



Sadhana Educational & Empowerment Foundation's (SEEF)
**Sadhana Centre for Management & Leadership Development
(SCMLD)**

Seminar: “**Learning from the Leaders**” - Series II

Theme: “**Igniting Minds - The HR Architecture**”

Venue: **Hotel Le Méridien, Pune** | Date: **26th & 27th July, 2005**

CONCEPT PAPER

Dear Sir / Madam,

This seminar is on the “**people**” factor of business organizations- the factor which can make or break, pass or fail, succeed or succumb- the organization. Competition can be a wholesome challenge or a fearful existential struggle, depending on the quality, competencies, conviction, unity, courage, clarity and the passion of its people and their actions. The difference and distinctiveness of people are not in the physical bodies but in their non-physical inside. For performance excellence, it is imperative to tap this invisible inner endowments of people.

This invisible ‘inner power’, lie entrenched in one’s current assumptions and conditioned belief systems. It is imprisoned. Most people are unaware of its existence. It is like a mule carrying a load. What it is aware of is the weight / burden and not the material or its value. It is possible, that it is carrying 100 kilos of gold.

Being victims of involuntary experiences and loads of impressions, people have lost their power of ‘**vision**’ and along with it the ‘**want to do**’ spirit. They are operating on a ‘**have to do**’ platform. **Want to do** people enjoy hard work as challenge and **excel**. For **have to do** people work is **stressful**. Naturally they cannot excel. Such people, mostly look for employment and not work, leave alone **fulfilling** work. The attitude of grumbling about what is not there rather than using and utilizing what is there, consumes their energy. This is because, they are not able to see a larger purpose in the activities they do. This is a question of vision. Whereas the employees who are focused on **work** operate on inspiration. Work is worship for them. They will excel and grow. Therefore, the HR architecture should be **inspirational and transformational**, for organizations to excel.

The current HR Architecture is generally based on a stimulus – response – task – target – measurement – reward - recognition model. HRD activities are also on these lines. Attraction-motivation-retention and advancement etc. are rooted in inducement and / or enticement, only to end in separation earlier than expected, as someone else induces and / or entices, by offering more. It is like dating for 3 years and divorcing in 3 months, only to restart the whole process of

mutual engagement with someone else. In this, whether any party earns lasting happiness and harmony - internal and also mutual - is a mute question. But the truth is that everyone is searching for happiness. May be they manage pain and anxiety by accepting and justifying, that this is normal. But on a closer examination it can be found that both parties are not at their best in building relationships, which is mutually rewarding and fulfilling. Somewhere they miss the truth and lose the power of vision while chasing what they are looking for.

In employment also we have accepted this engagement and separation events 'as normal' and prevalent. But what about the cost of, lost investment, dis-engagement, re-engagement, re-starting the process and of re-investment on new persons and most importantly the fear of poaching by someone else. In this, the truth is that, the engagement itself is in anticipation of disengagement. In this scenario if we wish that an individual should peak his / her performance and through them the organizational performance, it is not possible. Even if one performs better than the others, it may not be a measure of his / her full potential. It may be only a relative performance.

Performance excellence doesn't come by contracts and conditions. It must come out of **wanting to give one's best** all the time. It is an outcome of **self-motivation** fuelled by **self-inspiration**. That is a function of **spiritual elevation**. This calls for an HR architecture where competencies / skills and enlightened awareness must form the foundation of all formal HR activities / processes. A fusion of I, me, myself, mine into we, our, ours rather than you, your and yours, amongst employees, between employees & employers and between the organization and its customers, leading to a vibrant and dynamic whole- an organism out of an organization - has to happen. Most of the HR professionals are grappling with, as to how this understanding can be practicalised?

Through this seminar we cherish the speakers to address these serious issues in the light of their attempts, experiences, insights and the learnings from their successes and failures, so that the minds of the young students are illuminated for them to become better executives than the present generation, for a better India, through better management of material resources and human energies.

Looking forward to your support and with warm regards.

Yours Sincerely,

M.S. Pillai
Founder Director, SCMLD