / OD interventions and cost containment. This would be more applicable now – in these ‘dark times’ – why spend money on something (read people processes) where the results are not immediately visible? HR initiatives are the first casualty during such periods.

But is investment in capability building really necessary during these times of “hardship”? Putting it in another way,

The Institute of Directors asks: What are the competitive advantages for those companies who do not cut training spend in a recession?

- To ensure that your business is well-positioned when the economy starts to recover. Those businesses that do not survive will open up market share to those who do.
- To remain competitive. If your employees are knowledgeable and motivated, they will find new ways of generating revenue. To understand your customers' buying habits and how to build on their loyalty. You need to maintain repeat business in a recession.
- To enable your employees to stand back from the day-to-day operations and understand the strategic implications of their work.
- It sends one of the most powerful messages to your employees - that they are valued. When your employees are anxious about job security, it is more important than ever to demonstrate a commitment to them.
- To avoid a long term skills shortage among your employees. UK businesses are still recovering from skills lost during the 1990s recession due to poor investment.
- Training increases productivity in the short term, as well as the long term. The sooner you engage your staff, the earlier you can address and deal with the impact of the recession.!



Why is it that HR / OD initiatives are focused first for any economy drive in organizations? It is because HR has not been able to convince with conviction. Let me elaborate...

Organizations need to base their strategic decision making on facts and figures. People costs are such a significant operational expense that it is logical to expect organizations to have quality measures and metrics in place to underpin people-based decisions such as who the top and low performers are, performance-based incentives and effectiveness of training etc.

This is where HR stands on a weak wicket. The experience generally is that while other functions and departments go for 'hard' facts, e.g. Marketing is prepared with volumes, market share, or even market research, Finance generates the profitability figures and other financial data, HR has a penchant for resorting to 'soft' or qualitative data – in important areas like performance management and capability building – which is also linked to other people-based decisions.

In the recent KPMG report *The Trouble with HR*, the CEO of a major high street retailer said: "When the marketing director comes to the executive board meetings he presents data on our consumers and we are given enormous insight about their buying habits, their aspirations, their concerns and their hopes. We have clear demographic data, and we can predict with real accuracy how patterns will evolve. But when HR presents information about our employees it is less precise, less concise, less insightful and less predictive."

It is difficult to maximize an organization's performance if people performance is not measured. There is a need for having meaningful HR metrics that can facilitate proactive decision-making that have financial impact, e.g. incentives, training and developing budgets etc. Employee satisfaction will be higher and the HR department will enjoy improved morale and greater respect from the business.

Businesses must be able to change and adapt quickly to the shifting economic climate. It would be impossible to make strategic and

operational decisions without taking into account the human element as organizations' intentions are turned into action and delivered through people.

So the task is clearly laid out – HR has to add an extra dimension to facts and figures linking processes with outcomes, to further inform business-critical decisions.

HR also needs to explore innovative methods of tapping the potential of people in organizations, facilitating them to think proactively about business success rather than reactively about how to save their skins.

Now is the "best of times" to build "organization preparedness" for dealing with the "worst of times". And it is upto HR to champion the cause! 📧

Article by Adhir Ghosh,
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BOND WITH THE BEST – ROLEX...

Ian Fleming's James Bond character wore a stainless steel luminous-dial Rolex Oyster Perpetual in the series of spy novels. That watch came to an unfortunate end in the novel [On Her Majesty's Secret Service](#) when he used it as an improvised knuckle-duster. In many of the early EON-produced Bond films, Bond wore a [Rolex Submariner](#). It was reference 6538.

Rolex models were used from the first Bond film [Dr. No](#) until 1974's [The Man with the Golden Gun](#). Thereafter Seiko digital watches were worn by Bond until the Rolex Submariner reappeared in 1989's [Licence to Kill](#).

Since 1995's [GoldenEye](#), Omega Seamaster watches have been [product-placed](#) in the Bond films.



Some more ROLEX facts...

Rolex is the official time keeper of [Wimbledon](#) and The [Australian Open](#) tennis grand slams

Golf professionals and icons [Gary Player](#), [Jack Nicklaus](#) and [Arnold Palmer](#) have all worn Rolex models for over 40 years and represent Rolex as "The Big Three" of the golf world.

[Sir Edmund Hillary](#) and [Sherpa Tenzing Norgay](#) carried a Rolex Oyster: 1953, altitude 8,848 m, Mount Everest



POWERING THE SUPPLY CHAIN WITH E-TECHNOLOGY

Debasis Daspal

Ex COO – KDS Accessories, Bangladesh

(Currently pursuing a Management Program at MIT)



Harry Potter™ has thrilled the kid's world with its magic wand. But the overwhelming customer-demand of Harry Potter's book is met by efficient supply strategy that captures the attention of very few. Scholastic, the publisher and distributor of Harry Potter™ and other popular children's books used different magic-wand to weave magic in its vast supply network. It managed its distribution network through electronically powered supply chain. And the result was dramatic - revenue was doubled and earnings per share were climbed over a five-year period. The publisher and distributor has successfully managed the phenomenal demands of Harry Potter™ through its cost-effective, customer-centric supply chain strategy built over improved electronic links it established throughout every nodes of its supply net-work.

Similarly, Dell Computer™ outperformed the competition in terms of **shareholders' growth by over 3000%** over an eight-year period, 1988-1996. The formula of this astounding success is again virtual integration, a strategy that is achieved by blurring the traditional boundaries between suppliers, manufacturers, and end users through electronically interlinking every parts of its supply chain.

But not everyone was so successful. Living.com purchased Shaw Furniture Gallery, one of the largest furniture stores in US, in March of 1999, to vertically integrate with top-line furniture manufacturers. After an investment of \$70 million in e-business as the exclusive Amazon.com furniture

link, Living.com declared bankruptcy on Aug. 29, 2000. Same fate met with Peapod, founded in 1989 and based in Illinois, US. Considered one of the America's leading and highly experienced online grocers, Peapod suffered a loss of \$29 million in 1999, and was later sold-out!

Why, in some cases, does the new business model fail while in other cases it generates incredible success stories? Alternatively, if Dell and Scholastic can use the Internet and other electronic technology to develop such an effective business model, what inhibits other experienced firms like Peapod, once entertained more than 130,000 customers, from adopting similar techniques and improving their business performance?

"It is the better understanding of supply chain strategies in commensurate with organization goals and overall business environment", says David Simchi-Levi of Massachusetts Institute of Technology. According to David, Internet technology has forced companies to redefine their business models so as to create new opportunities. While acknowledging that the influence of the Internet and e-commerce on the economy in general has been tremendous, he found that reasons for the failure of Living.com, the online furniture mall, are investment in a new information system that did not function correctly in the specific business environment. Moreover switching to a carrier that had no experience with furniture delivery also led to an amazing 30% return rate, triggering to Living.com's downfall.

Similarly, Peapod, the online grocery store, collapsed due to high delivery costs of its transporters.

These examples confirm that correct software tools when applied through right supply chain strategy can have a major impact on business performance. Developing integrated supply chain strategy is a necessary precursor before implementing electronic technology. Peter Nygård, Chairman of Nygård International, a global clothing enterprise based in Manitoba, US, says, "As apparel manufacturers develop quick response methods, a limiting factor to the overall supply chain can be the textile cloth manufacturing industry. Integrated strategies must be established between the textile supplier, apparel manufacturer, retailer and ultimately, the consumer, to ensure rapid delivery of fabrics to coincide with the time of need." Nygård International with sales in excess **of \$300 million**, manages a textile supply chain within the US market and other key countries including Korea, Japan, Europe and Indonesia. At the center of its efficient supply chain management of vast global network of suppliers and customers is installation of EDI or electronic data interchange.

Sheldon Leith, a partner with Ernst & Young's consumer products and retail group also observes, "The key value of automatic stock replenishing through electronic network system is that there's less labor and less stockpiled inventory. Overall, it automates paper-based processes, saves time and energy, which can be reapplied throughout the business."



But how much this electronically enabled stock-replenishment improves fill-Rate and customer satisfaction, which are so crucial in surviving today's volatile market. Consider the case of Wal-Mart, the world's largest retailer. It has been at the forefront of stock replenishing, offering shoppers more than a **98-per-cent chance of finding a complete selection**. Wal-Mart uses **Retail Link**, a software system that provides vendors with up-to-date access to point-of-sale price and volume information, as well as its inventory positions and forecast of future needs. In the opinion of Narendra Mulani of Accenture and Hau Lee of Stanford University, who studied success formula of Wal-Mart, implementation of Retail Link helps the vendor to position the right inventories, and to interact with Wal-Mart about movement and promotions for products and categories. Also agreed Peter Nygård, Chairman of Nygård International. He found that using EDI within the supply chain is necessary to manage the constant change driven by consumer demand.

Technology has become a core component of virtually every supply chain innovation. The Internet brings immediacy to almost any supply chain event by capturing real-time customer demand, and by maximizing visibility into asset status, including location of goods-in-transit, inventory positions, and supplier capacity. Use of technology, even as simple as using e-mail, can sometimes prove very effective. For instance, U.K. based photography firm Double Red, sends its photos by e-mail rather than by post. Its **customer base has increased by 40 per cent** because they can now meet tighter deadlines. Music retailers can now make it easy for customers to download music over the Internet rather than post out CDs. It is also cost-effective for software sellers to offer customers the facility of logging on, paying for their software and downloading - all via the company's web site.

E-powered business is estimated to skyrocket to **\$1.3 trillion** with the promises of convenience and cost reduction, as predicted by Forrester Research group. In parallel, the Internet and other emerging e-business models have produced expectations that many supply chain problems will be resolved by virtue of these new technology and business models. E-business strategies are supposed to reduce cost, increase service level, increase flexibility, and of course profits, albeit sometime in the future. Various electronic technologies inserted into supply chain give the supreme confidence to entrepreneur. Peter Nygård echoed the same buoyancy, when he said "the company guarantees 100 per cent correct orders delivered within 24 hours or the merchandise is free".

Debasis Daspal is a senior supply chain professional with experience in companies like KDS - Bangladesh, Arvind Mills, Morarjee Brembana, and Raymond. He is currently pursuing a management program in MIT. Prior to this, he has served KDS Group as Chief Operating Officer. His overall experience includes strategic planning, marketing, projects management, international sourcing, vendor development, compliance (ISO-9001, 14001, 18000), manufacturing, planning, customer service, logistics and product development.

He has contributed several articles on supply chain and strategy, regularly to print and online international journals.

Incognito...

A man sat at a metro station in Washington DC and started to play the violin; it was a cold January morning. He played six Bach pieces for about 45 minutes. During that time, since it was rush hour, it was calculated that thousands of people went through the station, most of them on their way to work.

Three minutes went by and a middle aged man noticed that there was a musician playing. He slowed his pace and stopped for a few seconds and then hurried up to meet his schedule. A minute later, the violinist received his first dollar tip: a woman threw the money in the till and without stopping continued to walk. A few minutes later, someone leaned against the wall to listen to him, but the man looked at his watch and started to walk again. Clearly he was late for work.

The one who paid the most attention was a 3 year old boy. His mother tagged him along, hurried but the kid stopped to look at the violinist. Finally the mother pushed hard and the child continued to walk turning his head all the time. This action was repeated by several other children. All the parents, without exception, forced them to move on.

In the 45 minutes the musician played, only 6 people stopped and stayed for a while. About 20 gave him money but continued to walk their normal pace. He collected \$32. When he finished playing and silence took over, no one noticed it. No one applauded, nor was there any recognition.

No one knew this but the violinist was Joshua Bell, one of the best musicians in the world. He played one of the most intricate pieces ever written with a violin worth 3.5 million dollars. Two days before his playing in the subway, Joshua Bell sold out at a theatre in Boston and the seats average \$100.

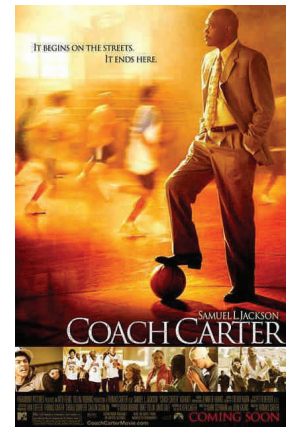
This is a real story. Joshua Bell playing incognito in the metro station was organized by the Washington Post as part of a social experiment about perception, taste and priorities of people.

The outlines were: in a commonplace environment at an inappropriate hour: Do we perceive beauty? Do we stop to appreciate it? Do we recognize the talent in an unexpected context?

One of the possible conclusions from this experience could be: If we do not have a moment to stop and listen to one of the best musicians in the world playing the best music ever written, how many other things are we missing?



Learning Management Thro' Movies



Coach Carter is a 2005 drama film released by *Paramount Picture*, and directed by *Thomas Carter*. It is based on a true story, in which *Richmond High School* head basketball coach *Ken Carter* made headlines in 1999 for benching his undefeated team due to poor academic results.

Economic downturns are scary times for employees. Many firms cut personnel and add to the workload of the remaining employees. But few forward looking organizations utilize these 'slack' times for developing skills in their employees to build a 'lifetime' individuality. This would bring loyalty amongst employees and also help in build up a 'robust' corporation, which is great from its 'core'.

The movie 'Coach Carter' gives us a good understanding of how a basketball coach goes about bringing in a 'lifetime' individuality for all the players.

Carter was appointed as the coach to develop a winning team, but he sought to do that not only by teaching them basketball skills but also making them learn 'life skills'. At the end he creates an 'undefeated team' who plays the state championship, but more importantly they all get admission into good colleges for furtherance of their career.

The movie begins with a basketball team playing against St. Francis, only to end up with the teams fighting with each other. After the game, Kenneth Carter (Samuel L. Jackson) is officially offered a part-time, low-paying (\$1,500 for the whole basketball season) job coaching the basketball team at his old high school, an inner-city public school in Richmond, California for which he had previously played and set of as yet unbroken records. Although he discovers the players to be unruly and disrespectful, he accepts and starts to gain their respect.

Coach Carter sets strict new rules for the team in the form of contracts — He forbids use of the word "Nigger" (lest

it be used in moderation) and expects his players to address him as "Sir," they must maintain a 2.3 grade point average (not just the 2.0 GPA set by the CHSAA), they must attend classes and sit in the front row, and they must wear jackets and ties on game days (similar to the NBA dress code). One of the players, Timo Cruz, walks out of practice on the first day after an altercation with Carter. Two other team members, who were last season's scoring leaders, also walk out on the team.,

When we enter an organization, we are handed over 'set performance norms' just like the way Coach Carter did for his players. We are also supposed to meet these norms as part of our contract and if we do so, the organization and us, both benefit. Both sides need to keep their part of the contract for it to be successful.

Carter's son Damien, a good student who attended and played basketball at the private school St. Francis, quits the private school (against his father's wishes) and transfers to Richmond High School to play basketball on his father's team. Carter only agreed after Damien signed a contract stating that he will maintain a GPA of 3.7.

Senior role-holders also need to be perceived as being fair in treatment of all staff, without any special "rules" for some. This ensures commitment.

Cruz walks in on practice one day, asking to return. Carter challenges him with the seemingly impossible task of 1000 suicides and 2500 pushups to be completed in less than a week. Cruz

comes close to the target but is unable to fully finish.

His teammates impress Carter by offering to do the rest of the suicides and pushups for Cruz, after which Carter allows Cruz back on the team. Together, Carter and the team, after a heavy course of working out win their first match only to be followed by multiple consecutive wins.

Real teamwork is all about mutual accountability. Team members of units in organizations must take collective ownership, if they are to make their units and organizations "win".

Despite the team's winning record, Carter eventually realizes the players are becoming arrogant and that many of them are not living up to his academic requirements.

Carter solved the former problem by making fun of them in practice and eventually putting a rule that cocky behavior was prohibited.

Later, the team is invited to play in a tournament which they win in dramatic fashion over the home squad.

But after seeing the poor grades in the academic reports of the team, Carter cracks down on them and locks them out of the gym in the midst of the still undefeated season. He cancels basketball practice, forfeits games including the most important game of the season, and makes the team spend practice time in the library, being tutored by some of their teachers. Although a few of the players are fulfilling the contract Carter insists that all the players must accept the consequences for their collective actions as a team.



Herein comes the 'core ideology'. Coach Carter, apart from basketball, wanted the players to get into good colleges so that they do not get into 'bad company' after school. So he wanted to instill in the players, discipline and sense of responsibility for duties that may not be attractive to them (studies).

Discipline plays a huge role in the development of an individual and it also affects the organization in the long run. Organizations often get elated by 'quick wins' without realizing that the 'core' of all these might not be right and hence the results are not sustainable in the long run.

We also often forget the 'big picture' in our enthusiasm of short term achievements. A good manager should never lose sight of the bigger goal and should always take corrective steps for that – even if that means loss in the short term. If the base is not strong, the building will eventually fall.

Eventually, the school board and the parents fight back against Carter's actions. The board eventually votes 4-2 to end the lockout, the dissenting votes being the school's principal and the chairwoman of the board. Carter is on the verge of quitting, but when he arrives at the gym to pack up his things, he finds the players sitting at school desks in the gym, with their teachers tutoring them. The players point out that even though the gym is reopened, the school board can't force them to play

The action of 'sitting in the gym' and studying shows that the boys have grown up. Often we operate in the 'parent-to-child' directive mode with our employees who are not mature. But over a period of time, when they understand the manager's actions are ultimately beneficial to them, they become mature and take 'profitable decisions'. Then the superior can resort to 'adult-to-adult' communication. This is transactional analysis. There is a Parent, Adult and Child in all of us. We switch our behaviours based on our perception of the others behaviour. In life also we follow the same principles, we talk to a child like a child, as a Parent. When the child grows

up and learns to handle life on his own, we have adult-to-adult interactions.

Carter is heartened and decides to stay, thanking the players.

The team makes it into the state high-school championship playoffs. The big climactic game takes place at the state tournament's first round against the #1 ranked team in the state, St. Francis (starring a superstar NBA prospect). But in spite of close competition, Richmond loses.

The team is understandably disappointed by the loss, but Carter gives them an inspirational talk about all they've accomplished, quoting Richmond High School's pump-up cheer "Rich-what? Richmond!" and tells them that this loss won't ever take away what they've accomplished.

Organizations need to realize that it is not about business results and profitability only. Investment in people and ensuring their growth translates to commitment and corporate identity. It is the employees who become brand ambassadors if they develop into good professionals. Moreover, organizations also create a better society when their staff develop.

Over the closing song, it is told that six of the players went on to college (this was a school at which only about 50% of students graduated, and only 6% of those who graduate usually went to college). Junior Battle went to [San Jose State University](#) on a full scholarship. Jason Lyle went to [San Diego State University](#) and received a degree in Business Administration. Timo Cruz attended [Humboldt State University](#) where he became a starting guard. Jaron "Worm" Willis received a scholarship to [San Francisco State University](#) where he played point guard for four years. Kenyon Stone attended and received a degree in Communications. Damien Carter went on to break the [Richmond High School](#) scoring and assist records previously held by his father. Upon graduation, he attended the [U.S. Military Academy](#) at West Point.

The movie "Coach Carter" also gives us a good understanding of concepts of Value Exchange and Performance Management.

What is Value Exchange?

It is the exchange of value between an employer and an employee.

What is the value we are exchanging?

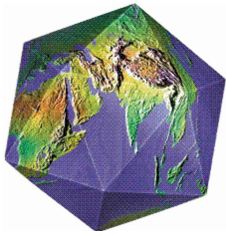
The value being exchanged is at two levels, Employer – satisfying employee needs through appropriate investment, Employee – exhibiting profit maximising behaviour.

Why do we need to exchange? For the benefit of both the parties, employer and employee. This would meet the goals of both the entities.

At the **philosophical level**, Value Exchange: Is a belief about how organizations must continually (re) allocate resources to optimize the value of customer, employee, supplier and investor relationships. If implemented properly, Value Exchange will guide leadership decisions about investments in people, processes and technology that are necessary and sufficient to deliver predictably positive experiences for customers, employees, suppliers and investors in areas they value most.

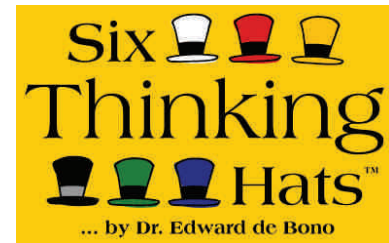
At the **tactical level**, Value Exchange: Identifies the specific investments required to promote and sustain profit-producing customer, employee, and supplier behaviours at an individual level. Provides a causal model that enables organizations, over time, to drive down investment management decisions to employees who must be able to optimize shareholder value. Focuses on the simultaneous challenge of acquiring new customers, as well as improving their profitability and retention levels. Represents a dynamic and continuous way to improve business performance.

-- Analysis by Gray Matters Team



SIX THINKING HATS

By Dr. Edward de Bono



"Six Thinking Hats" is a powerful technique that helps you look at important decisions from a number of different perspectives. It helps you make better decisions by pushing you to move outside your habitual ways of thinking. As such, it helps you understand the full complexity of a decision, and spot issues and opportunities which you might otherwise not notice.

Many successful people think from a very rational, positive viewpoint, and this is part of the reason that they are successful. Often, though, they may fail to look at problems from emotional, intuitive, creative or negative viewpoints. This can mean that they underestimate resistance to change, don't make creative leaps, and fail to make essential contingency plans.

Similarly, pessimists may be excessively defensive, and people used to a very logical approach to problem solving may fail to engage their creativity or listen to their intuition. If you look at a problem using the Six Thinking Hats technique, then you'll use all of these approaches to develop

your best solution. Your decisions and plans will mix ambition, skill in execution, sensitivity, creativity and good contingency planning.

This tool was created by Edward de Bono in his book "6 Thinking Hats".

How to Use the Tool:

To use Six Thinking Hats to improve the quality of your decision-making, look at the decision "wearing" each of the thinking hats in turn.

Each "Thinking Hat" is a different style of thinking. These are explained below:

White Hat:

With this thinking hat, you focus on the data available. Look at the information you have, and see what you can learn from it. Look for gaps in your knowledge, and either try to fill them or take account of them.

This is where you analyze past trends, and try to extrapolate from historical data.

Red Hat:

Wearing the red hat, you look at the decision using intuition, gut reaction,

and emotion. Also try to think how other people will react emotionally, and try to understand the intuitive responses of people who do not fully know your reasoning.

Black Hat:

When using black hat thinking, look at things pessimistically, cautiously and defensively. Try to see why ideas and approaches might not work. This is important because it highlights the weak points in a plan or course of action. It allows you to eliminate them, alter your approach, or prepare contingency plans to counter problems that arise.

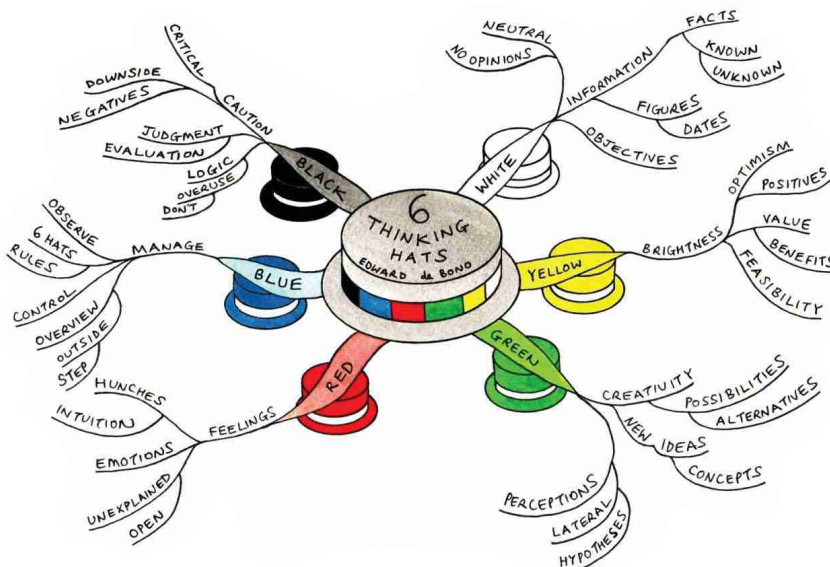
Black Hat thinking helps to make your plans tougher and more resilient. It can also help you to spot fatal flaws and risks before you embark on a course of action. Black Hat thinking is one of the real benefits of this technique, as many successful people get so used to thinking positively that often they cannot see problems in advance, leaving them under-prepared for difficulties.

Yellow Hat:

The yellow hat helps you to think positively. It is the optimistic viewpoint that helps you to see all the benefits of the decision and the value in it, and spot the opportunities that arise from it. Yellow Hat thinking helps you to keep going when everything looks gloomy and difficult.

Green Hat:

The Green Hat stands for creativity. This is where you can develop creative solutions to a problem. It is a freewheeling way of thinking, in which there is little criticism of ideas. A whole range of *creative tools* can help you here.



**Blue Hat:**

The Blue Hat stands for process control. This is the hat worn by people chairing meetings. When running into difficulties because ideas are running dry, they may direct activity into Green Hat thinking. When contingency plans are needed, they will ask for Black Hat thinking, and so on.

You can use Six Thinking Hats in meetings or on your own. In meetings it has the benefit of defusing the disagreements that can happen when people with different thinking styles discuss the same problem.

A similar approach is to look at problems from the point of view of different professionals (e.g. doctors, architects, sales directors) or different customers.

Example:

The directors of a property company are looking at whether they should construct a new office building. The economy is doing well, and the amount of vacant office space is reducing sharply. As part of their decision they decide to use the 6 Thinking Hats technique during a planning meeting.

Looking at the problem with the **White Hat**, they analyze the data they have. They examine the trend in vacant office space, which shows a sharp reduction. They anticipate that by the time the office block would be

completed, that there will be a severe shortage of office space. Current government projections show steady economic growth for at least the construction period.

With **Red Hat** thinking, some of the directors think the proposed building looks quite ugly. While it would be highly cost-effective, they worry that people would not like to work in it.

When they think with the **Black Hat**, they worry that government projections may be wrong. The economy may be about to enter a 'cyclical downturn', in which case the office building may be empty for a long time.

If the building is not attractive, then companies will choose to work in

another better-looking building at the same rent.

With the **Yellow Hat**, however, if the economy holds up and their projections are correct, the company stands to make a great deal of money.

If they are lucky, maybe they could sell the building before the next downturn,

or rent to tenants on long-term leases that will last through any recession.

With **Green Hat** thinking they consider whether they should change the design to make the building more pleasant. Perhaps they could build prestige offices that people would want


to rent in any economic climate. Alternatively, maybe they should invest the money in the short term to buy up property at a low cost when a recession comes.

The **Blue Hat** has been used by the meeting's Chair to move between the different thinking styles. He or she may have needed to keep other members of the team from switching styles, or from criticizing other peoples' points.

Key points:

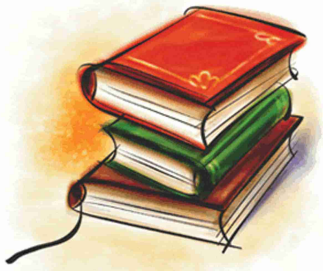
Six Thinking Hats is a good technique for looking at the effects of a decision from a number of different points of view.

It allows necessary emotion and skepticism to be brought into what would otherwise be purely rational decisions. It opens up the opportunity for creativity within Decision Making. It also helps, for example, persistently pessimistic people to be positive and creative.

Plans developed using the '6 Thinking Hats' technique are sounder and more resilient than would otherwise be the case. This technique may also help you to avoid public relations mistakes, and spot good reasons not to follow a course of action, before you have committed to it. 

Did You Know

- Scrabble began as Lexico in 1931, the creation of an out-of-work architect, Alfred Mosher Butts. He determined the frequency of each letter in the game and its value by reviewing the front page of *The New York Times*.
- The first annual Eton vs Harrow cricket match took place at Lord's in 1805, when the poet Lord Byron was on the losing Harrow team.
- The first England team to visit Australia, in 1861, included G. Wells, father of novelist H.G.Wells.
- The first cricket World Cup took place in 1973 – for women. The first men's World Cup took place in 1975.
- Ronald Reagan, later US president, appeared as Notre Dame football star George Gripp, in the biographical film *Knute Rockne, All American* (1940)
- English novelist Jane Austen refers to 'base ball' in her 1798 novel *Northanger Abbey* (although the game as we know today started only in 1825)



PepsiCo, the world leader in convenient foods and beverages, has a community of over 157,000 employees spread over more than 200 countries and territories across the globe with annual revenues in excess of \$33 billion.

PepsiCo's mission is to be the world's premier consumer Products Company focused on convenient foods and beverages. The company seeks to produce healthy financial rewards to investors as it provides opportunities for growth and enrichment to its employees, business partners and the communities in which it operates.

PepsiCo now has many global brands, which include:

Pepsi-Cola, Diet Pepsi, Mountain Dew (Diet & Regular), Gatorade, Walkers, Lays Potato Chips, Doritos Tortilla Chips, Tropicana Pure Premium Orange Juice, 7-UP (Outside USA), Cheetos Cheese Flavoured Snacks, Quaker Cereals, Aquafina Bottled Water, Ruffles Potato Chips, Mirinda, Tostitos Tortilla Chips, Sierra Mist (Diet & Regular) and Fritos Corn Chips.

Founded in 1965 through the merger of Pepsi-Cola and Frito-Lay, PepsiCo entered India in 1989 and in the span of a little more than a decade, has grown to become the country's largest selling soft drinks company as well as dominant player in the snack food segment (Frito-Lay is the leader in the branded potato chips market).

As part of its sustainable development initiatives, PepsiCo India has been a committed leader in the promotion of rain water harvesting, water conservation recycling and the reduction of effluent discharge.

LEARNSMART: TRAINING MANAGEMENT SYSTEM

The "Learnsmart" System

PepsiCo International has a unique Training Management System driven through their Intranet, wherein employees are fully empowered to choose and plan their own Training & Development schedule in a calendar year within the budget allocated to them, by attending Training programs floated by the organization or buying books for self development. *At their own will. At their own pace.*

Career Development

When thinking about new opportunities and potential moves, PepsiCo typically considers five factors. These are: proven results, leadership capability, functional excellence, knowing the business cold and key experiences. These elements are evaluated against the current set of opportunities as well as longer-term commitment to growth and development of the employees.



Fig. PepsiCo's Leadership Model & Training Framework

PepsiCo's Values:

To deliver Sustained Growth through empowered people acting with responsibility and building trust

PepsiCo's Guiding Principles:

Care for customers, consumers and the world we live in.
Sell only products we can be proud of.
Speak with truth and candor.
Balance short term and long term.
Win with diversity and inclusion.
Respect others and succeed together.

Initiatives for development of employees for sustained growth:

The leadership and functional competency of employees as well as their knowledge of business under the PepsiCo leadership model framework is developed through a bouquet of training initiatives that the employee has an option to choose from. This conforms to the core value of empowerment of employees and build talent through self initiative.

Each employee is provided with a *Learnsmart* account with a yearly budget and corresponding training program list published on the intranet.

The *Learnsmart* kit has a *Learnsmart* card with a login id and password customized for each employee. The budget and selection of training programmes available for selection corresponds to the employee's job level.



The Innovative LEARN SMART concept of PepsiCo International has a "Learnsmart" debit card through which the employees monitor their Learning balance in the Company Intranet.

The employee is provided with his/ her developmental priorities in the performance appraisal form and is explained the same during the focal point discussion at the end of each performance cycle.

The employee also discusses the Career Development Action Plan with the manager on the basis of his/ her career aspirations, performance and exposure history, potential and the opportunities in the organization. The developmental priorities as well as requirement of the future role form the basis of the training needs for the employee and translate into a 70:20:10 action plan with 70% focus on on-job-learning, 20% focus on coaching/ mentoring, 10% focus on classroom training. *Learnsmart* takes care of this 10% classroom training requirement.

The employee is required to input his/ her individual training needs in the *Learnsmart* system.

The *Learnsmart* administrators in the Organization Capability teams evaluate the key training requirements, liase with trainers, consultants and educational institutes to finalize the training courses to be published in the intranet.



These are some of the screenshots from the LEARN SMART Intranet

"MyDevelopNet" – PepsiCo's single window People Process website



Both leadership training and functional training including technical training options feature in the list. Details of the training program, venue, faculty and no. of seats available in each program are mentioned.

There are options of exclusive training programs conducted internally by internal or external faculty or nomination to external training programs.

An individual may shop online for a combination of training programs and the request is automatically sent online for manager's approval.

Once manager approves the training nomination, HR department coordinates the training. *Learnsmart* features the training history of every individual for his/ her reference.

Learnsmart budget can also be utilized for hobbies and for purchasing books from the list of books available on this site. This is intended to take care of holistic development of the employee and his work-life balance needs.



OUR OFFERINGS

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

Leadership Development

Basic Leadership
 Facilitative Leadership
 Transformational Leadership

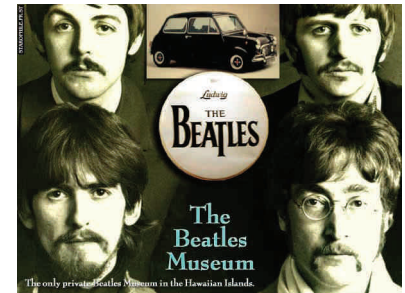
Signature Programs

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

BEATLES: On Teamwork

We have all been witness to failure of global teams - and not because the team quality was bad. But the quality was too good!

They were all rock stars- right from engineering folks to managers, but somehow didn't gel well with each other.



What do you think keeps teams rocking together, read on some lessons from the BEATLES.

Invest in Face Time

In today's global world, most of the team members are spread across the geography [virtual teams], and the only piece of communication channels are emails/conference calls. Contrast this with Beatles -"When the young Beatles first hit the top of the U.K. charts in 1963, with "Please Please Me," they seemed like an overnight sensation, but they weren't. Behind their seemingly effortless playing were thousands of hours logged performing together in the clubs of Liverpool and Hamburg. This **face time** forged the individual Beatles into a cohesive, tightly knit team that Rolling Stones singer Mick Jagger called, enviously, "the four-headed hydra." Beatles, no matter how different they were spent time with each other and that glued them as a team. So when they performed live, they had a blast! While today's managers are more concerned about short term costs [of bringing the global team under a roof] and tend to overlook the long term benefit of having a well-glued team.

Evolve/Experiment and keep pumping the Enthusiasm

One of the most significant reason for teams to fail is lack of motivation. Over a period of time, motivation level heads southwards and managers, in general don't realize this until its too late.

Unless the team innovate and experiment and have the 'Lets try this' approach, motivation levels are difficult to maintain." The Beatles had profound powers of observation. They absorbed the world around them, framed it musically, and gave it back to us. Complacency — being content to sing "I Want to Hold Your Hand" over and over again — is the enemy of sustainable success. The way to keep clients and customers for life is to evolve your songs with them — to constantly expand your repertoire.

Give everybody a chance - Rock stars as well as pop ones!

How many times have you seen people quitting an organization because they were never appreciated? We have seen managers respecting the rock stars but not the others - Always remember that you need all sorts of people in team to make the it happen." For example, drummers always feel underappreciated in rock groups, and Ringo Starr was no exception. So Lennon and McCartney would write a song for him to sing on almost every album. As the Beatles matured as a team, they worked even harder to recognize and embrace each player. It worked: The individual Beatles became brands within the brand".

And most importantly - Bring people who are different from you and of course, Agree to Disagree.

Most of the managers are scared to bring in people who are different from themselves. Reason? They cannot agree to disagree. Ideas are not discussed and are instead imposed!. And the result? We all know." The most successful songwriting duo in history, in contrast, was composed of two individuals — John Lennon and Paul McCartney — who were dissimilar in almost every respect. When they first met, in July 1957, Lennon was a cynical, angry, sarcastic young man of 16 who was constantly getting into trouble. Ultimately, he came to loathe the Beatles' fame. McCartney, on the other hand, was optimistic and hardworking. He liked to please, and would later adore celebrity. Despite their differences, they were drawn together by a shared love of American rock and roll and their powerful musical ambitions."

The Shackleton Adventure



Sir Ernest Shackleton has been called “the greatest leader that ever came on God’s earth, bar none” for saving the lives of the 27 men stranded with him on an Antarctic ice floe for almost two years from 1914 to 1916, when their ship Endurance, wrecked in the Antarctic ice. They were stranded 1200 miles from civilization with no means of communication and no hope for rescue. The

temperatures were so low the men could here water freeze. They subsisted on a diet of penguins, dogs and seals. And when the ice began to break up, Shackleton set out to save them all on hic heroic 800 mile trip across frigid South Atlantic – in little more than a row boat. Unlike most other polar expeditions, every man survived – not only in good health, but also in good spirits – all due to the leadership of Shackleton.

Shackleton’s way of developing Leadership Skills:

- *Cultivate a sense of compassion and responsibility for others. You have a bigger impact on the lives of those under you than you can imagine.*
- *Once you make a career decision, commit to stick through the tough learning period.*
- *Do your part to help create an upbeat environment at work. A positive and cheerful workplace is important to productivity.*
- *Broaden your cultural and social horizons beyond your usual experiences. Learning to see things from different perspectives will give you greater flexibility in problem solving at work.*
- *In a rapidly changing world, be willing to venture in new directions to seize new opportunities and learn new skills.*
- *Find a way to turn setbacks and failures to your advantage. This would be a good time to step forward on your own.*
- *Be bold in vision and careful in planning. Dare to try something new, but be meticulous enough in your proposal to give your ideas a good chance of succeeding.*
- *Learn from past mistakes – yours and those made by others. Sometimes the best teachers are the bad bosses and the negative experiences.*
- *Never insist on reaching a goal at any cost. It must be achieved at a reasonable expense, without undue hardship for your staff.*
- *Don’t be drawn into public disputes with rivals. Rather, engage in respectful competition. You may need their cooperation some day.*

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



Rock Climbing



Burna Bridge



Abseiling

Don’t tell people how to do things, tell them what to do and let them surprise you with their results — George S. Patton



Thomas Assessments India Private Limited has an exclusive marketing tie-up with Gray Matters Consulting Pvt. Ltd. for the Indian market and a Joint Partnership for Nepal and Bangladesh.



For nearly 30 years Thomas International has been a global provider of objective management systems and business assessment tools that help organizations solve their people puzzles.

Thomas carries out over one million assessments every year, and with a presence in over 60 countries, the behavioural assessments are available in 56 different languages.

Thomas personality, behavioural, aptitude and ability tests analyze people's behavioural style at work, identify their strengths and limitations and help measure their mental agility. They have many applications including recruitment and retention, personal and organizational development, succession planning, coaching, team building, career planning and appraisal.

Our user friendly online system enables clients to apply and use these business tools, and our experienced trainers and consultants are always available to give you support and advice.

In India and the SAARC

Thomas Assessments Private Ltd –

- Exclusively represent Thomas International interests and practices in India and SAARC
- Established in 1997 in Bangalore and Mumbai, currently seven offices, team of 72
- 500 + clients across a spectrum of industries and sectors
- Comprehensive Assessment Range – Work Intellect, Behaviour, Skills, Emotional Intelligence, Competencies
- Among the fastest growing assessment companies in India

Thomas assessments cover three main areas:

Personality and behaviour

[Thomas PPA - Personal Profile Analysis / Thomas EIQ - Emotional Intelligence Questionnaire / Thomas 360](#)

Aptitude and ability

[Thomas GIA/TST - General Intelligence Assessment and Tests for Selection and Training](#)

Job profiling

[Thomas JOB](#)

Personal Profile Analysis (PPA)

Our work personality profile tool, Personal Profile Analysis (PPA) provides an insight into how people behave at work answering questions such as –What are their strengths and limitations? Are they self starters? How do they communicate? What motivates them?

Key Benefits

Fast, accurate and cost effective

Takes only 7-8 minutes to complete

Eliminates the need for guesswork

Enables more effective people management

How does the Personal Profile Analysis work?

Personal Profile Analysis is a series of 24 forced-choice questions, taking no more than 7-8 minutes to complete, in which the individual selects one adjective most like them and one least like them per line.

Personal Profile Analysis has received a Certificate of Registration from the British Psychological Society (BPS) to confirm it meets all psychometric requirements for use as a psychological tool. Thomas is also a founder member of the Business Test Publishers Association (BTPA) dedicated to improving the quality of published assessments. ", dedicated to improving the quality of published assessments."

Job Profiling/ Human Job Analysis

Before you can recruit the right person to the right job you need to understand not only the candidate's profile but that of the role itself. Just as behavioural profiling with PPA enables you to understand the behavioural characteristics of an individual, job profiling helps you identify the behavioural requirements of a job.

Why use Thomas job profiling tool?

Job profiling complements the psychometric profiling that Personal Profile Analysis delivers. Both enable you to 'fit' job and candidate together seamlessly. By comparing a PPA profile against that of a job profile you are able to assess how well a person would 'fit' the role. Thomas' psychometric and behavioural profiling works in tandem with job profiling.

What does job profiling do?

Job profiling helps you to think of the key behavioural requirements of the job you are recruiting for in a natural and intuitive way. The process is structured to give you a template into which you can slot a candidate.

To assist in analyzing how well PPA results compare to a job profile, Thomas has designed a guideline that offers external, expert opinion on how good a fit there is. Called 'Goodness of Fit' the guidelines are in the form of a rating system 'Fit 1' through to 'Fit 5'.

If you are interested to know more about Thomas products, do visit – www.thomasinternational.net or mail us at contact@graymatters.co.in or call our representatives for a discussion and a demo of the products.



Team Audits

Thomas' Team Audit has been developed to help you build high performance teams. Using our behavioural assessment tool, Personal Profile Analysis, it is a team test that gets to the root cause of team issues and problems in hours rather than weeks. It is a unique team evaluation and assessment tool.

Benefits of team audits:

Identify ideal team culture

Assess existing team profile

Provide a gap analysis in terms of behavioural and role short fall

Team Development

A team test helps members understand themselves and the impact their behaviour has on others and can have a massive impact on team development. A team evaluation can be used when teams are not performing as well as they should, when a company strategy calls for change, if an organization is not performing or when there is a change to the membership of the team.

Why team assessment?

Team audits help you build high performance teams. Good team work is the cornerstone to business success but too often companies get it wrong. So, what makes a good team great? A successful team needs the right proportion of people with the right mix of skills, experience and perspective. A high performance team relies on three factors:

Self awareness

Recognition of different team member's contributions

Modification of behaviour to enhance team effectiveness

Team development can deliver this.

A team must analyse its structure - how it works, what its strengths and limitations are and the role each person plays within it. If your team is not working as well as it could be you need a team test to get to the root cause of the problem and plan remedial measures to address it.

Team Audits enable you to identify your ideal team culture, assess actual team members and analyse the gap in terms of behavioural and role shortfall. Team audits also predict a team's reaction to change, allowing an organisation to plan with confidence.

Test for Selection and Training/ GIA

Ability testing is an accurate and reliable predictor of a person's development potential - how quickly they can learn and retain new skills and procedures. Thomas' ability assessment and aptitude testing predict a person's potential.

Key benefits of aptitude and ability testing:

- Objective and fair
- Online aptitude test
- Quick to administer - total testing time is 45 minutes
- Accurate and reliable predictor of ability
- Gives complete picture of a person - PPA works in tandem with ability assessment and aptitude testing
- Identifies fast track potential
- Reduction in training and development cost by using aptitude and ability assessment

TST can provide answers to questions such as:

- Can this person think on their feet?
- Can they cope with the mental demands of the job?
- Could this person be a high flyer?
- Is this person a problem solver?
- To what degree can this person respond to training?

Thomas360 Questionnaire

How does Thomas360 work?

The Thomas360 feedback tool is web based, accessible through the Thomas website in the same way as EI, PPA and TST. The participant (the person who is the subject of the 360 assessment) nominates a minimum of 4 respondents to give feedback about a set of competencies (a minimum of 4 is needed so that feedback can remain anonymous). Respondents can be their line managers, peers, team members or even

customers and clients. The participant drives the process, by nominating respondents who then receive an email login to complete the questionnaire.

Emotional Intelligence Questionnaire (EIQ)

Thomas' Emotional Intelligence Questionnaire and assessment is an accurate and objective way to measure emotional intelligence and competence in the work context.

An emotional intelligence test can help you manage your people better, equip your managers with the skills they need to be more successful, facilitate more productive teams and enable better communication throughout the organization.


Research suggests that emotional intelligence accounts for as much as 31% of success in management contexts. An emotional intelligence assessment will enable you to measure this.

Thomas' Emotional Intelligence Questionnaire is underpinned by a leading International research programme led by Dr KV Petrides at the Institute of Education, University of London. The current version of this EI assessment has been developed by Dr KV Petrides and Professor Adrian Furnham, University College London.

"People don't leave jobs they leave managers. Emotional Intelligence can give you the edge to help people lead, manage and perform in today's competitive and complex marketplace."

The questionnaire is comprised of 153 questions ranked through seven options from 'completely agree' to 'completely disagree', taking approximately 20-25 minutes to complete. There are no right or wrong answers, no bad scores, simply facets of emotion that may or may not contribute to a job role.

What is Emotional Intelligence?

It is an individual's capacity to understand and control their own emotions, and recognize and manage those of others so that they, and others around them, can be as effective and productive as possible at work. 



Graffiti at Gray Matters

“The people who receive the most are the one’s who give the most. This is true of individuals, but also for businesses. If the focus is on how can we give the absolute best services, then the profits will follow.

If a company is only focussed on profits, they miss the big picture and will always be scurrying for business instead of having clients looking for them”

Good management is the art of making problems so interesting and their solutions so constructive that everyone wants to get to work and deal with them

OUR PARTNERSHIPS ... SO FAR...

HR On-Site

Is it a bird, is it a plane! Soon, a town near Kolkata, around 160km away, will have the first privately held greenfield Airport project and a Township – Aerotropolis, in association with Changi Airports, Singapore. The total area of operation would be nearly 2300 acres. Gray Matters has been appointed as the “HR Partner” for the project. Our responsibility includes, design and implementation of all the HR systems and processes, for the Airport and the township. This is the new paradigm in Kolkata where Gray Matters is engaged to evolve this paradigm by setting up a HR Function customized to the specific needs and ambience of the entity. The process involves working on-site with the staff of the organization – understanding the ‘strategy’, designing the ‘processes’ and ‘hand-holding’ the ‘setting-up’ and ‘handing over’ the completed set-up.



Balanced Scorecard.

Every organization looks for a performance management system which is aligned to its business. In Dhaka, recently, our MD conducted a workshop for Bangla Trac Limited, the Caterpillar dealer in that country, on Balanced Scorecard. The senior people in the organization participated in the workshop and were very enthused about the methodology adopted for the workshop. Gray Matters took the help of videos and movies to explain the concept of Balanced Scorecard to the organization. The workshop was also reported in two of the major dailies in the Country – New Age and The Independent.

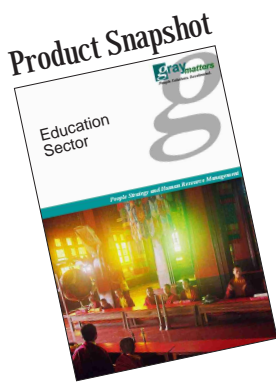
NEW AGE Business

The Independent
Where Truth and Ethics Matter

Performance management workshop held

ECONOMIC REPORTER
A daylong workshop on “Performance Management and its Alignment to Business” was organized by the Human Resources Department of BanglaTrac Ltd in the city recently.
The main objective of the seminar was to introduce the concept of “Balanced Scorecard” in the company. Renowned consultant and speaker Sanjay Ray Chowdhury, Managing Director of Gray Matters Consulting Pvt. Ltd, India conducted the workshop.
All the department heads and managers of BanglaCAT participated in this in-house workshop.

Sanjay Roy Chowdhury, Managing Director of Gray Matters Consulting Pvt. Ltd, India seen with the participants of the workshop.



Gray Matters intervention in Education & Academics with E3 model of **Enlist – Equip – Evaluate** for schools and educational institutions that believe in excellence and commitment in the education sector.

Amidst many educational brands in competition, the one desiring supremacy must select & retain the right resource along with measurement and development of learning service delivery.

Gray Matters interventions would allow dynamic interplay between teachers, students and guardians which would generate Institution brand with effective teachers, successful students and increased revenue.

What's (v-e-r-y) special about you?





Enlist - ABC of Selection - for Educational Institutes where we provide assistance to acquire high quality talent and also assist to assess the right person to be appointed for teaching role with the help of International profiling tools.

Equip - T3 Workshop – Train the Teacher Workshop

Behavioral training Workshop for teachers to equip them in various disciplines as part of their development plan.

Evaluate - APPLAUD - *Appraising Performance for Leadership And Unleashing Development* - Appraisal System for teachers with rating scale based on competencies, key performance indicators and feedback from students and guardians. Teachers Development Plan based on achieved appraisal ratings.

“Matters” which gives us an “Edge”

-  Our wide experience in the Corporate sector, which we replicate for the Education sector.
-  Our specialty in the field of HR, Branding and Communication from wide industry spectrum.
-  Defining your brand identity and brand attributes.
-  Formulating the communication plan to deliver the right message to the right audience using the right medium.
-  Cost effective proprietary models specially developed for the Education sector.
-  Ability to align people and processes with brand attributes.
-  Discovering the relationship between the culture, the organizational identity and the 'image'
-  Targeting the 3 pillars of an Education Institute – Students, Teachers and Parents

OUR CLIENTS IN THE PAST TWO YEARS

Bangla Trac Limited (CAT)

Bengal Aerropolis (BAPL)

Bharat Petroleum Corporation Ltd

CGPL (A Tata Power Company)

Dassault Systemes

Descon Limited

Eveready Industries India Ltd.

First Climate India Pvt. Ltd.

Gontermann Piepers (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 International

Seimens Limited

SKP Securities Ltd.

SREI Infrastructure Finance Ltd.

Standard Chartered (Priority Banking)

Subhash Projects & Marketing Ltd.

TIL Limited

Techno Electric & Engg. Co. Ltd

Tata Steel

VIP Industries Limited

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 community, 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.

gray matters
People Solutions. Accelerated.

contact@graymatters.co.in

EXECUTION

The discipline of getting things done

BOOK REVIEW

*The history of business is littered with organisations with excellent strategies, which failed due to poor execution. The greatest strategy does not mean a thing, without the ability to execute it! This is where the book **Execution: The discipline of getting things done** by Larry Bossidy and Ram Charan can help. It's an "in your face" book, describing the discipline needed to get things done in large corporations. The book is targeted at those practicing leadership at the business unit and organisational levels. The book refers to execution as "the gap between what a company's leaders want to achieve and the ability of their organizations to deliver it"*

Authors: Larry Bossidy, Ram Charan, Charles Burke

The primary purpose of the book is to give the reader an understanding of what it takes to *execute*, that is, to get things done in organisations. They describe *execution* as a *discipline*, "built a company's strategy, its goals, and its culture".

The book is divided into three parts:

Part I: Why Execution is Needed

We all understand the importance of execution, unless we act on our plans they're essentially useless, and as the authors point out, most strategies fail as the result of poor execution, and not due to poor strategic planning, this covers part I!

Part II: The Building Blocks of Execution

According to the authors Execution consist of the following three building blocks:

Building Block 1: The Leaders Seven Essential Behaviors: Which are as follows:

Know your people and your business - "Leaders have to *live* their businesses. In companies that don't execute, the leaders are usually out of touch with the day-to-day realities". This is something that I have observed in large corporations, the phrase "ivory tower" comes to mind, leaders spend too much time in their offices and too little time with their people.

Insist on realism - "Realism is the heart of execution, but many organizations are full of people who are trying to avoid or shade reality".

Set clear goals and priorities - "Leaders who execute focus on a very few clear priorities that everyone can grasp."

Follow through - "The failure to follow through is wide spread in business, and a major cause of poor execution"

Reward the doers - "If you want people to produce specific results, you reward them according"

Expand people's capabilities - "Coaching is the single most important part of expanding others' capabilities"

Know yourself - "Without what we call emotional fortitude, you can't be honest with yourself, deal honestly with business and organisational realities, or give people forthright assessments."

Building Block 2: Creating the Framework for Cultural Change: This involves changing "people's behavior so that they produce results", by "linking rewards to performance and making linkages transparent" and having "robust dialogue" as ultimately "leaders get the behavior they exhibit and tolerate".

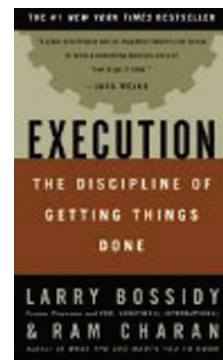
Building Block 3: The Job no Leader Should Delegate - Having the Right People in the Right Place: It essential to have the right people, especially those in leadership positions, in the right place. The authors believe that leaders should "contribute as much as 40 percent of their time and energy, in one form or another, to selecting, appraising, and developing people

Part III: The Three Core Processes of Execution discusses the three core processes that require focused management attention to ensure effective execution, namely:

The People Process - "A robust people process does three things. It evaluates individuals accurately and in depth. It provides a framework for identifying and developing the leadership talent - at all levels and of all kinds - the organization will need to execute its strategies down the road. And it fills the leadership pipeline that's the basis of a strong succession plan." The people process is regarded by the authors as the *most* important of all three processes and the devote a large part of the book discussing the importance of *candid discussion* required to hold individuals accountable. The key is getting the right people in the right jobs.

The Strategy Process - "a good strategy planning process also requires the utmost attention to the *hows* of executing the strategy" The authors emphasis the importance of creating strategies that involve all parties and encourage robust debate, appropriate resources and regular strategic reviews throughout the year.

The Operations Process - "The strategy process defines where a business wants to go, the people process defines who's going to get it there. The operating plan provides the path for those people. It breaks long-term output into short-term targets." The authors view these processes as the real job of executing a business strategy, keeping the organisation social systems *real* and honest through *robust dialogue*.[📄](#)





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

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

Organization design and Mapping

Performance Management System

Competency Mapping & Assessments

Reward Strategies

HR Strategy formulation

HR Measurements & Audit

HR Operational Improvement

HR Technology enablement

HR for Family Businesses

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**. Has been associated with **Arthur D.Little** for organisational restructuring. Over 30 years of experience with **Bharat Petroleum**, Holman Climax and Shriram 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'.

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

Swarup Debnath
Consultant
Gray Matters

Experience: Formerly Assistant Manager – HSBC Global Resourcing, International operations. Over 6 years of experience with HSBC Global Resourcing Hyderabad & Kolkata, Renasonic E Solutions Pvt. Ltd, GE Capital International Services, Gurgaon.

Academic background: PGDBA Strategic HR & Marketing from IIT-Kharagpur, VGSOM

Work exposure: While being in the role of leading a large team, he managed offshore financial transaction processing operations. Conducted Behavioural Training & coaching for financial processing executives.

Certified / accredited on different modules of **Leadership & Management** in HSBC core banking operations comprising of **Coaching & Mentoring, Personal Development Program** for executives, Review System, Business Process Re-engineering, Capacity & Contingency Planning, Quality Compliance, Data Protection, Money Laundering, Customer Service Communication and Collections & Negotiations.

**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

“
*And in the end, it's
not the years in your
life that count. It's the
life in your years.*”

- Abraham Lincoln



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