

MANAGING PEOPLE FOR EXCELLENCE¹

Surendra Kumar Jha*

ABSTRACT

This paper deals with managing people for excellence. The central theme of the paper is to manage knowledge inventory of an organization to gain competitive advantages which leads to sustainable growth of the organization. Globalization and advancement in technology have brought intense pressures on the organizations to remain competitive, innovative, and creative to maintain their good corporate image. Today, the excellent corporations' managers are putting more emphasis on knowledge management as they have realized the importance of it.

Key Words: Knowledge management, managing people, corporate excellence, competitive advantages, creativity and innovativeness.

¹ Submitted To Indian Society for Training and Development, Visakhapatnam Chapter, Andhra University, Visakhapatnam, Department of Commerce and Management Studies, HR Conclave, Energizing India: Managing People for Corporate Sustainability.

* M. Phil. (KUSOM), MBA (ANNA Univ.), PH. D. Research Scholar (Full Time), Andhra University, Department of DCMS

Under the Supervision of M. Lakshmi pathi Raju (M. Com., Ph. D.), Professor and Chairman of PG Board of Studies, MANAGING PEOPLE FOR EXCELLENCE

Introduction:

Organization refers to a consciously coordinated social unit, composed of a group of people, which functions on a relatively continuous basis to achieve a common goal or set of goals. Hence, every organization needs some sorts of management to function effectively and efficiently no matter whether it is a school, hospital, bank, service organization, trust, etc.

Management is the process and art of managing physical and human resources of an organization to achieve organizational objectives. Management is all about making people productive and managing them tactfully; to direct them to achieve organizational goals. Thus, there is no self-made man; you will reach your goals only with the help of others. Few Authors/scholars have defined management as:

Mary Parker Follet-"management is the art of getting things done through others."

Henry Fayol-"to manage is to forecast and to plan, organize, to command, to co-ordinate and to control."

Louis Allen,-"management is what a manager does."

American Marketing Association-"management is guiding human and physical resources into dynamic organizational units which attain their objectives to the satisfaction of those served within a high degree of moral and sense of attainment on the part of those rendering services."

Peter Drucker- "making people productive is management."

Therefore, managers get things done with the process of interrelated activities such as planning, organizing, staffing, leading and controlling.

Managers need to seek answers mainly to these two questions:

1. Why people behave as they behave or why people do what they do at work in organizations?
2. What influences people's behavior at work?

Some of the Modern Managers have defined Management as:

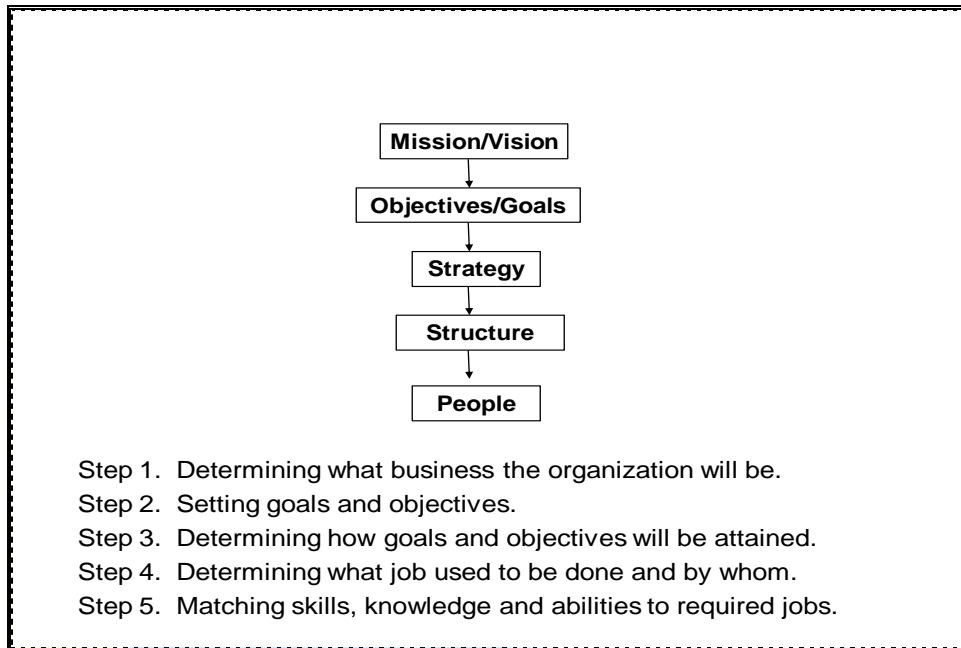
"I have always loved the competitive forces in this business. You know I certainly have meetings where I spur people on by saying, hey; we can do better than this. How come we are not out ahead on that? That's what keeps my job one of the most interesting in the world.-Bill Gates, founder, Microsoft."

“Checking the results of a decision against its expectations shows executives what their strengths are, where they need to improve, and where they lack knowledge or information”- Peter F Drucker.’

“There are a lot of things that go into creating success. I don’t like to do just the things I like to do. I like to do things that cause the company to succeed. I don’t spend a lot of time doing my favorite activities”- Michael Dell, Founder and Chairman, Dell Computers.

Due to intense competitive business environment and globalization corporations are facing intense pressure to succeed globally and on the other hand to maintain the quality of their goods and services which can meet the expectations of their potential and anticipated customers across the borders of diverse cultures. According to Konosuke Matsushita, founder of Matsushita Electric Ltd., has said, “Business, we know, is now so complex and difficult, the survival of firms so hazardous in an environment increasingly unpredictable, competitive and fraught with danger, that their continued existence depends on the day-to-day mobilization of every ounce of intelligence.” Hence, this has led to put more attention on developing the core competencies and preserving the competitive advantages for longer period of time. Today, successful corporations are focusing more on human resource management rather than just to develop infrastructure as they have realized that it is not the infrastructure but the competent people make an organization success. The excellent companies seem to have developed cultures that have incorporated the values and practices of the great leaders and thus those shared values can be seen to survive for decades after the passing of the original gurus. As per Chester Barnard, the real role of the chief executive is to manage the values of the organization. The excellent companies are better listeners. They get a benefit from market closeness that for many truly unexpected- unexpected, that is, until one think about it. Most of their real innovation comes from the market.

Linking the Corporate Mission with Human Resources



It is believed that quality people give quality services or performances. Every organization has its very certain reason for its existence which is also known as the mission or vision of that particular organization. Mission is a long term state of destination of an organization and it cannot be attained over night or over a day or over a year. Hence, it has to be divided into short term plans which are known as the objectives or goals. After determination of the objectives, organizations come up with strategies which are the paths to reach there or the ways to achieve the objectives. As per the strategy, organization develops structure. Finally, as per the structure, organization hires people.

Organizations are working hard to remain competitive, creative and innovative at the workforce level to excel in the global market. Today, corporations advocate the total quality of people and all the successful corporations around the globe have become success just because they remain competitive at human resource level. They hire quality people and provide them conducive environment to perform better every day. It is said that if we pick up the right people and give them the opportunity to spread their wings and put compensation as a carrier behind it; we almost don't have to manage them. People possessing energy and physical strength alone are not human resources. People become human resources only when they acquire competencies such as knowledge, skills, attitude, experiences and potential for growth. Human resources are

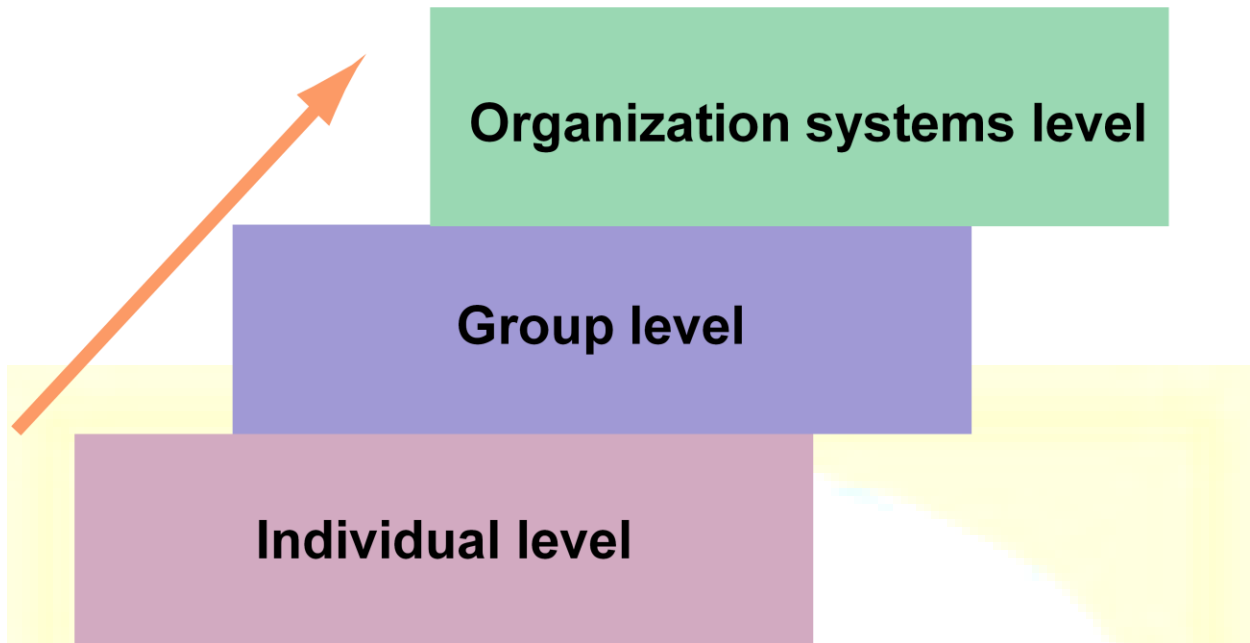
people who are ready to willing and able to contribute to organizational goals. Organizational effectiveness largely depends on the performance of people. Effective leadership is putting things first and effective management is discipline; carrying it out.

Features of Human Resource Management:

- **Human Focus:** HRM is focused on human dimension of an organization. It is by the people and for the people.
- **Pervasive:** HRM is applicable all the three different levels of management which are; top level management, middle level management, and lower level/operative level of management.
- **Continuous:** HRM is a continuous process. It is not a point of task.
- **Dynamic:** HRM is a dynamic approach. It means it takes different shape and size as per the time and context of the organizations.
- **System:** HRM is a scientific activity. Hence, it follows a system approach to deal with the issues related to human aspects. It is interrelated activities of inputs, process and outputs. It follows the logical sequential follow of various components of an organization which constitute a system.

Organizational Knowledge Management:

Organizations are managing their existing knowledge for excellence. Knowledge management has received due attention by the researchers/scholars for the last a decade. They say knowledge management is very crucial for the corporations to remain competitive as well as to utilize the creativity and innovativeness of their workforce. Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. It originates and is applied in the minds of knowers. In organizations, it often becomes embedded not only in documents or repositories but also in organizational routines, processes, practices, and norms and values. Knowledge exists within people, part and parcel of human complexity and unpredictability. Twenty-five centuries ago Aeschylus made a point saying that “who knows useful things, not many things, is wise.” Knowledge is aware of what it doesn’t know. Many wise men and women have pointed out that the more knowledgeable one becomes, the more humble one feels about what one knows. When knowledge stops evolving, it turns into opinion or dogma. Organizations can manage knowledge at three different levels which are shown below:



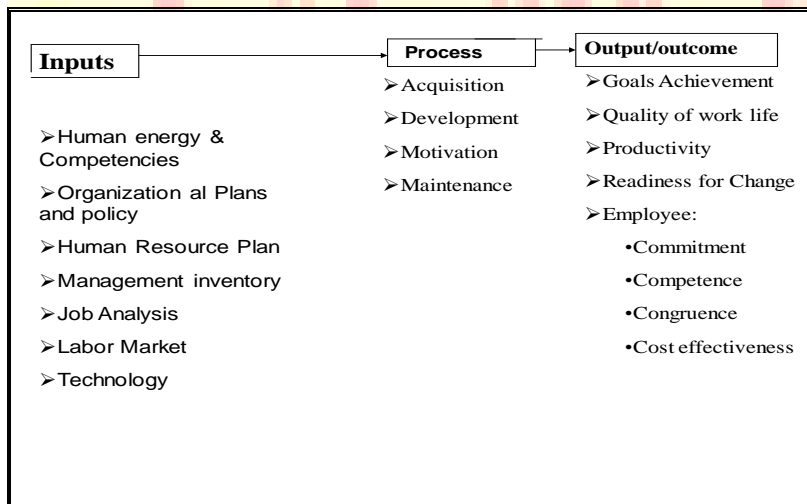
Managing Knowledge at Various Levels

- **Individual Level of Knowledge Management:** At the individual level of knowledge management, corporations are focusing on individual advancement of their employees. They hire highly qualified, skillful and experienced individuals. If workforce is competent at individual levels then corporations can ensure the smooth operation of their organizations. It also ensures the effectiveness of an organization.
- **Group Level of Knowledge Management:** This is the second level of knowledge management. At this level, corporations want to have sharing culture so that all the employees feel free to share their skills, knowledge and experiences with each other. This is also the process of developing an organization as a learning organization. Employees must come forward from status quo state of mind. As we all know two brains functions well than an outstanding brain. According to the Center for creative leadership in Greensboro, about 40 percent of New Management hires fail within their first 18 months, when the center looked into why these new hires failed, it found that “**failure to build good relationships with peers and subordinates.**” It is very difficult to attain truly sharing culture in any organizations as highly professional employees are resistant to share their knowledge to others because of many reasons such as risk of losing originality of an idea, professional threat, not getting reward as per market value, losing the prestige of being distinct and many more. Hence, it is the responsibilities of the top level

managers to foster conducive environment. In true sense, if organization can manage knowledge at this level then it gets lots of benefits out of it.

- **Organizational Systems Level of Knowledge Management:** This is the final level of knowledge management. Every successful organization has reached to this point to remain competitive, innovative and creative once in its life time. At this point, organization is treated as a whole and each member of the organization add value to the organization to make it unique. We can see some of the examples of the great managers from the successful corporations who have add value to the corporations at greater level for examples Michael Dell (founder and chairman) of Dell Computers, Bill Gates (Founder) of Microsoft, Steve Jobs (Co-founder , chairman and CEO) of Apple Inc, Ratan Tata (Former Chairman) of Tata Groups, Jack Welch (Former CEO) of General Electric, N. R. Narayana Murthy (Chairman Emeritus) of Infosys, Sachin Ramesh Tendulkar (Batsman) of Indian Cricket Team, Ricky Ponting (Batsman) of Australian Cricket Team, Lionel Andrés "Leo" Messi is an Argentine footballer, Cristiano Ronaldo dos Santos Aveiro, OIH, commonly known as Cristiano Ronaldo, is a Portuguese footballer many more. Thus, these people are transformational leaders in their areas of interest. They have driven their organizations or teams at third level of knowledge management. Sometimes we believe these outstanding performers are above than their organizations but in reality they are not. Simply, they are the product of knowledge management at organizational level.

Knowledge Management Process:



Benefits of Managing people for Excellence:

A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal - Included in the International Serial Directories Indexed & Listed at: Ulrich's Periodicals Directory ©, U.S.A., Open J-Gate as well as in Cabell's Directories of Publishing Opportunities, U.S.A.

The foremost aim of managing people is to develop their potential at the highest level of point and making them fully utilized for the attainment of organizational objectives. The other benefits are as follows:

- ✚ In a global economy, knowledge may be considered as a company's greatest competitive advantage.
- ✚ A knowledge advantage is a sustainable advantage.
- ✚ Knowledge management is the basis for developing core competency.
- ✚ Creativity and innovativeness are the outcomes of knowledge management.
- ✚ It helps to achieve the organizational goals efficiently.
- ✚ It enhances the productivity
- ✚ It helps to have better quality of work life.
- ✚ It increases the employees' commitment and morale of the employees.
- ✚ It meets the future workforce needs of an organization.
- ✚ It enhances the image of the organization
- ✚ Effective knowledge management makes an organization as a melting pot for its employees.
- ✚ Better adaptation to the external environment.
- ✚ It helps us to manage change in an organization smoothly and efficiently
- ✚ Individual advancement through organizational development based on optimal individuals' contributions.
- ✚ Superior competitive response.

Measures to Improve Knowledge Management:

If knowledge management is to thrive, organizations must create a set of roles and skills to do the work of capturing, distributing, and using knowledge. Managing excellence has become an integral part of a holistic system of an organization. The following measures can be suggested to enhance the knowledge management:

- ✚ Let us work in a holistic perspective of running a corporation.
- ✚ Managing knowledge should be everybody's business.
- ✚ Recruitment of knowledge management workers i.e. ideally, knowledge workers possess both technical know-how and intuitive skills.
- ✚ To develop many knowledge management projects for the employees in an organization.

- ✚ To create a separate department as knowledge management section mainly in large organizations.
- ✚ Appointment of a chief knowledge management officer in the organization.
- ✚ Provide the latest information based technologies to the employees for the enhancement of their performance. For example, Ford Motor Company gave a home computer and internet access for \$ 5 a month to its 400000 employees so that they can contact directly.
- ✚ Employees' compensation should be linked up with their performances.

CONCLUSION

Due to globalization and intense competitive business environment corporations are facing lots of challenges. On the other hand, it has also created lots of opportunities as well. Hence to trade off between these two, excellent companies are focusing more on human capital. They are very much committed to foster conducive environment to knowledge management to meet the future challenges of their organizations. The excellent corporations have to remain competitive, innovative, and creative as well, to remain in the game. Knowledge employees are long term valuable asset for the organizations and they bring sustainable growth for the organizations.

Reference

- Decenzo and Robbins (2011), Human Resource Management, Prentice Hall of India-Mew Delhi.
- Thomas H. Davenport and Laurence Prusak (1998), Working Knowledge, Harvard Business School Press, Boston, Massachusetts.
- Tom Peters and Robert H. Waterman Jr. (1999), In search of Excellence, Harper Collins Publisher, India.
- R. Satya Raju and A. Parthasarathy (2009), Management: Text and Cases 2nd Edition, PHI Learning Limited, New Delhi, Delhi