

User Aspirations

COL SAURABH GUPT

PREVIEW

Aim

Goals

Sources for User Aspirations

Reasons for Discontent

Challenges you may face

HR Issues

What should help

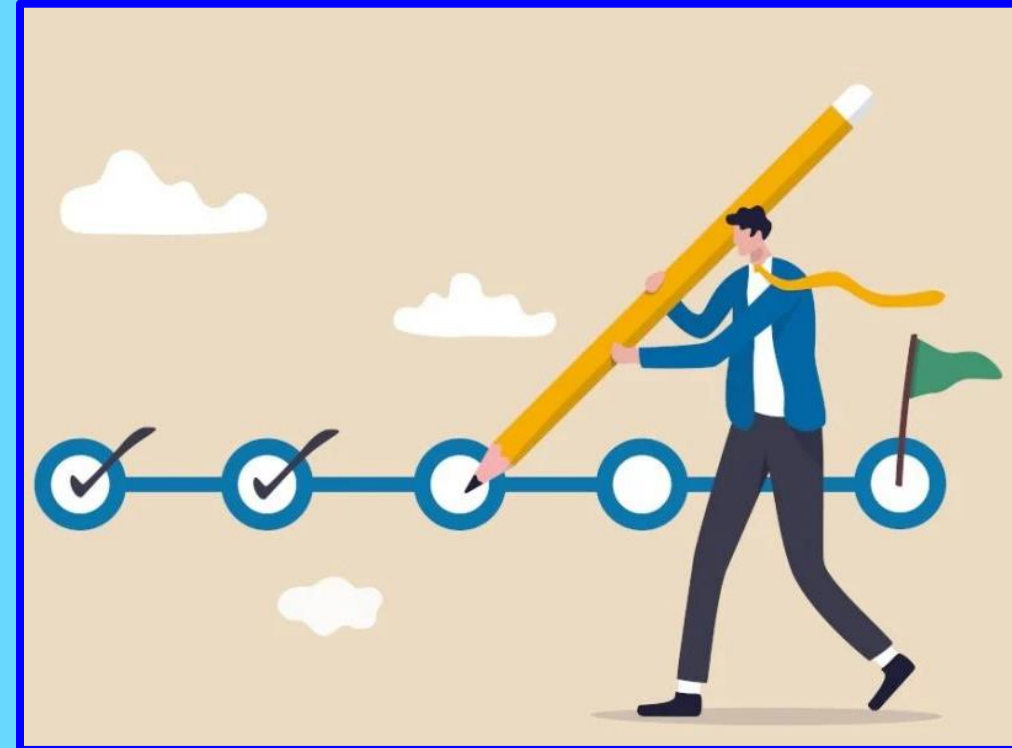
Case Study

WHAT SHOULD YOUR AIM BE

To achieve User Delight through quality work and exceptional service

GOALS

- **Ensure quality of work and delivery of service**
- **Set and adhere to acceptable timelines**
- **Render sound technical advice to hierarchy & user**
- **Be Positive - in interaction and action**
- **Know and Follow Rules & Regulations**
 - ❖ **To be used as guidelines**
 - ❖ **Can be tweaked within framework to meet requirements**
- **Attitude & work as a part of the team and not as commercial contractors**
- **Accord due importance to every work / service**
- **Generate good will**
- **Build a reputation**



SOURCES FOR USER ASPIRATIONS

- **Change in socio-economic status**
 - ❖ **Salary Package**
 - ❖ **Background**
 - ❖ **Education**
 - ❖ **Merge of rural and urban domains**
- **Increased awareness about environment outside own**
- **Lifestyle evolution**
- **Transition of luxury to essential**
- **Media influence**
- **Comparison with own hierarchy**



REASONS FOR DISCONTENT

- **Past legacy and reputation**
- **Gap between expectation and delivery**
- **Past experience of user is a competitor**
- **Comparison with civil sector**
- **Lack of knowledge about rules and resources**
- **Communication gap**
- **Unreasonable demand**
- **L1 Bidder**
- **Limited time for user in a station (postings)**



CHALLENGES YOU MAY FACE

- **Past legacy and reputation**
- **Budgetary constraints**
- **Resource deficit - HR and material**
- **Documentary requirements**
- **Approval requirement - Competent Authority / CFA**
- **Unavoidable expenditure impinging on planned allocation**
- **Mismatch between hierarchical compulsions and actual requirements**
- **Resistance within own set-up - difficult to break inertia**
- **User aspirations vs Organisational requirements**
- **Nature of User**
- **Your own time limit in a station**



HR ISSUES

- **Resistance to change**
- **Permanency of lower staff vs your transfers**
- **Authorisation of manpower**
- **Deficiency of manpower**
- **Nature of User**
 - ❖ **Steep hierarchy with expectations to match**
 - ❖ **Close community - inter se awareness**
 - ❖ **Lack of time for administrative requirements**
 - ❖ **Reliance on single point of contact - individual, liaison officer or appointment**



WHAT SHOULD HELP

- **Improve or build on past legacy and reputation**
- **Understand the aspiration and convert it into requirement**
- **Interact regularly**
- **Institute a feedback mechanism**
- **Ensure a robust complaint & redressal mechanism**
- **Be accessible**
- **Provide quality & timely work / service**
- **Be transparent & communicate clearly**
- **Have a positive approach**
- **Build knowledge of Rules & Regulations to facilitate and not impede**
- **It matters how you treat grey areas**



CASE STUDY

CASE STUDY : HOSPITAL IMPASSE

- 71 Bed Hospital
- Constructed by Agency 1 for Agency 2 (Hosp Auth)
- Handed over to Agency 3 temporarily on orders of Local Auth
- Childrens' Summer Camp Conducted by Agency 3
- After Camp, 1 refused to hand over to 2 : already h/o
- 2 refused to take over from 3 : from 1 only
- Meanwhile, Earthquake : Building developed cracks
- 2 now has a Doubt : Is The Building Safe ???
- Spoiled Relations : Local Auth – Hosp Auth (2) – Construction Agency (1) – Agency 3
- Impasse / Standoff : 12 months

SOLUTION ?

IDENTIFY THE ISSUES

- What went wrong ?
- How could it have been done differently ?

YOU HAVE 10 MINS

CASE STUDY : HOSPITAL IMPASSE

- CE invited for visit
- Sanction accorded on spot for technical evaluation committee
- Building structure found to be uncompromised
- Certificate given by GE on basis of committee report
- Maintenance carried out
- Simultaneous handing over by 3 to 1 and 1 to 2



LESSONS LEARNT

- **Poor Management throughout**
- **No technical advice - Centralised Decision**
- **Rules / Procedures flouted**
- **Failure of Leadership**
- **Individual interest over Organisation : EGO**
- **Timelines added to problem**
- **Climate + Earthquake**
- **Who Suffered ?**

- **Out of Box Thinking**
- **Personal Liaison / Coordination**
- **Loyalty to Organisation & not individual office**
- **Coordination : Involvement of all in Decision Making**
- **Rules / Procedures followed**
- **Leadership Qualities mattered**
- **Quick Decisions**
- **Swift Resolution**
- **Luck**

PARTING THOUGHT



**Until you change your thinking you will always
recycle your experiences !!**

THANK YOU !!

