

# ET BUSINESS FOCUS

July 29, 2011

OMS special feature with Economic Times - Mumbai, Pune and Ahmedabad

## Team Spirit

Remember 'Hari Sadu', the famous impolite and harrowing superior featured in one of the commercials? The character shown was a perfect take-off on the old corporate saying: 'People don't quit companies, they leave their bosses'. It is, indeed, very true that people today look forward to work 'with' rather than 'for' their bosses.

In many cases, employees feel bulldozed by their bosses constantly breathing down their neck. This is, in fact, spotted as the major reason for sincere employees quitting organisations. However, the trend is slowly getting corrected as organisations realise the importance of team management with a few leveled superiors at the helm.

Here's a rundown on some crucial factors and ways to correct them.

### FROM DELEGATION TO EXECUTION

Nandita Gogoi, Area Manager - Western Suburbs, Naukri.com, says, "Nowadays, organisations compel senior managers to be a part of the regular activities rather than just delegating work. It has changed from delegation to a combination of delegation and execution. For example, earlier, a VP of a company used to conduct a meeting, say once a fortnight or a month with the team, but the trend has changed to having at least a weekly meeting to take stock of things. Senior employees are asked to be part of daily activities and expected to have hands-on information about all the tasks and this also helps in knowing the pulse of the market."

### AGE NO BAR

One major change observed is also the drop in the age bracket of senior level managers. Earlier, the education qualifications and the age used to be the two major deciding factors of the senior level profiles. But with the advent of professional courses, new age media and exposure to the outside world, the young generation is climbing up the ladder at a faster pace.

Explains Aditi Kare

Panandikar, Whole-Time Director, Indoco Remedies, "Age doesn't play a significant factor nowadays. I believe as long as one has the correct exposure, ability and knowledge about the profile, it is sufficient to play the role. The younger generation is smart and enthusiastic. They love to work in a challenging atmosphere. Their amazing grasping power makes them move faster in the hierarchy."

### STYMIING GROWTH

Additionally, minimal growth prospects or simply lack of it is an important factor which leads to saturation and despair among the team members of any organisation.

Usually, people end up staying back in office till late chasing deadlines. But when it comes to discussing the growth prospects with seniors, they are usually left disheartened and sometimes disillusioned about their role in a company's growth.

As an ideal team leader, one should always chalk out growth prospects for all the team members, including themselves.

Having a vision in place always helps managing the team in an effective manner. It also motivates

As long as one has the correct exposure, ability and knowledge about the profile, it is sufficient to play the role

the team and helps them deliver better.

### FROM 'SIR' TO ROGER

Taking a cue from the western style of corporate functioning, addressing senior employees and colleagues by their first name has become a norm. Avers Panandikar, "Addressing managers on their first name basis is definitely the practice followed nowadays. But this is generally witnessed only in sectors such as advertising, media and entertainment, software companies. However, a few sectors such as

banking and finance, pharmaceuticals still continue to follow the old style of addressing seniors."

Reiterating the fact, says Gogoi, "Actually, it differs from company to company. Professionals from media and entertainment companies, digital agencies are very comfortable addressing their seniors on the first name basis. But sectors like finance, shipping and logistics are yet to join the bandwagon."

Also, the idea of addressing superiors by their first name provides a sense of working with them as opposed to working for them.

Also, another trend which is highly witnessed these days is superiors preferring to sit along with the team rather than ensconced in a separate cabin.

Ideally, this provides a sense of togetherness for the entire team and also helps the senior to keep a tab on the daily activities of all the team members.

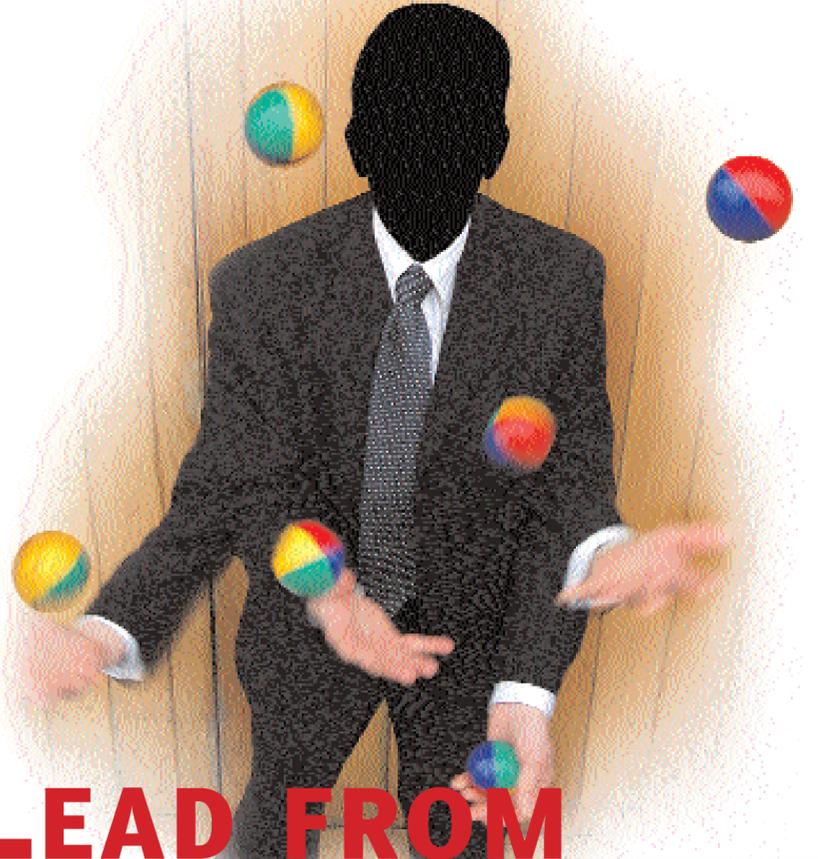
### HELP THEM GROW

Junior team members always look up to their superiors for guidance. Most of the time, the seniors are too busy with their own job that they end up only criticising the juniors, which could be a demoralizing factor for some. Generally, regular constructive feedback always helps the subordinates grow positively.

Start activities where you provide team members a chance to present a case study on regular intervals, book reviews sessions, healthy debate sessions. These activities will not only them grow but also make them a well informed professional.

To become a perfect leader is similar to a juggling act where you maintain your balance (read, calmness) and at the same time ensure that the team gives its 100 per cent. It's, in fact, a tricky tight rope walk.

However, all it requires is to hit the right chord and establish the connection with juniors. This way they will not only prove to be an asset to the company but will truly respect you for what you are.



## LEAD FROM THE FRONT

IN THESE CHALLENGING TIMES, BEING AN IDEAL LEADER IS QUITE A TOUGH TASK, ESPECIALLY WHEN IT COMES TO MANAGING SUBORDINATES AND MEETING YOUR OWN TARGETS SIMULTANEOUSLY, SAYS RASHMI NAKASKAR

# ORGANISE YOUR BUSINESS

WELINGKAR IS NOW GROOMING ENTREPRENEURS AND SME OWNERS TO PROFESSIONALLY MANAGE AND GROW THEIR BUSINESS

### WHY IS THERE A NEED TO PROFESSIONALISE A FAMILY BUSINESS?

The Indian and world economy is dominated by family owned businesses, which generate most of the world's economic output and wealth. In some regions of the world, family companies virtually control the economy. While family companies are often strong competitors, they have vulnerabilities that need to be managed. The need has never been so urgent considering the pace at which we are growing.

What worked till today will not work in the future. If business owners want to even continue doing half as well as they have been doing, they will need to listen, see and do things they have never done before. Formal training helps simulation of what they need to gear up for.

### WHAT ARE THE CHALLENGES FACED BY FAMILY BUSINESSES IN THE CURRENT COMPETITIVE SCENARIO?

Family managed businesses face challenges pertaining to interaction of and transaction with family members who want to build their business as well as retain the same within their family lines. Often, family businesses lack the adequate managerial and technical skills to speed-up the growth of their business. However, since the core of these family businesses is about relationships and interactions within the family, there is a dire need to manage the business with a more objective and professional outlook.

Family controlled businesses are characterised by challenges that threaten their continuity and distinct core competencies that can result in unique competitive advantage. The challenges are primarily the result of issues presented by the interaction of family, management and ownership particularly where the family wishes to perpetuate its influence and/or control from generation to generation. Similarly the first generation entrepreneurs often witness various difficulties due to inadequate management skills and experience which make them lag behind than what they would have actually achieved.

The vast majority of family controlled businesses experience the difficulties of moving from one person general management to an institutionalised competence that results into-competitive fitness across generations.

### WHY DOES ONE NEED TO FORMALLY LEARN MANAGERIAL SKILLS IN HANDLING A FAMILY BUSINESS?

For a family business to grow beyond these constraints, one needs to understand the underlying aspects, challenges, opportunities that surround a family business. And thus there is a need to pursue a formal training that combats these basic issues and also serves as a great learning tool for young entrepreneurs.

A professional program in Family Business Management from Welingkar would focus on enhancing entrepreneurial skills, inculcating systematic and strategic planning, designing effective strategies suitable for changing environment, propelling innovative ideas in marketing, financing and operating a business. It also focuses on applying management science to FMBs, developing family members as family business managers, learning to evaluate situations and problems in FMBs, encouraging professionalism in family businesses, imbuing family values and ethics in the business, cultivating global thinking to be applied to the business, understanding latest international trends in family managed businesses and appreciating strategic issues peculiar to family managed businesses.

### HOW IS A SPECIALISED MBA IN FAMILY MANAGED BUSINESS DIFFERENT FROM A STANDARD MBA?

During the course of a standard MBA program, students are trained for seeking jobs in Corporates / MNCs etc. whereas Welingkar's FMB program trains students with management skills to be Entrepreneurs. MBA trains a student to operate one function such as Marketing, Operations, Finance and HR whereas, FMB program provides knowledge of all functions as required by the head of the company. So while a general MBA program divides management into functions & focuses on one specialisation, FMB integrates all the functions.

MBA's are typically not responsible for major decisions of the company in the early stages of their career whereas, FMB owners are sculptured to take important decisions for their own company immediately by understanding their own business better.

MBA programs are designed to sustain the needs of the company whereas, Welingkar's FMB program is designed for the rapid scale-up of one's business.



### WHAT ARE THE MODULES THAT ARE TAUGHT IN A PROGRAM FOR FAMILY BUSINESS OWNERS?

An ideal course module at Welingkar addresses small and medium enterprises to focus on developing an in-depth knowledge about the issues and challenges in a family business. The sessions also include business owners sharing their experiences with others, in turn confronting situations commonly faced by all family business owners.

Often, family businesses lack the adequate managerial and technical skills to speed up the growth of their business

Keeping in view different issues which confront family managed business, the FMB course at Welingkar explores challenges faced by businesses in issues relating to:

- Family continuity challenges for leading family owned businesses for first generation entrepreneurs.
- Process changes required to meet cost challenges, in an economy providing cheap import options.
- Staffing challenges - Issues related to finding and retaining talented people so you can take the time to grow your usage of technology and access to information It is very important to implement the classroom learnings back to

your business almost immediately so that any challenges faced can be addressed, and hence enables a faster learning curve.

### A BRIEF ABOUT WELINGKAR INSTITUTE OF MANAGEMENT?

Ranked 16th in *The Economic Times - Corporate Dossier* in the Business School Ranking Survey, and been honoured with the "BMA Outstanding Institute of Management Award" by Bombay Management Association, Prin. L. N. Welingkar Institute of Management Development & Research, Mumbai is a part of the Shiksha Prasarak Mandali, Pune. The S. P. Mandali manages around 43 educational institutes in Maharashtra, prominent among them being the Ruia College and Poddar College of Commerce, Mumbai, the S. P. College, Pune apart from Prin. L. N. Welingkar Institute of Management Development & Research.

### A BRIEF ABOUT WELINGKAR'S TWO-YEAR PGDM-FAMILY MANAGED BUSINESS PROGRAM?

With a family business in the cradle and business in the genes, one already has an added advantage. But in the world of business, the battles are brutal. To win the war, it is imperative to have the requisite spirit of leadership, the mindset for innovation and the zest for professionalism. That's where Welingkar's Family Managed Business Program explores and analyses best management, governance practices and family continuity challenges, including issues relating to first generation entrepreneurs. It's designed for those who are looking at making an existing successful business even more competitive. And also for those who are keen on creating business turnarounds or starting new ventures besides their existing ones.

### WHAT ARE THE SPECIAL UNIQUE FEATURES OF THE WELINGKAR'S FAMILY MANAGED BUSINESS PROGRAM?

This two-year program has lectures for just seven days a month so participants will undertake a real time project and also work on creating an Integrated Business Plan for the benefit of their family business, under guidance from experienced and Participants will undertake an International study tour to gain exposure to global organisations, SMEs and best work.

### WHO SHOULD APPLY FOR THIS PROGRAM AND WHAT IS THE ELIGIBILITY CRITERIA?

This program is ideal for first and second generation entrepreneurs and SME owners from diverse industry sectors like Gems and Jewellery, Logistics, Manufacturing, Trading, Media, Real Estate, Hospitality & Tourism, Services, IT etc.

Graduates from a recognised university, with minimum 50% marks and 2 years of work experience in their respective family business after graduation can apply for this program.

### HOW DOES ONE GET MORE INFORMATION AND APPLY FOR THE PROGRAM?

Application forms are available at the Institute or can be downloaded from [www.welingkar.org](http://www.welingkar.org). To register for free interactive session on 'FMB and Entrepreneurship' or to invite their career advisors to your office, please call / SMS Saurabh - 9004012121 / Sidhi - 9773662115 / Manisha - 9773662116 / Delhi - 9810775668, 9212171051 / Bengaluru - 9886440456 / Kolkata - 9836356784 or email [fm@welingkar.org](mailto:fm@welingkar.org) or log on to [www.welingkar.org](http://www.welingkar.org)