



Cross-Enterprise leadership: A New approach for the 21st century

While the business environment has become global and has increased in its complexity, the organization has continued to remain static and hierarchical rather, a dynamic enterprise is needed that bases a perfect leadership and manages a broad issue-based platform.

Cross – enterprise leadership adds an important value to an organization. It also recognizes that managers perform in a complex world where the boundaries of the organization are fluid and dynamic spanning through geographies, culture. It can be stated that cross-enterprise leadership represents the next generation of general management.

The world "Cross enterprise leadership" has a lot of variance with that of general management in the entity itself. Management Education and practice have focused on the organizational aspects, where the boundaries of the organization are well defined. In an enterprise, there is a lot of interconnection among the value-adding entities and the boundaries can be hazy.

Alliance, Joint ventures and certain partnerships have enabled the traditional organization to shift to an increasingly complicated world. there is need to move our emphasis from an organization point of view to an enterprise point of view and understand what it takes to create and captivate value.

Cross-enterprise is not simply about the enterprise itself, but bore deeply about the environment in which it functions. It is a known fact that markets are global and are widely spread over the organizational boundaries are often difficult to define. Leaders must be able to identify the perfect partners, maintain relationship, resolve conflicts, and ever reconfigure their relationships. Thereby cross-enterprise leadership means that leader should be comfortable dealing with uncertainty and complexity during pressures related to time.

Distributed leadership means that leading cross-enterprise is not only essential for those at the top of the organization, but also required for lower levels of organization. The capability that is essential for distributed leadership is that these individuals are likely to be a link within the network and the point of contact with external stake holders.

Management education and management practice have fastened in what academics refer to as disciplines. Past two decades have seen a systematic growth in the field of knowledge and management. Clearly, the changing environment of business exposes the susceptibility of current business models.

Cross – enterprise is crucial for each business whether it may be a large one or small one, domestic or multinational. Such cross-enterprise leaders are assured on what they do, but they also have healthy dose of humbleness since they are always in a learning mode. Thereby, the term cross-enterprise leadership redefines the general management as a challenge for the 21st century manager demanding a shift of focus from organization to enterprise. ◆◆◆

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INNOVATIVE STRATEGIES FOR DEVELOPING AND RETAINING EMPLOYEES

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INTRODUCTION

Innovation is a change in the thought process for doing something. It is the useful application of new inventions or discoveries. It may also refer to radical and revolutionary changes in thinking, products, processes, or organizations. Innovation is distinguished from invention, invention is an idea made manifest, and innovation, ideas applied successfully in practice. In economics the change must increase value; either customer value or producer value. The goal of innovation is positive change, to make someone or something better. If innovation leads to increased productivity, it will be source of increasing wealth in an economy. This paper is an effort to judge what innovative can be done to encourage and motivate employees.

Talking in terms of the organizational context, innovation may be linked to performance and growth through improvements in competitive positioning, efficiency, productivity, quality, market share, etc. All organizations can innovate i.e. restaurants, hospitals, universities, and local governments etc.

Innovation typically adds value; innovation may also have a negative or destructive effect as the new developments change old organizational forms and practices or clear away the same. If the organizations want to survive they need to innovate effectively otherwise they may be destroyed by other innovators.

Innovation can be described in 3 steps:

1. It is the result of some amount of time and effort into researching an idea,
2. Some larger amount of time and effort into developing this idea,
3. Some very large amount of time and effort into commercializing this idea into a market place with customers.

If you do not these 3 steps, you can not expect results for your Innovativeness because only commercializing the idea will lead to revenue and profit generation.

These days it is becoming difficult to retain the best employees. Introducing innovativeness in the work culture definitely helps the organizations to retain the talent with them. Hard work and loyalty of employees is the key factors for growth and progress of any organization or company. Before hiring any employee, you check all the things related to him like his personal background or his professional background. Make various interviews which may be oral as well as written of

the applicant. After doing all this, you will certainly have an employee who has all the qualities and knowledge required for your organization. Suddenly one day you come to know that he want to leave your job because there is lack of motivation in the company so it's very necessary to motivate and retain your employees at certain interval of time. . Organizations are providing monetary and non monetary incentives to retain employees. But now days, organizations need to make lot more efforts to capture the employees with them.

In today's competitive world, companies are competing not only for market share but also for retaining the best talent with them. It is because employees leave organizations for many reasons which are unknown to their employers. Retaining the best talent is becoming difficult day by day. Employers have to listen to employees' needs and implement innovative retention strategies to make employees feel valued. Innovation & retention methods can have a significant and positive impact on an organization's turnover rate.

TURNOVER FACTS AND FIGURES

Every employer knows that Turnover is costly. According to Right Management, a talent and career management consulting firm, it costs nearly three times an employee's salary to replace someone, which includes recruitment, severance, lost productivity, and lost opportunities.

Certain facts are given below:

- ✪ Over 50 % of people recruited in to an organization will leave within 2 years.
- ✪ One in four of new hires will leave within 6 months.
- ✪ Nearly 70% of organizations report that staff turnover has a negative financial impact due to the cost of recruiting, hiring, and training a replacement employee and the overtime work of current employees that's required until the organization can fill the vacant position.
- ✪ Nearly 70 % of organizations report having difficulties in replacing staff.
- ✪ Approximately 50% of organizations experience regular problems with employee retention. (According to Life Work Solutions, a provider of staff retention and consulting services)

However, according to strategic planning consultant Leigh Branham, SPHR, 88% of employees leave their jobs for reasons other than pay. However, 70% of managers think employees leave mainly for pay-related reasons.

So, Employers need to implement retaining employees as given below

- R - Reward Competitively
- E - Encouragement & Expectations
- T - Training & Development
- A - Annual Review cycles
- I - Inform & Involve
- N - Nurture

UNDERSTANDING REASONS BEHIND TURNOVER

Branham says there are seven main reasons why employees leave a company:

1. Employees feel the job or workplace is not same as what they expected.
2. Mismatch between the job and person.
3. There is too little training/ coaching and feedback.
4. Very few growth and advancement opportunities.
5. Employees feel devalued and unrecognized.
6. Stress from overwork and have a work/life imbalance.
7. Loss of trust and confidence in senior leaders.

POSSIBLE RETENTION STRATEGIES

In order to come across problems mentioned above certain strategies need to be developed such as;

Training: Providing time to time training reinforces employee's sense of value. Through training, employers help employees achieve goals and ensure they have a solid understanding of their job requirements.

Mentoring: A mentoring program integrated with a goal-oriented feedback system provides a structured mechanism for developing strong relationships within an organization and is a solid foundation for employee retention and growth. With a mentoring program, an organization pairs someone more experienced in a discipline with someone less experienced in a similar area, with the goal to develop specific competencies, provide performance feedback.

Instill a positive culture: A series of values need to be brought among employees such as honesty, excellence, attitude, respect, and teamwork. A company that creates the right

culture will have an advantage when it comes to attracting and keeping good employees.

Communication for building credibility:

No matter what the size of the organization, communication is central to building and maintaining credibility. Many employers get communication to "flow up" through a staff advisory council (or similar group) which solicits and/or receives employees' opinions and suggestions and passes them on to upper management. It's also important for employees to know that the employer is really listening and responds/ acknowledges employee input.

Appreciation via compensation and benefits:

Employer need to offer things like competitive salaries, profit sharing, bonus programs, pension and health plans, paid time off etc. this gives a powerful message to employees about their importance at the organization. The rewards given to employees must be meaningful in order to impact their perception of the organization and therefore have a marked influence on its retention efforts. Last but not the least, if an organization promises a reward, it should keep that promise.

Encourage referrals and recruit from within:

Employer must encourage current employees for offering referrals as it can help in minimizing confusion of job expectations. Current employees can realistically describe a position and the environment to the individual he/she is referring. An employer can also lessen the impact of turnover is to hire from within, since current employers have already discovered who are a good fit in the organization.

Training/feedback: It's important for companies to give feedback and training to employees so that goal congruence is there. It automatically results in alignment of individual goals with the goals of the company. Employer should provide intensive feedback for the employee in the starting few months as well as various formal and informal feedbacks to employees throughout the year.

Growth opportunities: It's important to provide employees with adequate job challenges that will expand their knowledge in their field. An organization should organize such activities like workshops, software, or other tools to help employees increase their understanding of themselves and enhance their goal-setting efforts. If employees know that the companies are investing in them and in their career then they will be more committed to an organization.

Make employees feel valued: Employees should be rewarded at a high level to motivate even higher performance. The use of cash payouts could be used for on-the-spot recognition. These rewards have terrific motivational power, especially when given as soon as possible after the achievement.

Sometimes a small tea party/ lunch can be organized to reward any performer. One of the options is asking employees input as to what rewards might work best in order to motivate them. Conducting regular meetings and surveys will also enable employees to share their input.

Balancing Life/ Work and work stress: Maintaining balance between personal life and professional life is utmost important for the employer. It can be given in the form of offering nontraditional work schedules (such as a compressed work week, telecommuting, and flextime) or extra holidays. When work-life balance is structured properly, both the employee and employer come out ahead. For example, the employer will experience more productivity in the workplace because employees will be less stressed, healthier, and thus, more productive. Encouraging employees to set work/life goals, such as spending more time with their children, communicates that you really do want them to have a life outside of work and achieve a healthy work/life balance.

Foster belongingness and confidence in senior leaders: Employer need to make employees believe that upper management is competent and that the organization will be successful. An employer should be able to bring confidence and feeling of belongingness. For example, an employer shouldn't talk about quality and then push employees to do more work in less time.

Working Atmosphere: Another strategy for motivating and retaining employees is, there should be healthy office working atmosphere because employees get lot of motivation by good working atmosphere. Working place should be attractively designed and maintained. The working atmosphere should be free from any kind of politics and bad things.

Employees Should Be Independent: If employees do the work in their own style then it can result more beneficial in comparison to the work set on conditions so it's very necessary that they should be independent as it makes the working environment healthy and light.

Employees Expectations: Employer needs to find out what your employees want. Only salary isn't always most important. For many employees most important at work is the satisfaction that comes from a job well done, being recognized and appreciated by the management, and having the flexibility to balance work with personal obligations.

a) **Extra time off:** Providing extra time off is a simple way to offer a desired benefit without cutting into your bottom line. The extra time off is a win-win; it provides employees with an opportunity to catch up on personal business. This will bring renewed

commitment to their work and a feeling of rejuvenation among the employees

b) **Bonuses for meeting targets:** Offering employees a bonus for meeting certain targets is another motivator to ensure an employee's hard work is rewarded. With the revenue made from reaching company goals, company can afford to share the reward with the employees who made it happen - and who will likely make it happen again.

c) **Flexible schedules:** Most employees desire a work schedule that easily enables them to balance work with their personal life. To meet these demands, consider offering options such as telecommuting, flextime, job sharing, and shift swapping when appropriate. Employers that fail to offer their employees the flexibility to leave work early to care for a sick child or to attend a parent-teacher conference are not likely to keep quality employees around for very long.

d) **Increased responsibilities:** Every employee is interested in performing work that is challenging. Whereas, work that is repetitive or requires little thought often results in disengagement. Increase job responsibilities and you will likely see an increase in dedication and commitment.

e) **Make advancement opportunities known:** Employees that work toward a personal goal, such as career growth are motivated to work hard. So, let your employees know they're doing well, inform them of advancement opportunities, and work with them to help them reach their career goals.

f) **Just say "thank you":** It's the thought that counts. So if you can't afford a pay increase this year, think of other creative ways to show your employees that they're appreciated. Simple forms of recognition, such as praise, thank you notes, and "employee of the month" awards can go a long way in keeping your employees happy.

g) **Tie rewards to performance:** Employer should tied rewards to job performance, employees are more likely to put forth the effort and produce quality results. On the contrary, when employees come to expect pay increases or other rewards "just because", their performance is likely to remain marginal.

h) **Offer fair and competitive salaries:** Fair compensation alone does not guarantee employee loyalty, but offering below-market wages makes it much more likely that employees will look for work elsewhere. In fact, research shows that if incomes lag behind comparable jobs at a company across town by more than 10 percent,

workers are likely to bolt. To retain workers, conduct regular reviews of the salaries you offer for all job titles — entry-level, experienced staff and supervisory-level. Compare your department's salaries with statistically reliable averages. If there are significant discrepancies, you probably should consider making adjustments to ensure that you are inline with the marketplace.

- i) **Train the front-line supervisors, managers and administrators:** It can't be said often enough: People stay or leave because of their bosses, not their companies. A good employee/manager relationship is critical to employee satisfaction and retention. Give them the training they need to develop good supervisory and people-management skills.
- j) **Make someone accountable for retention:** Measure the turnover rate and hold someone (maybe you!) responsible for reducing it. In too many workplaces, no one is held accountable when employees leave, so nothing is done to encourage retention.
- k) **Foster an environment of teamwork:** It takes effort to build an effective team, but the result is greater productivity, better use of resources, improved customer service and increased morale. Here are a few ideas to foster a team environment in your department:
 - * Make sure everyone understands the department's purpose, mission or goal
 - * Encourage discussion, participation and the sharing of ideas.
 - * Rotate leadership responsibilities depending on your employees' abilities and the needs of the team.
 - * Involve employees in decisions; ask them to help make decisions through consensus and collaboration.
 - * Encourage team members to show appreciation to their colleagues for superior performance or achievement.
- l) **Reduce the paperwork burden:** If employees spend nearly as much time filling out paperwork, it's time for a change. Paperwork pressures can add to the stress and burnout that employees feel. Eliminate unnecessary paperwork; convert more paperwork to an electronic format; and hire non-tech administrative staff to take over as much of the paperwork burden as is allowed under legal or regulatory restrictions.
- m) **Provide a variety of assignments:** Try to identify your employees' talents and then encourage them to stretch their abilities into new areas. Have someone who likes planning and coordinating events? Ask him to

organize a departmental open house. Know a good critical-thinker?

- n) **Communicate openly** Employees are more loyal to a company when they believe managers keep them informed about key issues. Is a corporate merger in the works? Is a major expansion on the horizon?
- o) **Give peoples the best equipment and supplies possible:** No one wants to work with equipment that's old or constantly breaking down. Ensure that your equipment is properly maintained, and regularly upgrade machinery, computers and software. In addition, provide employees with the highest quality supplies you can afford. Cheap, leaky pens may seem like a small thing, but they can add to employees' overall stress level.

Don't forget — due to employees you make you look good!

The dilemma which the organizations are facing is whether to invest more time and money fine-tuning their recruitment strategy or to pay extra attention to retaining the talent they already have. Think of retention as re-recruiting your workforce. Recognize that what attracts a candidate to a particular job is often different from what keeps that person there. While salary certainly is a key consideration for potential employees, pay alone won't keep them in a job. Advantageous aspects other than strictly compensation attract good employees; something more than a number retains them. Today employees are looking for a career package, including a comfortable company culture, career path, diversity of responsibilities, and a work/life balance. For retaining good employees in the organization, it's very necessary to motivate them timely. A good working atmosphere and proper training are very necessary. There should be support and timely benefit should be rewarded to the employees for encouraging them to give their best in the organization development and progress. These benefits can be given in the form of money, promotion or even if few words of praise are said to the employee then also he will be motivated to do the work enthusiastically. Working atmosphere should be light and full of fun as this helps the worker in doing their work with enjoyment. Employer should have full faith on his employees and they must be free to take decision related to various issues of company. Employer's management and leadership skills make such a working atmosphere where employees feel comfortable, confident and motivated in working. By these techniques, an employer can not only motivate his employees but he can easily retain them for long time.



CUSTOMERISATION CULTURE - A PROCESS THAT DELIVER

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"Authentic marketing is not the art of selling what you make but knowing what to make. It is the art of identifying and understanding customer needs and creating solutions that deliver satisfaction to the customers, profits to the producers and benefits for the stakeholders".

-- Konosuke Matsushita

The dynamic changes of the 21st century has already compelled many companies to reengineer various functions like manufacturing, new product launches, distribution, branding and after sale services. The major function of the companies from where the direct income is being generated i.e Marketing has rapidly changed the scene and makes company to think and deliver the way customer wants. The time has come where the customer is configuring the companies for the product not only in the marketing but also in the other functional areas. It is not only that the direct selling staff should be in touch with your valued customer, but the cut-throat competition has forced all the parts talking to the customer. Earlier it was perceived that what we want to sell you have to opt it, now the stage become so competitive that even LIC has to come up with customised products, as all the rewards that a corporation's suppliers, employees and stakeholders accrue come from one, and only one, source: the rupee of the satisfied customer.

FACING THE TRANSITION

As each companies ability is different to perceive, interpret and service the customer but still the Customerisation Corporation involve some strategic issues and if these are dealt

in the best way, we can create customer who advocates for the company. The strategy for the same is being targeted on the following three steps

- ⇒ Building a chain of Internal Customer
- ⇒ Institutionalising the process of innovation ideation
- ⇒ Streamlining and exposing every part of organisation to the customer

I. Building a chain of Internal Customers:

The four most important customer of any company's product are Research & Development Manager, Manufacturing Manager, Marketing Manager and the Distribution Manager, who buys company product. The first rethinking must come from these four persons who must be in a position to:-

- Develop Customised products
- Produce low cost customised products
- Market- customised products by targeting individual customer
- Delivering customised , cost effective products eg:- Domino Pizza

So the basic strategy behind building the internal chain of customer must be to ensure that every employee of the organisation realizes the importance of new ideas and concept. The process of customer feedback (eg. Microsoft Office) is necessary even though the company is operating in monopoly. In the fast-changing global economy, the focus must be on the way in which the nature of value is changing, involving new ways to price goods, innovation and emotion. The implication of these new forms of exchange is a transfer of power from the producer to the customer.

II. Institutionalising the process of innovation ideation:

At this stage it is very necessary to Encourage Ideation not Mechanisation. The paradigm of human resource policies must shift from not only recruiting people of excellent technical skills but they must

be with an aptitude for service and a great look out for the new generation ideas. Once the employees get into the habit of ideating, the next step in the ladder of growth is to educate them on the necessity of listening to customers. So creating cross functional teams will result into Total customer Satisfaction. (eg. Advertisement of IDEA)

III. Streamlining and exposing every part of organisation to the customer

: The most important point is how to streamline what we have built over the period. The company needs to service every link that constitutes each process in its value chain, so as to create a strong internal customer value chain. It is very necessary at this stage to transform management roles from "command and control to process leadership."

CREATING DEMAND AND MAKING RIVALS CRAZY

In the recession phase it is not only to create product but it is very necessary to create demand. The consumer cuts back on consumption so to combat these recessionary forces a right mix of strategies are required. The three important strategies for the same may be as follows:-

1. Provoke consumer interest through incentives, such as discounts and promotional schemes.
2. Provoking kids/younger generation through Advertisement
3. Provoke consumer interest by launching a new product.(eg. Honda Activa)

The selection of a mix depends upon organisation ability & constraint as well as the competitive situation. As in the competitive word it is not only necessary t anticipate the need and provide the product but equally important is how well a company can target those who built purchase decision in a family. Thus a company must be able to target the core segment persistently. Although maximizing customer value is the primary objective of every organisation but still it is become important in competitive era to make rivals crazy by improving efficiency and

effectiveness. The mindset must change i.e they must stop thinking of themselves as developers and marketers of products, and start considering themselves as being in business for addressing customer needs and most importantly how much value they can add to customer delight through the anticipated products. Thus constant innovating ideas not only help the company to be competitive but also add customer delight. (eg. Promotional campaign for new films launching)

SUGGESTION AND CONCLUSION

1. *Think globally act locally-* The Barack Obama way. The president of United States in his historical recent visit made this mantra true that how a company should act and deliver while competing in the world market.
2. Access customers' dissatisfaction through understanding and exploring their experiences in using the company's products and services.
3. Making every employee of the company responsible for developing value insights and value foresight.
4. It is also necessary to track changes in customers' mind to stay relevant in the market, so the company must be able to look beyond conventional strategies. Thus viral marketing is a new concept for the making customer advocating the products.



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