

# UNDER THE **BONNET**



**Nurturing entrepreneurial capabilities**  
your Organisation's secret to survival & success



**totus consulting services (p) limited**

## Remembering Mahesh



This issue of Under The Bonnet is dedicated to Mr. Mahesh Mahadevan, a well-known composer and music director and one of our most valued clients.

Mahesh passed away on October 29<sup>th</sup>, 2002. He was Director, Real Image Media Technologies.

Mahesh was a very versatile and talented personality. He handled his business and creative interests with dexterity.

We will always remember him as a person with tremendous will power and one who brought cheer to a lot of lives around him.

# Dear friends

It gives me great pleasure to present to you the fifth issue of Under the Bonnet, the last one for the year.

This issue deals with the all important subject of entrepreneurial abilities in Organisations.

As business conditions are becoming more and more challenging, Organisations are expecting their employees to display more enterprise and even share in the risks.

The traditional model of the professional Manager being “pampered” and “well taken care of” is being fast replaced. Like the entrepreneur, nothing is guaranteed for the manager. No Merit pay and no free lunches.

At totus, our experience of working closely with both professional entrepreneurs and entrepreneurial professionals has helped us decipher the capabilities they demonstrate and the outcomes they are able to achieve.

In this issue of UTB, we share with you all the learnings we have distilled from our work in this area.

We do hope you enjoy reading it and applying the learning.

As always, we rely on your constant feedback and encouragement to continue the process of “thought leadership” to which we stand firmly committed.

Merry Christmas & a very happy & profitable New Year!



Ganesh Chella

“Under the Bonnet” is a quarterly journal from totus consulting and is distributed to its clients and to the community of Business Leaders, CEOs and HR professionals.

## The paradox?

? You are a large consumer products company. You hire the best talent, you have developed deep functional expertise. Your managers are most sought after. Your Brand is extremely salient. Yet, you have a hard time all around the country competing with a few “entrepreneurial Organisations” who belong to what you call the “unorganized sector”.

? You are a large Retailer and a proud part of the Organised Retail Revolution. You have deep functional skills, access to global best practices and the best talent. Yet, you find it hard to dislodge your “mom & pop” competitors to build volumes and change shopping styles.

? You are an international Hotel chain with a rich heritage, large and expansive properties, the best systems and many awards under your belt. Yet, you are losing market share steadily to the mushrooming “local” players.

? You are a self-made first generation entrepreneur. You built this business from scratch. You want your son to succeed you in running it. In preparation, you send him to the best business school in the U.S. You however realise that despite his training and education he is just not able to do what you did with no education.

? You introduce variable pay with the hope of getting your employees partake in the risk & reward of the enterprise but you realise that employees are now “playing safe” by setting achievable goals.

? You bump into this “entrepreneur” in one of the seminars. He is running a 100 crore company

which is quite profitable. You get to know more about his company and his management team and discover to your shock that he does not have any of the positions you would normally expect in a company of his size - VP, Sales & Marketing, CFO, HR head and so on. You wonder how he is running his business.

These are paradoxes and riddles. These are also real.

They all point out to three simple truths which form the edifice of this issue of UTB:

- 1. Functional mastery, managerial capabilities and entrepreneurial capabilities are three entirely different and distinct things.**
- 2. Past reputation and success, education and pay do not guarantee entrepreneurial capabilities.**
- 3. Entrepreneurial capabilities are at the heart of all successful businesses and the key to survival in today's world.**

## Purpose of this article

A lot of our consulting work involves understanding, defining and developing capabilities in our client organisations.

Over several assignments we are beginning to see a clear trend in the nature of capabilities that these organisations seem to expect from their employees.

Organisations today are expecting their employees to act, act with ownership, act with a business sense, respond innovatively and so on.

The futility of ‘Supervision’, the swift changes in the market place, the competitive pressures, the investor or analyst pressures are all forcing a distinct shift in the desired managerial behaviour.

The culture of outsourcing, networking, partnering and working in flatter structures are further altering the very role of a manager.

It is evident that the shift from a managerial society to an entrepreneurial society is under way.

When we closely study the behaviour of successful organisations our belief gets further reinforced.

We are now convinced that Entrepreneurial capabilities are now expected not just in the promoter, founder or CEO. Every Manager is expected to develop and demonstrate these capabilities.

In this issue of UTB, we will understand these capabilities in detail, compare it with other abilities Organisations need, analyse why organisations are unable to nurture them and finally present some thoughts on what can be done.

## Terminologies

Before we set out to explore the subject in detail, we would like to establish a common understanding about the terminologies we would be using and the context in which we would be using them.

### Entrepreneurial Capabilities (EC)

While capabilities are normally seen as one large universe, we are now separating those that are entrepreneurial in nature from those that are Managerial & Functional (expertise) in nature.

When we use the word “entrepreneurial capabilities” we are not necessarily referring to entrepreneurs and business owners but to anyone demonstrating these capabilities.

### Capabilities

Capabilities include skills, knowledge, abilities, and attitudes as visible through behaviour.

Capabilities by definition are trainable and not traits that people are born with.

### The ability universe

#### Entrepreneurial Capabilities at the heart

Entrepreneurial Capabilities are at the heart of any business activity. It all starts with entrepreneurship.

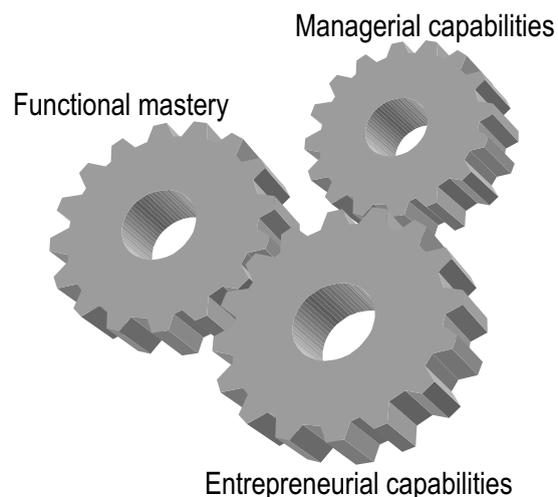
It could be starting a new business, launching a new product, buying a new software, expanding capacity, introducing a new policy or program. For all these Organisational tasks, the starting point has to be Entrepreneurial Capabilities.

#### Functional Mastery

To take the effort further, you need functional or technical mastery. Functional or technical mastery will determine your ability to do things the way they are supposed to be done.

#### Managerial Capabilities

Your ability to execute well depends on your managerial capabilities. Managerial capabilities help us “manage” ourselves and the teams that we are responsible for.



## Who is an entrepreneur?

To understand entrepreneurial capabilities, it would be important to first understand who an entrepreneur is, and how he can be defined.

- Let's start with a simple one which defines an entrepreneur as "someone who perceives an opportunity and creates an organisation to pursue it."
- Bob Reiss, successful entrepreneur and author offers this definition - "Entrepreneurship is the recognition and pursuit of opportunity without regard to the resources you currently control, with confidence that you can succeed, with the flexibility to change course as necessary, and with the will to rebound from setbacks."
- Linda Pinson calls entrepreneurs as "Educated risk-takers."
- Gillian Murphy says, "an entrepreneur is not static but fluid ... continues to seek opportunities and / or different methods of operation."

## So, what are the Entrepreneurial capabilities?

These definitions offer several clues to understanding entrepreneurial capabilities. Based on our work over the years, we have identified seven such capabilities:

### 1 **Business Acumen**

The ability to focus on emerging trends in the market and industry in order to identify, recognize and address opportunities keeping in mind the risk - reward relationships.

#### *Indicators*

- Understanding of the key business drivers within the organisation, the industry, market and customer segments and utilising this understanding to develop a strategy, proposal or solution.
- Knowledgeable in current and possible future policies, practices, trends, and information affecting his/her business and organization.
- Awareness of how strategies and tactics work in the marketplace.

### 2 **Commercial Orientation**

Understanding the financial variables affecting the organisation and applying this knowledge to improve the bottom-line.

#### *Indicators*

- Ability to accurately assess business potential and profitability of market opportunities.
- Ability to undertake analysis of financial or business or external data and draw meaningful conclusions.
- Awareness of the profit and loss implication of one's work and using the most cost-effective means of getting it done.

### 3 **Innovation**

The profitable implementation of creativity to generate business, overcome problems and improve existing systems.

#### *Indicators*

- Consistently pursues new & different work approaches to continually improve the company products and processes or seize opportunities.
- Easily makes connections among previously unrelated notions using parallels/ contrasts/ metaphors/analogies.
- Takes the risk and seeks to be bold or different or even silly.

*An as entrepreneurial startup company you look at the business like a racer doing a sprint. But as a company gets successful, you've got to get your people to realize that it's a marathon they're in.*

*-Trip Hawkins, President, Electronics Arts, Inc.*

#### **4** Deep Customer Insight

The ability to constantly anticipate, understand and address the changing needs of current and potential consumers through the process of listening, observing and interacting.

##### *Indicators*

- Is outwardly focused towards consumers, customers and the market by making the time for it.
- Is passionate about creating value for consumers and customers.
- Takes customer initiatives, often involving calculated risks.

#### **5** Ownership

The ability to take complete onus for oneself, one's behaviour and what one needs to do and also do what is undone by others in the interest of the organisation.

##### *Indicators*

- Taking complete responsibility for one's work with no blame or feeling of victimization.
- Demonstrating concern for the Organisation's resources and displaying the highest standards of discipline and corporate citizenship.
- Working with a high level of self-determination and flexibility and volunteering to do things that others have not done.

#### **6** Results focus

Focusing on getting things done and achieving the desired outcomes at a speed which is competitive.

##### *Indicators*

- Focuses energy on the things that impact the business the most, and not get distracted with all issues.
- Not fearful of taking risks and acting with minimum of planning or cutting through bureaucracy or Organisational inefficiencies to get things done.

- Acts fast, to act on or seize an opportunity when it arises.
- Reviews performance, anticipates problems and takes corrective action to overcome obstacles and achieve results without compromising on quality.

#### **7** Perseverance

To continue to work hard and move forward steadfastly despite discouragement, counterinfluences, opposition or failure.

##### *Indicators*

- Pursues everything with energy, drive, and a need to finish. Seldom gives up before finishing, especially in the wake of resistance or setbacks. Goes back with different strategies each time.
- Does not take rejection or setback too personally and let it affect enthusiasm.
- Does not hesitate to push when met with conflict, disagreement or attacks and does not compromise for less than the original goal or objective.

In summary, an entrepreneurial person spots opportunities and profitably pursues them until finish, without regard to resources under his control.

■ His ability to spot opportunities is facilitated by his business acumen, commercial orientation and customer insight.



■ His ability to pursue them is facilitated by his ability to be innovative, his focus on results, his ability to take ownership and his perseverance.

## Functional mastery & Managerial capabilities

Before we draw comparisons, let us understand the terms Functional Mastery & managerial capabilities too.

### Functional Mastery

This refers to the Organisation's technical or functional abilities.

Organisations build and nurture these abilities through the definition and development of various professions within the organisation.

While there are millions of functional or technical areas of mastery, we would like to classify them into seven very broad groups:

### *There is an interesting point worth mentioning here:*

Most professional managers start their careers in one functional area or another. Many continue to remain in a functional stream while others move to take on more entrepreneurially oriented roles or what are called general management roles.

Who makes it to the top job most of the time and why? It is the Sales & Marketing professional or the Finance professional who make it to the top job most often, anywhere in the world because his functional orientation makes it most easy for him to assimilate entrepreneurial capabilities.

Who makes it to the top job the least? No prizes for guessing. It is the Human Resources professional! HR professionals are least entrepreneurially oriented. This in fact is their biggest stumbling block and inhibits their acceptance in the eyes of CEOs.

1. Customer related capabilities and professions like sales, marketing, customer service and so on
2. Delivery related capabilities and professions like operations, projects, sourcing, manufacturing, logistics and so on.
3. Domain related capabilities and professions like Technology, R&D, design, development and so on.
4. Assurance related capabilities and professions - like quality, audit and so on
5. Financial Resources related capabilities
6. Human Resources related capabilities
7. Information technology related capabilities

### Managerial capabilities

We call all capabilities which "enable people to perform" as managerial capabilities.

We would like to place these capabilities into four broad groups:

1. Thinking oriented capabilities like conceptualising, strategizing, analyzing, problem solving and so on
2. Execution oriented capabilities like planning, organising, coordinating, decision-making, reviewing and so on.
3. Leadership oriented capabilities like inspiring, visioning, mobilising, influencing, coaching, recognising, differentiating and so on.
4. Interpersonally oriented capabilities like communicating, teaming, listening, supporting and so on.

*Innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service.*

*- Peter F Drucker, Consultant and renowned management author*

## Which one leads the way?

While all three capabilities are equally important, we are of the firm view that EC is the most important and leads the way.

Let's take the case of most start-ups. They do not have all functional and managerial capabilities on day one. No one can, for that matter.

What gets them started are the seven entrepreneurial capabilities we spoke about.

Remember the Y2K boom? It did not require some huge functional capabilities to succeed at that time. Those who seized the opportunity were those with entrepreneurial capabilities.

However, those who survived post 2000, and scaled up were those who overlaid the entrepreneurial capabilities with functional and

managerial capabilities.

SEI CMMs, ISOs, Leadership Institutes, development centre come much later.

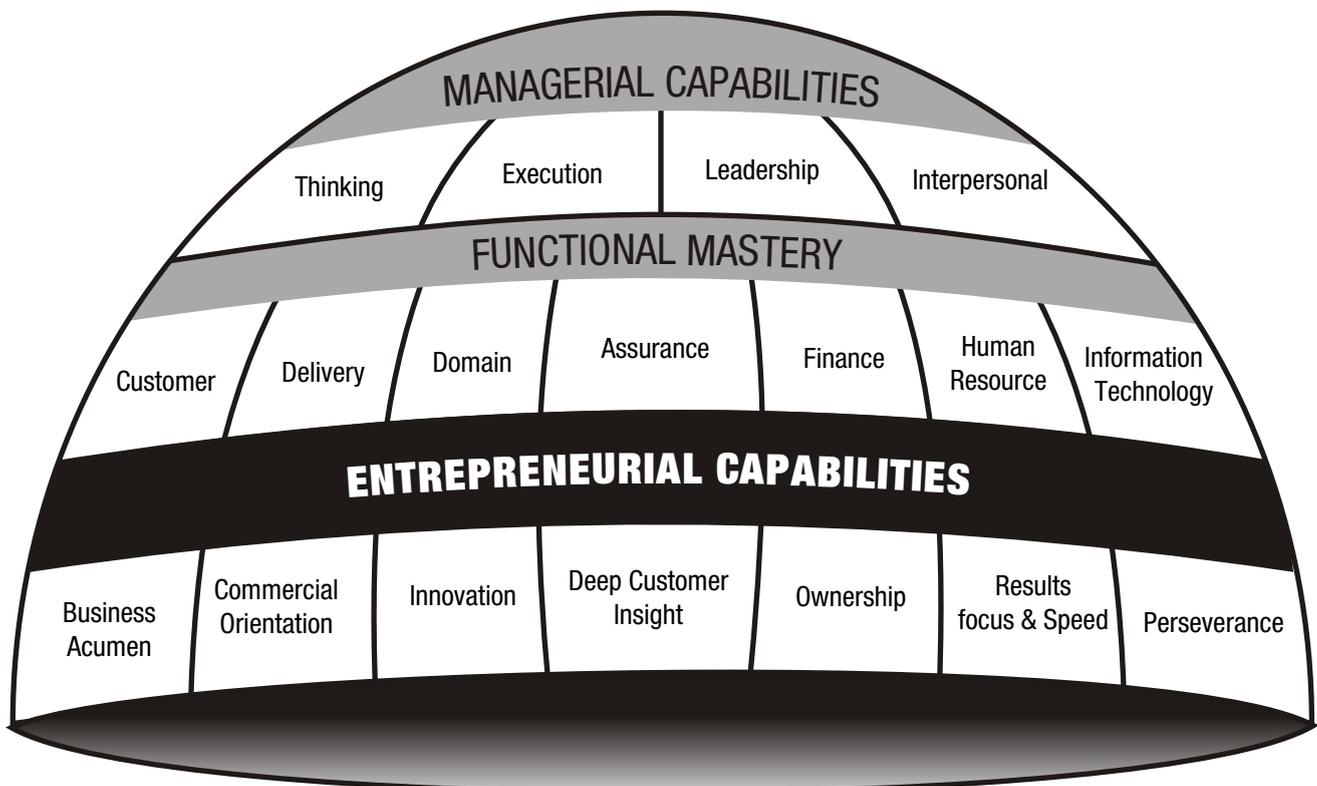
We cannot put the cart in front of the horse.

## The importance of preserving your Organisation's entrepreneurial capabilities

Is it possible for an organisation to lose it's entrepreneurial capabilities?

The answer is an ABSOLUTE YES.

We tried to understand how Organisations lose their entrepreneurial capabilities. For this purpose, we took the case of the FMCGs, one of the country's oldest industries.



### The case of the FMCGs

For many, FMCG in India is synonymous with being stable, large and successful. For some it also means multinational.

These Organisations (Indian and multinational) have to their credit great brands, well-oiled nation-wide distribution systems, outstanding people talent, deep functional mastery in areas like marketing, sales, R&D and HR and strong managerial capabilities. In fact, these Organisations continue to be the source of talent for many of the sunrise industries like Retail, Telecom, ITES, Insurance, Banking and so on.

However, the last few years have seen some of the large and established ones struggling to grow and even defend their market shares from the local or regional “entrepreneurial players.”

### Why is it so?

We discussed the issue with many seasoned professionals in and closely associated with the field. It comes out loud and clear that these Organisations seem to have lost some of the very same entrepreneurial capabilities, which helped them grow in the first place. They are commonly accused of bureaucracy and arrogance which reflects in some of their beliefs and actions like:

- A one size fits all approach
- Being carried away by statistics & losing touch with the consumer pulse
- Taking a short-term orientation creating a commodity approach and overtaking real innovation in schemes, creative, products
- Dumping of stocks, untimely supplies, stock-outs, unfair practices, one-sided terms
- Fancy jaunts & conferences for “motivation”
- Losing agility & speed in response to competition due to layers of approval and hierarchy
- Lack of cost consciousness
- Managing people well but failing to inspire them through personal leadership like an entrepreneur does

### Is there contrary evidence too?

**Yes there is.**

### The case of the IT industry

All the players who entered the IT field in the last 15 years were driven by entrepreneurial capabilities. Many profited enormously during the Y2K era because they spotted the opportunity and quickly built a business model to capitalize on it. Many however fell by the way side thereafter, especially post 9/11 because they did not possess the functional mastery and managerial abilities required to scale up. Those that have survived, are the ones that have continued to be entrepreneurial but have also built very strong functional and managerial capabilities along the way.

The pace of change in the IT industry is so rapid that entrepreneurial capabilities are needed in abundance all the time - to understand trends and changes, spot opportunities and threats and come up with innovative responses.

### The case of the entrepreneur who hires professional managers

Let us examine another dimension. The case of the entrepreneur who hires professional managers to help him grow the business.

We have seen many entrepreneurs hiring managers with the intention of building functional mastery and managerial capabilities. Within months of having hired these managers (at salaries which he considers gross) the entrepreneur gets disappointed.

His expectations do not seem to come to life. Things begin to fall apart until the professional leaves. Why? Simple - the entrepreneur expected the manager to act like him - display the entrepreneurial capabilities that he does or take the ownership that he does.

While the professional manager can bring in functional mastery and managerial abilities, the entrepreneur has to continue to display the entrepreneurial capabilities till such time that his professional managers learn to do so. In fact, the best thing that the entrepreneur can do is to be a coach in imparting these capabilities. The professional manager will benefit a lot from gaining these capabilities first hand from the entrepreneur and eventually act like him, but not on day one!

## Are dyslexic children capable of developing better entrepreneurial capabilities?

Strange, but it seems to be so.

The May 2002 issue of Fortune magazine has an entire article devoted to the subject of overcoming dyslexia.

What is interesting about the article is the stories of successful businessmen who have all been dyslexic.

One was apparently spanked for bad grades and poor attitudes and dropped out of school at 16, another failed remedial English, the third feared he would never clear school and the fourth learned to read in third Grade.

These apparent losers according to the magazine are Richard Branson of Virgin Atlantic & Virgin Records, Charles Schwab who virtually created the discount brokerage business, John Chambers the CEO of Cisco and David Boies, the celebrated trial attorney.

In hindsight, the CEOs seem to consider dyslexia a pretty good business boot camp since it fosters risk taking, problem solving and resilience. Since they were always

“expecting a curve ball”, risk taking especially became second nature to them, the article says.

It forced them to ask for help and learn to work with other people who had the skills.

Another interesting insight is the fact that the condition helped develop their innovative abilities.

They developed a distinctly different way of processing information that gave them an edge in a volatile, fast moving world. Their brain seemed to work in “3-D Technicolor pictures instead of words”. They seemed to go past sequential thinkers with their ability to synthesize information from diverse sources.

Given their difficulty in reading, they also tend to be good information grazers, the article suggests.

The point about the article which is worth pondering about is the excessive emphasis we sometimes place on academic excellence. It may perhaps only make good employees with sound functional mastery but not complete entrepreneurial professionals.

### Why do Organisations lose their entrepreneurial capabilities and what are the lessons to learn?

Let us now try to understand why Organisations (large and small, manufacturing or service) lose their entrepreneurial capabilities:



#### Structure & being a cog in the wheel

Many large Organisations, especially MNCs are

moving back to pure functional structures. Many of the functions in each country have strong verticals cutting across geography to global headquarters. The role of the CEO or country head in these Organisations is reduced to being an Operations Head with all his one-downs having functional verticals outside the country

This reduces speed, adds layers to the decision making process and takes away the genuine interest in developing deep customer insight and using it to come up with innovative product offerings. A lot of time is wasted in managing upwards.

Organisations also create too many specialist roles leading to the creation of silos and making the integration task that much harder and necessitating many additional roles and work units.

People also begin to feel like cogs in the wheel, doing “what they are required to do”. This is the biggest killer of entrepreneurial orientation.



### Staffing & the salaried mindset

Organisations have over the years been focusing on managerial capabilities as the criteria for selection to key positions. Educational institutions also promote functional mastery to the exclusion of everything else.

The pressures to “get a job and settle down” are very high. There is too much peer pressure on anyone who tries to do anything offbeat. In fact, anyone who tried his hand in business was considered a “no no” for hiring.

Added to this is the pressure that “high pay” exerts on the individual. High pay does not increase entrepreneurial orientation. On the contrary it only increases compliant and conformist behaviour and does not contribute to real innovation, risk taking, business acumen and results focus for the simple reason that the stakes are just too high.



### Arrogance

It is strange but true - employees including CEOs, Executives and Managers often come across as more arrogant than entrepreneurs.

This arrogance could be of many kinds:

- Intellectual arrogance that I know a lot and have all the answers (functional mastery)

- Position Arrogance that they are in senior positions and deserve to be treated that way.
- Success Arrogance that they are part of a winning team and are succeeding.

With arrogance, it is very hard to develop customer insight, cost consciousness and real innovation.

In his best selling book ‘Good to Great’, Jim Collins describes the Level 5 Leader as one who displays humility and will. Humility is a key ingredient of being entrepreneurial.

Interestingly, even if you are humble as an organisation, it is important to be perceived to be so. It is so easy for an employee in a successful organisation to be misperceived as arrogant, even if he is not. The onus is on the employee to manage perception.

### Some ideas for consideration

We would like to present for your consideration a few simple ideas to help improve the entrepreneurial capabilities in your Organisation.

#### ☞ Get terminologies right

The words we use have a lot of impact on the way we perceive things. Words shape our attitudes.

We so often refer to Organisations as “entrepreneurial” or “professional” as if to say that entrepreneurial Organisations are not professional and professional Organisations are not entrepreneurial. Both are not true.

(Nor for that matter should we be using words like “family-managed” and “professionally managed”.)

**We would like to offer the words “professional entrepreneurs” and “entrepreneurial professionals”.**

**Professional entrepreneurs** refers to entrepreneurs who are in the profession of building enterprises.

**Entrepreneurial professionals** are professional managers who are entrepreneurial in their behaviour.

### ☞ **Recognise the difference**

It is important to recognise the fact that entrepreneurial capabilities are indeed different from functional mastery and managerial capabilities and that they need to be nurtured through a deliberate process. Recognising the difference is the first step to their development.

### ☞ **Focus on your staffing efforts**

Hire diverse people into your team. Do not build “old boys networks” and “tribes” from a certain set of schools and backgrounds. It creates the “we always do it this way” mindset and blocks innovation and risk taking. A diverse team brings diverse thinking and it is healthy.

Take a chance and hire the chap who tried his hand at business and failed. You can bet, he definitely understands entrepreneurial capabilities very well.

Also focus on hiring people who are not risk averse. The coming times are tough and we do not want people who will play safe.

### ☞ **Build a strong financial orientation**

Everyone must understand the language of money irrespective of the function they belong to. Without a financial grounding, it is impossible for people to appreciate their role in profitability and value creation.

Organisations must share financial information across levels, make it important for people to analyse them and draw conclusions. MIS is quite often seen as “needed by the bosses” and is seldom seen as being most useful for the person originating it.

### ☞ **Redefine your training priorities**

Organisations, large and small are investing huge amounts of money in development centres, management and executive development programs.

All these are worthwhile investments. Our only caution is that these programs must focus on also developing entrepreneurial capabilities and not merely managerial capabilities or enhancing functional mastery.

### ☞ **Create ownership through inclusion**

The CEO and his team may carry a high degree of ownership. How are you going to create ownership among others in the management team? One thing is to say that they don’t have ownership. The other is to ask yourself your role in creating it.

One sure way of creating ownership is by being more inclusive in your actions.

Ensure that the Marketing teams include the sales team in brand building ideation and new product efforts. Involve your customer service desk in the process changes you are making before they receive the irate calls from customers. Push your HR and Finance departments to interact with customers regularly. Including more and more people creates ownership and helps build a sense of entrepreneurship.

### ☞ **Understand the limitations of Pay**

Pay is an important element in any Organisation’s HR strategy. Being competitive and communicating your pay philosophy is important. Pay does not however nurture entrepreneurial capabilities. On the contrary, pay quite often creates conformist and compliant behaviour beyond a point.

If you are an entrepreneur, don’t give up the abilities

Many entrepreneurs want their children to be well

*Entrepreneurs are needed not only to start new business ventures... but also to put life into existing companies, especially large ones.*

*- Andres Wall, CEO, Beijerinvest*

educated. This is important no doubt. It is however important that they develop entrepreneurial capabilities along side functional mastery and managerial abilities. Developing managerial capabilities should not be at the cost of losing entrepreneurial capabilities.

### ☞ **Everyone needs them**

We do not want our readers to come to the conclusion that Entrepreneurial capabilities are needed only by those at the top or by those charged with the responsibility of running a business.

A product manager, a Regional sales Manager, a Purchase Manager, an HR Manager, a Project Manager they all need entrepreneurial capabilities if they are expected to deliver value in their jobs.

The CEO needs it the most but other need it in good measure too.

### ☞ **Don't stop sitting in the shop**

Finally, however big you may become, as the founder, owner, entrepreneur or CEO, you must “continue to sit in the shop”.

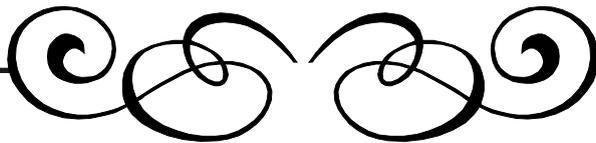
In other words, the physical presence of the benefactors is important to convey the seriousness and inculcate the spirit of entrepreneurship.

Let's learn from the mom & pop shopkeepers or restaurant owners. Years and years of research by franchising Organisations have shown that the profitability of these outlets is directly a function of the physical presence and the interest shown by the owner.

If this be true for a small business, it is all the more true for a larger business.

So, however large you may be, don't stop sitting in your shop!

*Season's  
Greetings*



## About totus

**totus consulting** was founded with the objective of providing strategic and operational HR solutions to 'human capital intensive' startups and small and medium sized organizations.

Our Vision is to empower our customers with complete HR solutions built on Competence, Trust and Long-term relationships.

totus is built on three strong capability pillars:

Prowess in thinking    Competence in performance    Values in action

## HR @ Work

**HR@Work**, our core offering, provides end-to-end HR support to start ups, small and medium sized organizations and family business by building the necessary HR systems and processes and developing internal HR capacity. Depending on the size of the organization and its readiness, we either continue to provide on-going support or find an HR professional to continue the process.

An engagement would typically last from three to twelve months depending on the complexity involved and the maturity of existing systems. The scope is highly customized to meet the organisation's needs and covers a wide spectrum of human resource initiatives including:

- organisation design
- work force management
- compensation and benefits
- service quality
- job design and capability development
- performance management
- staffing

The other products from totus are:

### 1 to 1 Facilitation

-a Coaching solution designed to meet the needs of Small Business Owners, People Managers, Senior Executives

"1 to 1 Facilitation" is a collaborative alliance between a coach/ facilitator and an individual to help the individual establish and clarify purpose and goals and to develop a plan of action to achieve the goals.

"1 to 1 Facilitation" can be used to address a variety of performance improvement needs.

Small Business Owners can use "1 to 1 Facilitation" to help grow their business, People Managers can use "1 to 1 Facilitation" to enhance their people management capabilities and Senior Executives can use "1 to 1 Facilitation" to acquire critical skills needed for their career development.



- a new and unique employee sensing solution which offers a customized, comprehensive, dynamic & speedy solution to "listen" to employees and get a "handle" on key issues, views & opinions before the planning and implementation of important organisational changes, or launch of policies & programs that will help achieve business results.

"essense" is special because it combines qualitative research methodology (QR methodology) with in-depth HR know-how.

"essense" can be used by a small organisation or a small part of a large organisation, like a branch, a factory or a business division.

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