HUMAN RESOURCE DEVELOPMENT – A FOCUS ON PEOPLE CENTRIC LEADER

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ABSTRACT

The role of human resource management is to act as a buffering agent, to neutralize the entire situation by taking necessary actions, procedures, adopting best practices and strategies in case of corporate organization. HRM plays a strategic role in the survival of an organization. In the time of global financial/economic crisis, Human Resource (HR) managers must not only innovate but must also act as change agents, strategists, mentors, counselors and motivators. They must adopt a people-centered model of management instead of the go-get-them approach. The latter approach will not only push down the morale of your employees but it will also shove talented workers from leaving the organization. Human resource development is the frameworks for helping employees develop their personal and organizational skills, knowledge, and abilities. HRD includes such opportunities as employee training, employee career development, performance management and development, coaching mentoring, succession planning, key employee identification, tuition assistance and organization development.

Development of HRD is a process of bringing people and organization together so that the goals of each other are met even during the crisis period. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing, this calls for future skill mapping through proper HRM initiatives in the developing country like India. With this HR managers should always find a way to motivate the employees, either through training or coaching, before making any drastic actions like transfers, demotions or terminations.

Keywords: strategic role, people centered model, go-get-them approach, performance management and protector.

1.1 Introduction

The global meltdown has sounded the alarm bells, and may be the worst is yet to come. But the role of human resource management is to act as a buffering agent to neutralize the entire situation by taking necessary actions, procedures, adopting best practices and strategies in case of corporate organizations. Human resource management is the process of bringing people and organization together so that the goals of each other are met even during the crisis period. Personnel directors are the new corporate heroes, as their role is shifted from that of a protector and screener to a planner and change agent. Over the years, highly skilled and knowledge based jobs are increasing while low skilled jobs are decreasing, this calls for the future skill mapping through proper HRM initiatives in the developing countries like India. Human resource management (HRM) plays a strategic role in the survival of an organization. In the time of global financial/economic crisis human resource managers must not only innovate but also act as change agent, strategists, mentors, counselors and motivators, they must adopt a people-centered model of management instead of the go-get-them approach. The latter approach will not only push down the morale of your employees but it will also shove talented workers from leaving the organization.

1.2 Concept and Growth of HRD.

Human resource is the term used to describe the individuals who make up the workforce of an organization. Their development is of utmost importance in modern times. As early as 1964 human resource development was used as a terminology by Harbison and Myers, though they were scholars outside the field of human resource development and they defined HRD as “as a process of increasing the knowledge .the skill and the capacities of all the people in a society”. In 1969 Leonard Nadler used the term human resource development to describe “a series of organized activities conducted within a specialized time and design to produce behavioral changes.”

“developing human potential in every aspect of lifelong learning “Jones in1981 opines that “HRD is a systematic expansion of peoples work related abilities ,focused on the attainment of both organizational and personal goals,”
The framework of HRD changed with the concept of learning in the work atmosphere pointed out by Chalofsky and Lincon (1983) who believed that “HRD is the study of how individuals and groups in organizations change through learning” The concept of HRD has started becoming complicated which is evident from the definition provided by Nadler and Wiggs (1986) wherein “HRD seems as a comprehensive learning system for the release of the organizations human potentials - A system that includes both vicarious classroom, mediated and simulated learning and experiential on the job experiences that are key to the organizations survival”

Flippo (2006) deems that "HRD is an organized learning experience, conducted within a definite time period, to increase the possibility of improving job performance and growth.”

From the point of view of Reid, Barrington, Brown (2007) "HRD usually involves ways of abandoning random learning routes in favor of more productive, planned routes.”

Sambrook (2008) brings up the issue of multi dimensions in HRD and stretches the “development of multiple collaborative relationships pulling the field along horizontal and vertical dimensions. Reiterating the oft repeated idea of multilevel development in HRD, the ASTD2011 brings out the idea that “HRD is the integrated use of training and development, organizational development, and career development to improve individual, group and organizational effectiveness”

1.3 HRD in A Liberalized Era

HRD plays significant role in market economies and more so in an economy tending towards market conditions like India. Global competitiveness has created customers diagonally opposite to what we have today. This is the problem, challenge and opportunity. Response to global competitiveness involves “new customers”. Meeting the requirements and desires of new customers. Demand for competent developed resources with human approach towards customers. Thus liberalization has positive impact on HRD.

HRD strategies of industries of liberalized India would be:

- Delarging/downsizing of organization structure.
- Building organization structure based on the characteristics of organic structure.
- Providing the scope for internal customers in structuring organization.
- Enriching jobs at all levels.
- Performance planning and development.
- Preferring empowerment rather than supervision.
- Providing conducive climate for team work.
- Creating the value towards new customer orientation.
- Encouraging innovative and creative idea.
- Providing conceptual and informing role to all employees.
- Developing anticipatory and participatory approach.
- Culture building.
- Competence building.
- Motivation building.
- Confidence building.
- Commitment building.
- Structuring business groups.
- Creating learning organizations.
- Developing participatory approach and automatic learning.
- Providing training and retraining.
- Developing managers continuously.
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1.4 Changing Role of Leadership Competencies – People Centric Leader.

With new modes of handling people problems the concept of HR is more people centric. On one hand, the development of skills for future jobs, responsibilities that growth shouldering heavy load of people oriented competent work was given more emphasis, on the other hand role of leader was emphasized. It is not sufficient to be a good leader but a great one. The issue is what makes a great leader? Is it:

- Knowledge of industry?
- An eye on profit or loss?
- Great communication skills?
- Charisma?
- Holding people accountable?
- Mission/vision and goals?
- The ability to circulate a message?
- Hiring well?
- Process improvement?
- Sales and marketing focus?
- Adaption to innovative methods?
All the above mentioned leadership traits will result into a good leader. A great leader is a leader who is people centric. As Jack Welch (former CEO of GE) once said “the single biggest reason for our success at GE was our focus on people to unleash the human spirit”

A great leader has to truly focus on the people who were doing the work. When people feel appreciated, acknowledged, developed, groomed, coached and taken care of, they do more, make more and sell more. But it is hard grinding work, which is time consuming, long term result oriented and needs a strong people strategy (B .Shawn Doyle). The various strategies and issues to be people centric leader are:

Respect:
Set expectations that all employees will be treated with respect. Set standards of behavior for executives on how they will treat everyone. Make those standards measurable or observable.

Tapping the intellectual capital:
Get everyone involved and ask for their feedback and ideas. Far too many ideas come from the front office when they could have come from the frontline. They know what is really going on.

Performance reviews:
The peace of the business world has sped up except when we are giving people feedback. Solid constructive feedback act as a motivating factor and the employees will come to know where they are lacking and lagging behind.

Due credit for their work or effort:
Acknowledge people for their efforts. People do want to be thanked. Employees use to say that they never hear “Thank you” from leadership. A word of appreciation will do many things.

Taking interest in them:
Having a small talk and asking about their family is very important. Example, How is your sick aunty is doing? How is your parent’s health condition? etc., a personal attention with employees and taking interest in them will result into a great extent. Arrogant behavior breeds resentment and kills loyalty.

Celebrate people:
Celebrate service awards, Anniversaries, Birthdays, Milestones and Benchmarks.

Develop people:
Every leader should have a discussion with every direct report, and ask them about their career goals and then help them to develop a plan to get them. Yes everyone in the organization no matter their Title or Position. So then everyone has a potential future and a positive outlook for the future.

Employee’s empowerment:
Employees Empowerment refers to a state of mind which results in creating position, policies, and practices in an organization. It is a process of sharing with front line employees four organizational ingredients such as Knowledge, Information, Power and Reward which makes the process of empowerment a sure success.

Conducive atmosphere to culture:
The organization has to create work environment to culture which foster the ability and desire of employees to act creatively and individually.

Making the employees a feeling of proud, privilege to work:
One of the great leadership qualities is creating in the minds of employees a feeling of proud privilege to work. If we do all these actions on a regular basis – we stand a strong chance of being the kind of a leader that people want to follow A People Centric Leader.

CONCLUSION:
HRD is playing a vital role with the changing scenario. One of the most effective ways of enabling employees to use their creative abilities is through people centric leadership quality. Through this approach the quality of employees’ own work life also improves in the form of shared vision, clear goals, boundaries for decision making, improving employees’ competency by training and experience. Even though many companies have good leaders, they have to face the ground realities of a lack of a great leader who can address challenging HRD issues.

REFERENCES:
1. Shawn Doyle: President of New Light Learning And Development Inc.

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