

The story dates back to the mid-eighties. John McDonald, comptroller at American Express was on the look out for a nodal centre that would service the company's card accounting operations for its clients in Japan, Asia/Pacific and Australia. Raman Roy, his top executive, leading the accounting operations for Amex's newly launched "Indian Rupee card" in India, gave him a presentation which emphatically projected India as the clear choice for such a centre. Raman Roy was in complete control of his emotional drives which made him aware and confident of the capability of the Indian workforce to deliver. John McDonald saw through this drive in Raman apart from the feasibility of the project. The rest as they say is history, as for the first time foreign business processes were carried out in India. If John McDonald did not find it necessary to satisfy Raman's emotional drives, the BPO industry might have taken long to arrive.

So how important is employee and leadership development to India Inc.? According to Deepak Mohla, CEO, InspireOne, solution provider of employee training and people development, "Studies have shown that up to 40 per cent of an organisation's performance is a result of its leadership." While it is true that emotional drives form an integral part of employee development, some of the key drives which impact employee performance and productivity include aspects like creating emotional self awareness, developing a positive attitude towards result-oriented growth and general contentment at workplace etc.

While there are most employees who look out for challenging assignments and recognition, there are some who, on the other hand, believe they are high achievers. Hence, to them the triad of 'Performance-Feedback-Reward' is extremely critical. There is a need to get noticed in the

the fact that its workforce, more or less, dislikes a mechanical overtone to their roles. It is almost impossible to isolate the emotions of human beings and a work scenario. With people spending more and more 'waking-up' time at work, it is becoming imperative for organisations to strike the 'right chord'. While on the one hand emotional drives determine career anchors, it is safe to believe that they would impact employment continuity. Engaged employees are more productive and are likely to continue longer. "If people are happy, are given recognition and are praised at work, they feel motivated. This ensures their continuity as employees. Another driver of employment continuity is interpersonal relationships. As people say, if your best friends are at work, you are unlikely to look for a change," avers Mohla.

There are many initiatives that corporates are trying out today to satisfy this need amongst their employees. However,

A SENSE OF FULFILMENT

IT HAS BEEN OBSERVED THAT GETTING THE BEST OUT OF EMPLOYEES REQUIRES FULFILLING THEIR EMOTIONAL DRIVES. SHEETAL SRIVASTAVA HIGHLIGHTS A FEW OF THEM WHICH IMPACTS EMPLOYEE PERFORMANCE AND PRODUCTIVITY

Just like McDonald, getting people to do their best work, even in trying circumstances, requires fulfilling their emotional drives. According to industry estimates, corporate houses in India spend anywhere between 0.5 to 2 per cent of their turnover on developing the skills of their employees. India Inc. is evolving. From playing 'catching up', it is poised to play the 'leader' role in coming years. There is enough and more evidence that all ingredients for success are present. At this point of time, one core issue which needs to be put to rest is people development. "Success and global leadership will come to us only if we are able to tap the latent potential of our people. Therefore, employee development initiatives are a key to this journey," avers Arun Rao, VP-HR, Applabs.

peer group and a chance to take a hit at business-critical engagements. There is an intense need for positive reinforcements. Employees look for supportive managers who give them guidance and do not micro-manage. They look for an inclusive peer group which is willing to share. They believe that they are transparent and hence, the corporate world around them should be transparent in all its processes. Says Mohla, "Self worth and esteem are the most critical. If people don't feel good about themselves, it impacts their performance. Self motivation and optimism are also some of the key emotional drives."

It has been known for long that a human mind is distinctly different from machines. Organisations pretty much recognise

the word 'enough' is painstakingly harsh because it is never enough. The future organisation design needs to be very fluid to cater to these varying needs among employees. It is to do with the way work gets allocated, manager competencies, selection rigours, work-team formations, the physical setting of offices, work monitoring mechanisms etc. All these and many other parameters would probably need to move from a binary setting of today to a multiple choice menu. Whatever the route, the challenge for corporates today lies in retaining and constantly developing the skilled workforce.

sheetal.srivastava@timesgroup.com

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