

The three Ts of organisational development

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Attracting the best talent, building trust and transformational leadership are factors that have always been much valued in organisational development. However, in recent times, organisations often have to take innovative steps to ensure these factors are in place.

Talent

Three years ago, CavinKare turned its hiring strategy on its head. Breaking away from the prescribed wisdom of hiring people only from FMCG companies, it started looking for talent across verticals in other industries. Besides the prospect of bringing in a variety of talent, the new strategy makes financial sense.

"We chose people one level below the post they had to fill and those who were not seeing growth in their company. As the hire would be from some other sector, we would help them learn the ropes," says S. Ramachandran, vice-president, human resources, CavinKare.

The new employees bring different ideas to the table, he adds.

Trust

Two years ago, IIFL Investment Managers, a wealth management company with more than 900 employees, ended the practice of tracking its employees' attendance. The management believed that with trust, employees would be encouraged to regulate themselves, which included managing their time well.

An application is submitted only when an employee is availing leave. "Most em-

ployees are self-driven and self-motivated. By offering greater flexibility, they are encouraged to do more," says Anirban Banerjee, senior partner and head of HR, IIFL Investment Managers.

A feedback mechanism to measure employee engagement has been put in place, adds Banerjee.

Ramachandran says at CavinKare, managers are expected to groom their subordinates for a leadership role. For a discussion with the chairman of the company,

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the manager must take along two employees below his rank.

"This practice will give the senior leadership an opportunity to identify front-line talent. They are encouraged to ask questions too," says Ramachandran. We have instructed the senior management to follow new

practices and they will be watched, he says.

Transformation

To be successful, an organisation has to be transformational in its approach, functioning with a future-first focus that will enable it to adapt quickly to new situations and make necessary changes. To be a transformational force, an organisation has to cultivate a culture of proactiveness, be change-ready and vest leadership powers in those who have the courage to question traditional practices.

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