



## AN APPROACH TO ENHANCING MANAGERIAL EFFECTIVENESS IN INDIAN ORGANIZATION

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### ABSTRACT

*In the global economy organizations are striving towards altering themselves into learning organizations. Learning organizations are those which continuously keep on learning to adapt themselves to changes in the environment in and around them. Knowledge management, competency building, collaborative projects, team work and so on are the steps taken by the management, today to enable the organization to learn and change itself for better performance. Though, actual learning doesn't occur unless people in the workplace question their as well as others habitual patterns of thoughts and practice. In other words, organizations tend to reinforce the existing system of beliefs and practices, even if they are counterproductive in the long run. In the same way, they are unaware of this very fact that they are unable to repair the defective approaches in them and others. As a result, unintended consequences keep on coming through errors, i.e. mismatch between intentions and outcomes. These errors can be reduced only when the fundamental assumptions behind the activities and behaviors are questioned and changed. For this purpose, organizations need reflective individuals in top leadership roles as well as among employees. This paper discusses about developing a reflective orientation for enhancing managerial effectiveness. This is opined to be a primary ingredient for transformation into a learning organization. Personnel selection procedures which include emotional intelligence competencies measures such empathy will have implications for building a learning organization.*

**Key words: learning organizations, managerial effectiveness, Knowledge management, competency building**