

# GUIDELINES

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## From the Chairman



Dear Readers,

Wish you all a very Happy New Year!

Hope this edition of the newsletter acts as a motivational factor and propels you towards keeping your career resolutions for 2013. As the appraisals come closer, we all wonder what's in store for us.

This new year lets all plan to be more effective, as we still are into uncertain times, let's brace ourselves to face the challenges that lie ahead of us. Multi-tasking is an area that we have to seriously look into. As employers are streamlining their operations to be more lean, individuals who can contribute to multiple projects or initiatives at the same time, are the need of the hour.

So how do we add more skills or organize ourselves better to take up increased responsibilities? With the long hours that we spend at work, where is the time? Or should we create time? Effective managers always have increased capacity. They are able to generate resources from what they have. They manage and yield better results despite scarcity. They have the energy and zest to take tough situations into stride and walk a mile extra if they have to.

What does it take to do all this? I am sure the discussion in the newsletter and the example of such an effective person, will definitely give you more perspective on this topic. Do read on!

***Dr. George Varghese***

***Chairman & CEO***

**V SOLVE**



Wish you all a very happy new year!! Hope that 2013 brings you all the prosperity and growth that all of you aspire in your career!!

Are we like clockwork, who need to have well defined projects, goals and knowledge to get the job done? What if we were given work outside of our job profile, or work that we have never done before, or for which we were not trained. What if we were forced out of our comfort zones, and got the feeling that we have been “thrown under the bus”? How would we respond.

If managers take this as an opportunity to enhance their skills & explore their talents, they are more likely to be successful than the ones who feel that they have been cornered and excess work has been piled on them, for which they had no time. Managers who take control of their time, prioritize effectively and give time to the right activities, rather than those that “seem to be” right are able to accommodate more than they can imagine. They are able to manage demands from all stakeholders, and at the same time fulfill their goals. They tend to have a much bigger strategy and they work towards achieving it slowly and steadily and patiently, waiting for the right opportunity to execute their strategy.

On the other hand, several managers just don't seem to find the time to accomplish their own jobs and responsibilities. They always find lack of time, opportunity and resources, resulting in which they feel that they are whole and sole and without them the company would not progress. They are always in the fire fighting mode, and they prefer to be that way. Instead of planning and strategizing their way out of constraints and developing profitable options and growth opportunities for the company, they reel in the complaints mode and refuse to come out of it.

So what kind of manager would you like to be? Read on to learn about Thomas Sattelberger a thorough professional, who represents the right kind of manager most employers would search for.

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## Managers – what makes or breaks true contribution?

The most common of managers' complaints are "not enough time", "subordinates not cooperating", "infrastructure not good enough", "unavailability of adequate resources", "lack of decision making / discretionary powers", "lack of control", "too much multi-tasking" and last of all "not good enough compensation to match expectations". These are all excuses for inability to meet the company's expectations. Agreed, every company has its own constraints and limitations, which many are not aware about, but how to work around these constraints and still perform – this quality is what differentiates true managers from "name sake" managers.

Today, all of us need to identify whether we are truly contributing to the company, or are we full of complaints and as a result unable to produce upto company's expectation? Effective managers are able to create resources, acquire them, and generate options to achieve goals despite all the constraints and roadblocks.

Managers complain about lack of resources, budgets and time and an ever expanding list of company rules and policies. Managers who have a long term vision and develop strategies that align with the goal of the company, are able to attack the shortcomings slowly, steadily and strategically over time. Through proper planning and implementation, they are able to develop resources and the backing and support required to generate resources.



Here is an example of **Thomas Sattelberger**, who joined Lufthansa as the head of corporate management and human resources development and transformed it into a world class airliner:

Thomas Sattelberger faced all kinds of impossible constraints in 1994 when he left Daimler-Benz to join Lufthansa as the head of corporate management and human resources development. At the time, Lufthansa was in the

middle of a strategic cost-savings program that required every unit to reduce its total expenditures by 4% each year for the next five years. Lufthansa's HR processes were a mess; responses to routine requests often took months, and contracts frequently contained typographical errors. These kinds of operational problems had existed in the department for years.

Sattelberger's goals could have been simple: Get the HR department to a functional level without increasing costs, make sure it doesn't backslide, and collect a paycheck. But Sattelberger had much higher

aspirations. He had the dream of building Germany’s most progressive corporate human resources organization, which would help transform the formerly state-operated company into a world-class airline.

In pursuing his dream, Sattelberger chose a methodical, clever, and patient mode of attack. He developed a long-term, strategic implementation plan. Cleaning up basic HR processes, he reasoned, was analogous to laying the foundation. With that accomplished, he would erect a series of development programs, each acting as a pillar that would hold up the “roof” of Lufthansa’s overall corporate strategy. Given the dismal state of Lufthansa’s HR systems, no one anticipated that Sattelberger could possibly meet, much less exceed, expectations. He showed them wrong.

The spending cap was a significant hurdle. So in petitioning for funds, Sattelberger made sure he was better prepared than his counterparts with arguments and facts. When the controller failed to give him the green light, he made his case directly to Jürgen Weber, the CEO. Weber agreed in principle that the corporate university project was worthwhile, although the conversation was not an easy one. “For God’s sake, do it,” he ended up telling Sattelberger, “but do it right and stick to your budget.”

Then, in March 1998—when he learned that Daimler-Benz was about to beat Lufthansa to the punch with a corporate university of its own—Sattelberger made his final move. Determined not to let Daimler prevail, he wrote a memo requesting the creation of the Lufthansa School of Business to the board of directors. It approved the request without a moment’s hesitation or debate, and Lufthansa opened Europe’s first corporate university the following month.

The whole process took time, something purposeful managers; as we have shown previously, claim for themselves. Sattelberger coped with many setbacks and accepted significant delays and even cancellations of different aspects of his initiative. He delayed his plans for the corporate university for the first two years so he could focus solely on putting HR in order. Then, slowly and progressively, he worked to relax resource constraints. Although he started with much less than he expected, he never allowed his resolve to wither.

- V SOLVE Research Team

#### CALL FOR CONTRIBUTIONS

We encourage you to send us your contributions in the form of articles, quotes or comments & thoughts on the discussions in this newsletter. Please write to us at [news@vsolvegroup.com](mailto:news@vsolvegroup.com).

#### V SOLVE Contact Details:

##### Head Office:

##### Address:

884/8 Upendra 1, Top Floor, Opp. Nisarg Restaurant, Nal Stop, Karve Road, Pune - 411 004, Maharashtra, India

**Tel: 020 2544 0221 Mobile: 9096022363 / 2**

**Website: [www.vsolvegroup.com](http://www.vsolvegroup.com)**