

UNDER THE **BONNET**



Putting passion to work!



Our
2nd
Anniversary
Special



Dear Friends

It gives me great pleasure to come back to you with the fourth issue of Under the Bonnet.

We must admit that this issue has been quite late in reaching you. "Writing" about passion has not been an easy task but we have accomplished it, and well we believe.

Our second anniversary colloquium on June 21, 2002 titled "Putting passion to work" was a resounding hit. Attended by over 125 Business leaders, CEO's and HR professionals it was a thrilling and touching experience.

We decided to invite two keynote speakers for the colloquium. We believed that there are stellar examples of people outside the world of business, who have been able to not only demonstrate passion but also put it to work to create great institutions or make lasting changes.

Our search led us to Dr. Kiran Bedi and Dr. SS Badrinath, who shared with us the secret of their passion and how they put it to work.

Their speeches were truly inspiring and touched every member of the audience.

We thank each one of them for having made it to the evening.

For us at totus, it was a great moment - what a way to celebrate our birthday, and in what august company.

This issue of UTB is therefore rightfully dedicated to the theme of our colloquium PPTW!

We trust you will find this issue meaningful and enjoyable at the back of this issue is a tear-off on "What is Passion all about?" that you can use.

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

Warm Regards



Ganesh Chella

The pre-liberalisation era was a period of few job opportunities, low pay and not very high levels of empowerment and transparency. Careers followed predictable paths and security was taken as a given. Employees had time - to learn under mentors, to prove themselves and most importantly to hone their skills and do a job well. There certainly was a craftsmanship approach to doing most jobs.

The post-liberalisation era has seen the emergence of many new businesses, greater opportunities, less formal workplaces, a high emphasis on meritocracy, greater influence of technology, higher empowerment and transparency but lesser levels of security. While people are seen to be more professional in the way they do things, there is an increasing belief that they are less passionate than their predecessors.

While the involvement of external stakeholders (like analysts, investors, customers, the Board) in reviewing the performance of an Organisation has resulted in greater transparency and accountability, it has also very significantly taken away one of the most important drivers of performance - the intrinsic need and desire to do a job well for the sake of one's own sense of ownership, pride and need to self-actualise.

The over-use and over-emphasis of seemingly modern performance and reward management systems like commitment planning, goal setting, pay for performance, pay at risk and so on have also contributed to otherwise high performing individuals "playing safe" or being limited to work plans that are self-limiting. (The words "overuse" and "over-emphasis" must be carefully noted.)

The failure of all these modern mechanisms to "manage performance" is evident today in ample measure - the destruction of investor confidence, the disappearance of millions of jobs, the jailing of yesterday's heroes and the last resort of asking executives to actually swear by their numbers.

All this leads us to ask one all important question ***"where has all the passion gone?"***

Business Leaders who have been partly responsible for the demise of this passion are now looking around for ideas, inspiration and role models to help create more "engaged employees" who can bring back passion to the work place.

To understand where all the passion has gone, we need to first understand what makes individuals passionate and then understand the Organisational conditions under which passion flourishes.



What makes Individuals passionate?

There seem to be five distinctive attitudes and beliefs which mould a person's passion and makes him passionate:

↳ **It's not a matter of the head but of the heart**

The history of management thinking and ideas reflects a preoccupation with Organisational effectiveness and change almost to the exclusion of what all this means to the employee.

Worse, when these ideas and programs are rolled out and they do not succeed, employees are blamed for not embracing change and not being enthusiastic about new initiatives be it BPR, BSC, TQM, TPM, BM and so on.

What history has failed to highlight enough is the fact that the most successful initiatives and the most lasting turnarounds have been achieved not through the conceptually brightest ideas but by

touching the hearts of all employees. It is passion from the heart and not intellectual appreciation that brings about improvements.

Our increasing efforts to be "right" have robbed us of our ability to relate, from the heart. Excessive intellectualization has taken the heart out of the matter!

Passion is not about charming people around you with smart ideas. It is about reaching out to their hearts, simply because passionate people operate from their hearts.

Do not forget - the greatest human accomplishments are emotional experiences and not intellectual ones. To retain passion, we need to stay in touch with our emotions and use it as a source of energy. Passionate individuals "put their hearts into what they do, not their heads!"

↳ **It's not just about doing what you love but also about loving what you do**

We have been taught to believe that if we do what we love, we will be passionate about it. Maybe this is the truth, but an extremely self-limiting truth.

Not all of us are fortunate to be called upon to take up jobs that we love. In fact, for most people, their careers are big accidents. Yet, they learn to love what they do, by doing it with passion.

Passionate individuals love whatever they do.

The movie and book, Fish! says it well. It says that there is always a choice about the way you do your work, even if there is not a choice about the work itself. What do we want to be while we do our work?

Many people choose to carry an attitude to their work which makes it toxic for themselves and others. Passion is about carrying the right attitude to work.

Upbringing has a large role to play in this. When people enter the workplace at the age of 18 or 20, many of their attitudes and approaches are already formed. It is too much to expect the organisation to work on changing and reforming these attitudes, especially if the employee is unwilling.

It is for this reason that employees get hired for job skills (which are easy to assess) and get fired for attitudes (which are harder to assess).

The values that parents give their children, the priorities that parents get their children to focus on are the values and priorities we as Business Leaders and HR Managers end up dealing with.

↳ **It's not about making money,
it's about making a difference**

This is perhaps the most difficult one.

We have all been witness to the impact of greed on corporations, hapless employees and investors in the recent weeks and months. Yet, making money has never been glorified more than it is today. Making money has never been seen as much as a symbol of success before, as it is today.

Passion is about wanting to make a difference, money or no money.

The world would have been a poorer place if the great musicians, poets, scholars and scientists had worried about their rights, their royalty, their brands and their I.P. They all wanted to make a difference.

The preoccupation with personal gain does not lead to passion. It only leads to greed. This is not to say that passionate people are impoverished. It is just that money is never the driver with passionate people.

The hordes of people who joined the new wave of industries because there was money in it have come out as fast as they entered it. The ones who had a serious intention of making a difference have stayed on.

How else do you explain the ability of employees to live with huge diversity of pay and still be happy doing what they are doing?

Passion

↪ It's not invented, it's discovered

Passion does not need scientific brilliance to invent. Nor is it found in a select few. We all have it in abundance. It only needs to be discovered, unearthed.

Passionate people have discovered their abundance and are willing to share it with others. Passionate people are full of self-worth, pride and at peace with themselves.

While people can never get coached to be passionate, they can be helped to discover their own dormant passion. The process of discovering one's passion is spiritual and calls for a rigour. It calls for the ability to keep asking "Who am I.....".

↪ Passion is about inspiration, you can pass it on

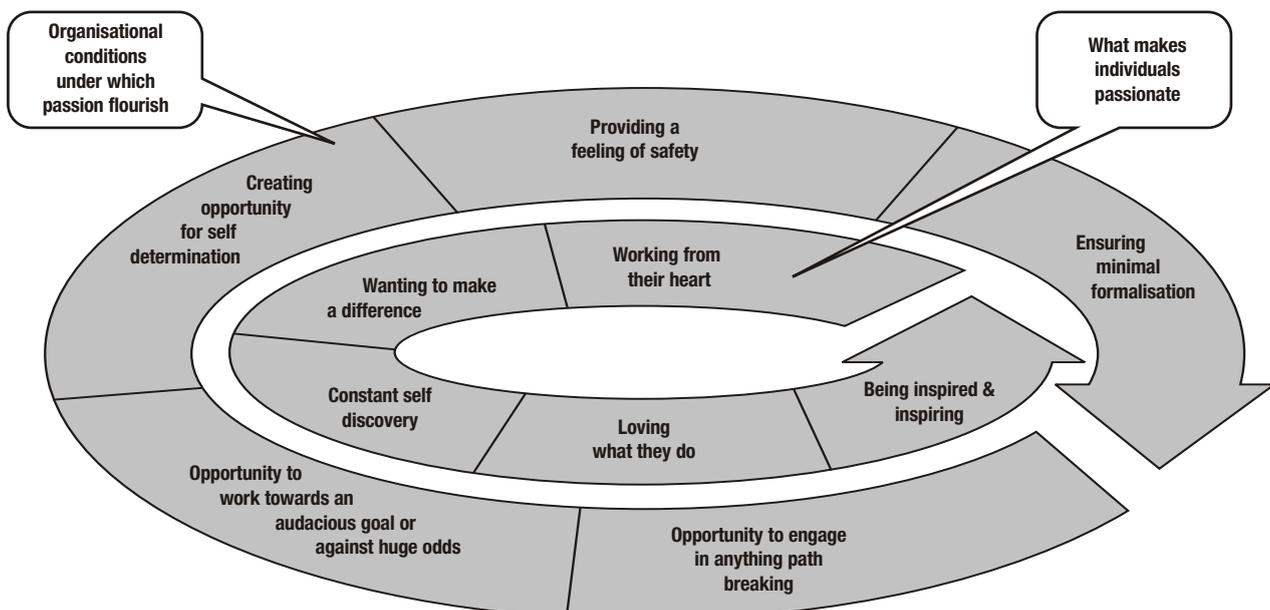
Passion is infectious and inspirational. People with passion are able to spread it around them and help others benefit from it too. We all feel good being with passionate people. It does something to us.

It is only for this reason that passionate people are able to make a difference to others lives, be it in Organisations or in society.

These passionate people have picked it up from someone along the way.

The path to passion

While individuals may well become passionate in the five ways discussed, the Organisation has a huge role to play in creating favourable conditions to nurture it.





Organisational Conditions under which Passion flourishes

While it might sound simplistic to suggest “5 easy steps to passion”, it is possible to outline favourable conditions under which passion flourishes in Organisations.

Five such key conditions emerge, let us examine these in detail:

↳ **A feeling of Safety**

While it might sound primitive to talk about safety in today's Organisational settings, it is perhaps the single most important condition that helps nurture or affect passion in Organisations.

Safety includes job security but goes beyond that.

The frequent bouts of layoffs which are announced so mechanically does little good to

passion at the workplace.

Safety also includes the freedom to “be oneself” and not play the role. It refers to the extent to which people can practice straight talk and openness.

The Vice Chairman of an International bank is visiting India. An open house is scheduled for employees to meet their Vice Chairman and ask questions, as is the case in any open house. The HR Manager, new to the Organisation realises to his horror that this open house is not so open! The questions to be asked have already been prepared and the ones to “ask” the question have also been selected. It seems too risky to have employees ask questions. God save the employee who asked a question “out of turn”. A classic example of the lack of safety.

Safety also includes the extent to which pay systems are predictable and the extent to which they are at risk. Pay at risk programs used indiscriminately do little to the feeling of safety.

Many Organisations pride themselves with their practice of regularly weeding out their “bottom 10%” every year. These same Organisations also talk about creating “engaged employees”. Many others jump at this seemingly brilliant idea, without much thought.

The feeling of safety is the feeling of trust and that is critical for passion to flourish.

(Continued on Pg.11)

Putting Passion to work : Excerpts from Dr.S.S.Badrinath's speech

Passion for Dr. Badrinath was in the form of a quest for doing something different much ahead of his time. The rigour of his training along with a selfless attitude to serve the society is what helped him create '**The Sankara Nethralaya**' along with his team of doctors and take it to where it is today.

The success of Sankara Nethralaya is a fine example of passionate work by Dr. Badrinath and his team. It is an institution created by the society for the society guided by strong values and a bold vision. The hospital believes in fostering team spirit and passing on the mantle of leadership by developing the second and third line.

These were the views shared by Dr. Badrinath during his keynote address at the second anniversary colloquium of totus. He also mentioned that the colloquium theme '*Putting passion to work*' is what made him accept the invitation to speak at the colloquium.

By choosing the name Sankara Nethralaya, which means '*temple for the eye*', Dr. Badrinath was able to inspire the employees who work there and also communicate the importance of what they were doing.

Sankara Nethralaya started with just 3 consultants and 17 beds. Today the hospital serves not only patients from within the country but also from overseas Srilanka, Bangladesh and Nepal. The objectives that the Sankara Nethralaya team has set for themselves are patient care, free treatment, ophthalmic education and ophthalmic research.

The Hospital provides eye care treatment to around 1200 patients a day and carries out nearly 120 surgeries per day. Nearly 45% of the patients who undergo treatment in Sanakra Nethralaya are poor (non paying) patients. The percentage of non-paying patients has gone up from 105 surgeries in 1979 to 10,980 surgeries in 2001. The standard of

care given to the patients are the same for the poor as well as the paying.

Sankara Nethralaya has been recognised as the Centre to conduct FRCS Edinburgh Examination since 1999.

Research in Sankara Nethralaya is directed towards the cause of blindness in India and they hope to have startling and exciting results in the field of cataract, glaucoma and diabetic retinopathy etc in the coming years.

Sankara Nethralaya assures professional independence and growth for its employees. The hospital currently has 58 ophthalmic consultants, 763 executives & paramedical staff whose only aim is to provide total patient care.

Sankara Nethralaya and Dr. Badrinath are a fine example of passion at work with the key drivers being selflessness, vision for the future and respecting professional independence.

(Dr. Badrinath completed his medical studies from Madras Medical College, and his graduate studies in ophthalmology from Grasslands Hospital, New York University Postgraduate Medical School and Brooklyn Eye and Ear Infirmary. In September 1978 he founded the Sankara Nethralaya - the first eye hospital in India to obtain the ISO 9002 certification.

For his outstanding contribution in the field of eye care Dr. Badrinath was awarded the Padma Shree in 1983 and Padma Bhushan in 1998 by the Government of India. He is the Honorary Ophthalmic Surgeon to the President of India, a consultant in ophthalmology to the Armed Forces of India, a non-official member of the Armed Forces Medical Research committee and a Fellow of the Academy of Medical Sciences.)



Our team

Snapshots from our Colloquium



An enthralled audience...



Ganesh Chella introducing the speakers



Our key note speakers



Dr. Kiran Bedi ...telling us about her passion at work



Dr. Badrinath ...sharing the genesis of Sankara Nethralaya



Audience interaction



Participants stealing a moment with Dr. Bedi

Putting Passion to Work - excerpts from Dr.Kiran Bedi's speech

WHO - THE WHAT - THE WHO

What we do at our workplace is a function of WHO we are. The "WHO" we are as individuals is influenced in great measure by our education, our family environment and our life experiences. The WHO moulds the attitudes of a person. These are the attitudes that the person takes to the workplace and in everything he does.

The values that influence our early lives - the "Who" that we are and the 4 D's (Desire, Direction, Dedication and Discipline) influence the passion that we have and that we carry to the WHAT.

The WHAT is the Work we do. The WHAT or our work creates its own experiences and has an impact on the WHO that emerges out of it a victim of our work, or its champion!

Therefore the WHO (which forms the core) needs to be nurtured, learnt, developed, practiced and lived up to.

This WHO needs to become richer by the experience of the WHAT and not its victim. The WHO needs to grow to give more and do more.

This summarises the approach of Dr Kiran Bedi, the second keynote speaker at our colloquium.

Dr. Bedi emphasised the importance of our childhood and our upbringing in shaping our values and our passion. She called herself the product of passionate upbringing. The values she was instilled with while growing up were critical in shaping her personality and the WHO that she carried to all her workplaces.

She also emphasized the importance of asking oneself constantly What I am + What I would be if I continue to be What I am + What I should be.

The other ingredients of passion according to

Dr.Bedi were Integrity, Communication, Professional skills, Ability, Vision, Giving, Discipline, Team work. The absence of any one of the above qualities she felt affected the final output of work.

To develop a PASSIONATE MIND - "a state of mind where we are deeply satisfied by what we have and yet continue to aspire to grow towards a vision" she felt it was essential that we achieve our potential in all the four dimensions of our being - Physical, Emotional, Intellectual and Spiritual.

Dr. Bedi shared some of her successes in inculcating passion at the workplace and achieving results against huge odds. She averred that the focus of any organisation should be on 'Total Quality People' and then on 'Total Quality Products'. For finally it's Individuals who make institutions (like Sankara Nethralaya) and not vice versa...

She concluded her address quoting Gandhiji - " Be the change you wish to see in the world"...

(Dr. Kiran Bedi is the first woman officer of the Indian Police Service. She is most known for her reformatory approach in handling prisoners and the path-breaking steps taken by the Prison Administration during her tenure as the Inspector General of Prisons - Tihar. Her courageous and holistic approach towards prison governance became a major factor in her earning the prestigious Ramon Magsaysay Award for Government Service in the year 1994

Dr. Bedi is also known for her innovative measures in policing, her approach in including community participation in crime prevention strategies and drug abuse treatment and introducing spirituality in police training. She has a Doctorate in the field of 'Drug abuse and Domestic violence' from IIT Delhi. She is currently Joint Commissioner of Police (Training)-Delhi Police.)

Passion

(Continued from Pg.6)

↳ **Minimal formalisation or rigidity**

Formalisation refers to the extent to which jobs within the organisation are standardised and structured and the extent to which decisions are based on rigid rules and policies with little room for flexibility.

While formalisation brings about standardisation and may be necessary for many production and front-line jobs, or for managing large Organisations it also takes away the extent of discretion available on the job and creates the feeling of lack of empowerment.

Even where formalisation is needed, if it is achieved through unwritten, internalised mechanisms and through professionalisation, it works much better than when it is achieved through rules, procedures, regulations and direct supervision. The inability of ISO certification to bring about real conformance is a classic example.

Formalisation beyond a point, especially through rules, job descriptions and so on dilutes passion.

Good investment in hiring and training on the other hand also results in standardisation but without affecting passion.

The extent of perceived flexibility also affects the level of passion in the Organisation. HR Managers are the culprits. They quite often see their roles as custodians of policies and practices rather than facilitators of progress. Any operating manager

having to deal with layers and layers of policies to manage his people is going to feel extremely low on passion and just give up.

While formalisation is needed, the role of Management is to lace it with a good dose of judgment and discretion.

↳ **Engaging in anything new, pioneering or path-breaking**

Why do startups excite people? Why do startups attract some of the best talent despite its risks and at times financial compromises? Because, startups offer the opportunity to do pioneering and path breaking work. Anything new or path breaking creates passion.

Doing something outside the ordinary also creates passion. The NGOs have perhaps attracted some of the most passionate people. You could also say that people with NGOs are passionate. The bottom line is that unconventional work always creates passion. Can you think of a TV anchor, a recording engineer, a creative director, a colorist, a chef, a sports person or a trainer not being passionate? These are people who work to their own intrinsic standards all the time.

Not all Organisations can of course offer jobs that are path breaking or unconventional. What then you might ask?

Well, even if the job is not unconventional but the way in which the job is being done is unconventional, it creates passion. How do pizza stores and coffee pubs attract people who enjoy doing chores? How do the fishmongers at the Pike Place fish market enjoy what they are doing? How do the weavers of Kanchipuram and the goldsmiths of Calcutta turn out brilliant work all the time?

Many business leaders have discovered unconventional ways of doing things and have created passion for themselves and people around them in the process the way they dress, the way their offices look, the way they communicate, the way they treat their employees, the way they manage their HR processes like staffing, training, assessments and so on.

Doing things in unconventional ways surely creates passion.

Competing or aspiring to win awards for excellence, certifications and accreditations can also create passion and excitement. The Olympics, The Oscars, The Malcolm Baldrige award, The SEI- CMM certification can all create passion among the people involved.

↳ Working towards an audacious goal or against huge odds

It is surprising but true when employees are called upon to meet goals which are seemingly impossible or audacious and are trusted with its achievement, they end up meeting or surpassing it.

Employees taken into confidence and called upon to help the Organisation deal with its huge odds also end up making passionate contributions since they feel honoured, trusted and valued.

During the slowdown in the IT industry, we have examples of Organisational leaders who have gone into hiding and taken actions to dissipate all the passion, as well as of leaders who have come out in the open, communicated and created the climate for passion by asking for help to meet some of their audacious goals.

Of course, these are also leaders who never made the workplace “unsafe” or filled it with rules and instructions during these times.

One of our clients launched an entire program called “mission possible” to achieve a certain revenue growth during a difficult period and was able to create enormous passion which helped the Organisation surpass their goal.

↳ Opportunity for self-determination, inclusion (and the permission to fail)

People feel passionate about anything that they can influence, shape and determine in some way. People also feel passionate about the initiatives that they are able to drive, changes they can bring about, suggestions they can make.

The freedom to do what one thinks is appropriate or to act with independence (elbow room) creates passion. It is freedom to act and the sense of realisation that creates passion and leads to ownership at the workplace.

Self-determination is not limitless. It is always a function of one's role, competence and position in the Organisation. Therefore, self-determination for a retail sales person may have to do with his or her ability to handle returns, refunds and exchanges without having to check with supervisors. For an Operating Manager, it may have to do with choosing his own team and for the CEO it may have to do with control over his balance sheet!

Being included in things happening around a person also increases the sense of passion. Inclusion creates trust, ownership and the passion to contribute.

The role of leadership

Obviously, it is the Leader's role to create these five favourable conditions in the Organisation. If he does succeed in creating it, he would have nurtured a lot of passion.

We must point out here that achieving 100% in all five areas is not seen as a necessary condition for the creation of passion. That's idealistic.

Some of these five areas are likely to be weak in an Organisation. But what is necessary is that it is balanced by strengths in the other areas.

Finding and maintaining this balance is the task of leadership.

We see leadership in this context as not residing only in the CEO. It resides in all people who have responsibility for managing functions, work units and businesses.

The role of staffing

The quality of the Staffing process can have a huge influence on the amount of passion in the organisation. Those responsible for staffing need to ensure that they hire **only** those people who have at least some of the five ingredients of individual passion that we spoke about earlier. It is for this reason that hiring is rightly overemphasized all the time.

The movie and book, Fish! says it well. It says that there is always a choice about the way you do your work, even if there is not a choice about the work itself. What do we want to be while we do our work?

Many people choose to carry an attitude to their work which makes it toxic for themselves and others. Passion is about carrying the right attitude to work.

Upbringing has a large role to play in this. When

The other paths to Passion

Gurus, spiritual leaders, motivational speakers, self-help books

Despite the controversy and criticism that surrounds them, Gurus, spiritual leaders, motivational speakers serve the purpose of rekindling people's passion and awakening their spirits. It albeit does it intellectually.

T-Groups, training programs, t-shirts, coffee mugs and off-sites

These events and programs to get people together serve the same purpose rekindling passion. Some work and some don't.

The true sign of leadership is to keep trying things and keep those that work and move on.

Growing and building scale is an inevitable process for Organisations. But along with it comes the price of diminishing passion. Creating systems and formalizing is an inevitable outcome of growth. But along with it comes the price of diminishing passion. Business leaders and HR professionals will need to grapple with this inevitable process with creativity and ... passion!

As we close, we would like to share with you, all the names of people who put passion to work that came to our minds when we put together this article. These are random names, big and small, known and unknown and not in any particular order. We also realise that our knowledge is limited and therefore our list incomplete. A list nevertheless to begin with. They are not based on any scientific research or selection process but just our personal appreciation of what they meant to us. We reproduce their names and salute them for what they have done ...shown us the way ...

Read the list and we are sure you will have some more to add to it

Mahatma Gandhi
 Dr G Venkataswamy
 Vishwanathan Anand
 Saint Thyagaraya
 B R Ambedkar
 Verghese Kurien
 Satyajit Ray
 Dr. Kiran Bedi
 M S Oberoi
 Medha Patkar
 Rippan Kapur
 Swami Vivekananda
 Subramania Bharathiyar
 M S Swaminathan
 Rabindranath Tagore
 Dr. APJ Abdul Kalam
 Poonam Natrajan
 Baba Amte
 Dr. Udai Pareek
 Sir CV Raman
 Dr. S S Badrinath
 TV S Iyengar
 Mother Theresa
 M S Subhalakshmi
 J R D Tata

The spirit of looking



“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.

While there are a number of books and journals on the subject of Human Resources in other parts of the world, there is virtually none in a large country like India.

Even the few publications that do exist really look at HR from the dashboard, in terms of how things are supposed to be. What Business Leaders and practicing HR Managers are looking for are inputs and insights on why things don't work the way they are supposed to and why things go wrong. They really want to look “under the bonnet”.

This is what we aspire to do with Under the Bonnet. We take one important issue or theme at a time and look at it in-depth.

Under the Bonnet is our contribution to **thought leadership** and adding to the **knowledge about people**.

The first issue looked at “Combatting Layoffs”.

The second issue at “the 4 things that ail Indian work culture”

The third issue at “Staffing for startups”

This is the fourth issue...

If you would like us to examine an issue that you consider important or want a copy of our back numbers or just want to share your feedback, do get in touch with us. We'd love to be of help.

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Our numbers have changed:

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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.

essense

- 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.

What is passion all about?

It's not a matter
of the head



but of the heart



It's not just about
doing what you love
but also about loving
what you do

It's not
about making money,
it's about making
a difference



It's not invented,



it's discovered

Passion is about inspiration



you can pass it on



totus consulting
partnering to create value

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Pass on the Passion.....