

## *Communication*

# **REJUVENATING ORGANIZATIONS FOR BECOMING WINNERS**

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**A** *CROSS* the globe, with the new economy, the new workplace and new (generation) workforce, the forward thinking organizations are those which are not only re-engineering but also revolutionizing the way work has been done.

In this competitive and dynamic world, any organization, in order to take a lead over its competitors needs to focus on the contemporary and innovative practices to become a "Winning Organization". Some of the Innovative practices can be as enumerated below.

### **Work Place Flexibility**

Company facilities will become "virtual" through work-at-home, telecommuting. Most companies will boast of becoming virtual workplaces. Employees will interact more with machine, than people. Typically, in such a work arrangement, employees work from the comfort of their homes, instead of travelling to office everyday & reduce infrastructure costs of employer and better worklife balance for employees.

Employees have the option to set their own start and stop time at work. The work-week will become-less structured – employees will still work 40 hours, but at varied times and places other than office. The familiar nine to five office, with traditional attendance rule will change. The flexi-time will allow employees to work a full complement of same hours each week but modify the schedule to vary from nine to five. For example, a few employees might work from 7 a.m. to 3 p.m. while others arrive at 12 noon and leave at 8 p.m.

Compressed work week is one step further of flexible work hours. This will allow worker to work for 4 longer days instead of 5 shorter ones, leaving a day when they can attend personal work, so resulting in less-on-the-job time spent on personal matters.

### **Cross Cultural Workforce**

The numbers of transnational companies are increasing. Technology, especially Internet, has enabled more business to enter global marketplace. There is explosive growth of companies doing business across borders & no business can survive by depending on one market. So HR professionals should have advanced Knowledge of International Business practices, International Labor Laws, Multicultural Sensitivities and multiple languages to help their companies enter more markets effectively.

Also employees in such transnational companies will come from diverse cultural backgrounds. Most work processes will be team – driven; thus employers too should develop the cultural sensitivity required to be part of a culturally diverse team. Also employees will be more independent, moving from project to project within the organization.

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## **Shift from Life Time Employment to Shared Employees**

In the past, several companies encouraged lifetime employment and people stayed with a company in a single job. But now companies will no longer be able to take on the responsibility of providing continuous source of livelihood to their employees. So companies will develop the strategy of “*Shared Employees*” in which creative employment, shared and contract employment will play an important role.

## **Strategic Role of HR**

The focus of HR function will be Human Capital Development and Organizational Productivity and leading change will become HR's greatest contribution to the corporation. Training will be delivered “*Just in Time*”, wherever people need it, using a variety of technologies. *The focus of training/learning activities will be on performance improvement and not just skill building.*

In case of new vacancies arising for a new project, HR has to pay more attention on jobs filled within the company because the existing employee is familiar with organization culture and is better aware of the working style followed in the company. Organizations won't pay for the value of job but for the value of person. Multi-skilling is the mantra of the day. For instance in sports like Cricket an allrounder finds his place in team easily against a specialist batsman or bowler, so will be the case in the organization. *Employees with varied skills and competencies will be valued more highly than those with a depth of expertise in a single area.* So the jargon of today is “*Jack of all and master of atleast one*”. People who can learn new competencies quickly will be valued more in this fast changing environment.

HR has to make *internal marketing* of shared vision so strong that new joiners buy the vision and other policies related to it willingly. In this, *intranet* will play an important role, which will become major tool for communication within the company.

## **Performance Linked Pay**

Compensation systems are to be linked with business outcomes. The objective of performance linked pay is to align managers with corporate goals; build accountability for business results; achieve industry benchmark; share organizational success. So the companies are dividing rewards and recognition to Corporate Targets, Department Targets and Individual Target. Now companies are going for stock options instead of pay. For instance IT companies have mandated pay cut ranging from 5% to 10% for most employees in exchange for stock options.

Organizations, world over are under great pressure to combat with recession, globalization and internal competition. Frantic efforts are being made by them to manage in these turbulent times & emerge as winners. But those will emerge as winners which will *use all their people, all their skills, all the time*, have a *biasness towards speed and action* and *break Barriers* to make their own rules and create benchmark instead of playing by dominant rules of industry.

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