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Human Resource Development
Institute of Telangana

6th FOUNDATION COURSE FOR MILITARY ENGINEER SERVICE OFFICERS



Understanding Organisational Behaviour

19th January 2024

Facilitator:

Nirmala Sambamoorthy, Director

Ascent Leadership & Management Consultants (P) Ltd.

Empaneled Consultant & Coach in TISS, Mumbai

QUALIFICATIONS:

- 2-year PGDM from IIM, Bangalore
- Certificate Course on OD & Change Management from LEEDS University, UK
- Certified Lean Management Consultant from LMII, India

EXPERIENCE:

- 30+ years of experience as a consultant and in practice
- 18 years as Unit HR head in HMT - handled Change management, introduced several initiatives like Performance Management Systems, Participative Management scheme, Japanese 5S and Kaizen.
- Over 15 years of Consulting and Training experience

ENGAGEMENT

- Associate Consultant with the World Bank, DFID, ADB, Deloitte, UNDP, TISS

AREAS OF EXPERTISE

OD, Strategy, Policy, Change Management, HR, Lean and Kaizen



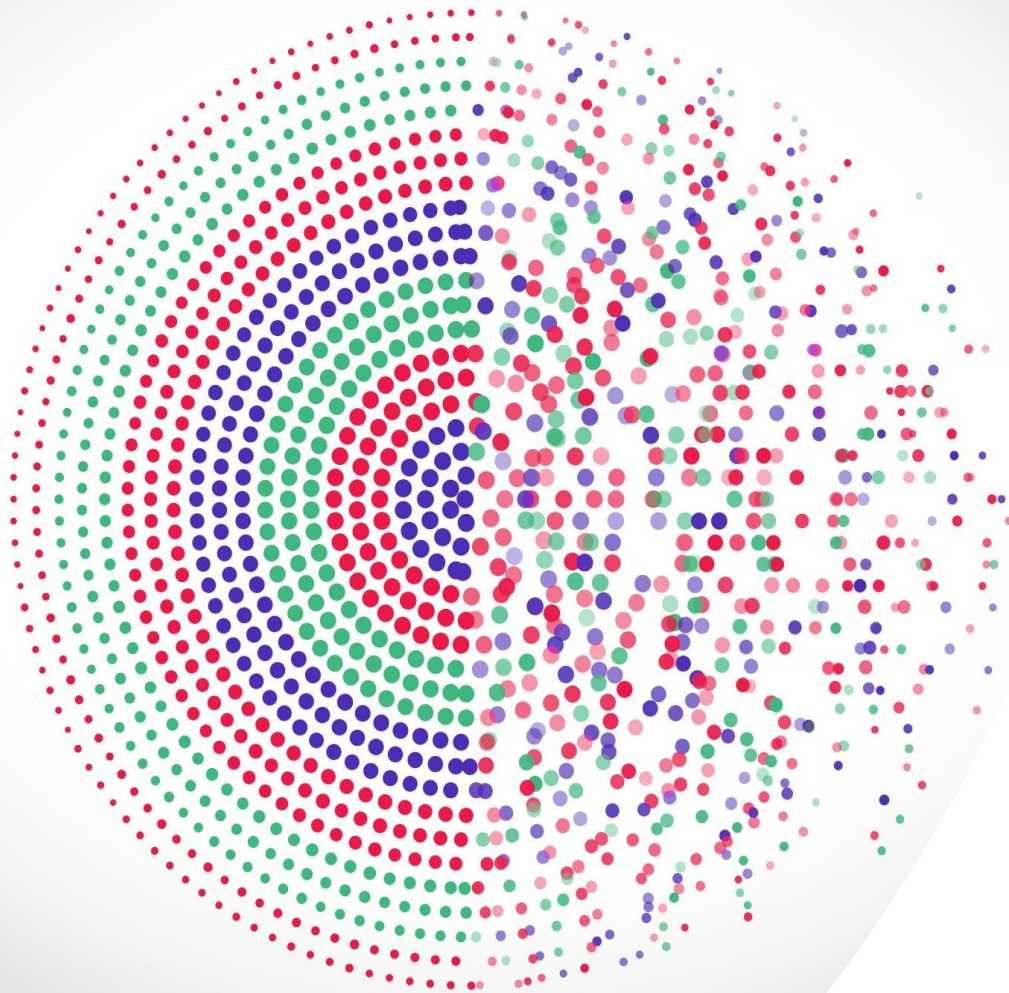
Nirmala Sambamoorthy
Director,
Ascent Leadership & Management Consultants

KEY ASSIGNMENTS HANDLED:

CONSULTING & TRAINING:

- Design and Delivery of Leadership workshops at SBI, UBI, PSB, Canara Bank, LIC, ITC, Dr. Reddy's, NALCO, IIL, Berkadia, NFL, Andhra Bank, GE –BHEL, NTPC, TATA Projects etc.
- Strategic Policing Plan for AP and TS Police
- Change Management initiatives in Cyberabad Police
- IAS curriculum review and revision to LBS National Academy of Administration in Mussoorie
- State Affordable Housing Policy for AP, Telangana, Assam, Sikkim & West Bengal
- Design of Municipal Cadres at All India level
- Strategic Plan for Ministry of Social Solidarity and National University of Timor Leste
- Formulation of Medical Service Rules for MNJ Cancer Hospital and RIMS
- Competency Mapping for Global leaders of Sanofi
- Organizational Climate Study for Berkadia
- Employee Engagement interventions for Berkadia
- Organization Diagnostic Study in Indian Immunologicals Limited

CONTENTS



- Concept of Organization Behaviour
- Org. Behaviour Framework
- Understanding OB to build leader competencies
 - Envisioning Future
 - Engaging Stakeholders
 - Making impactful decisions
- Human Behaviour at Work
 - Human Motivation
 - Leadership styles
 - Building Productive Teams



Why Org. Behaviour for Officers?

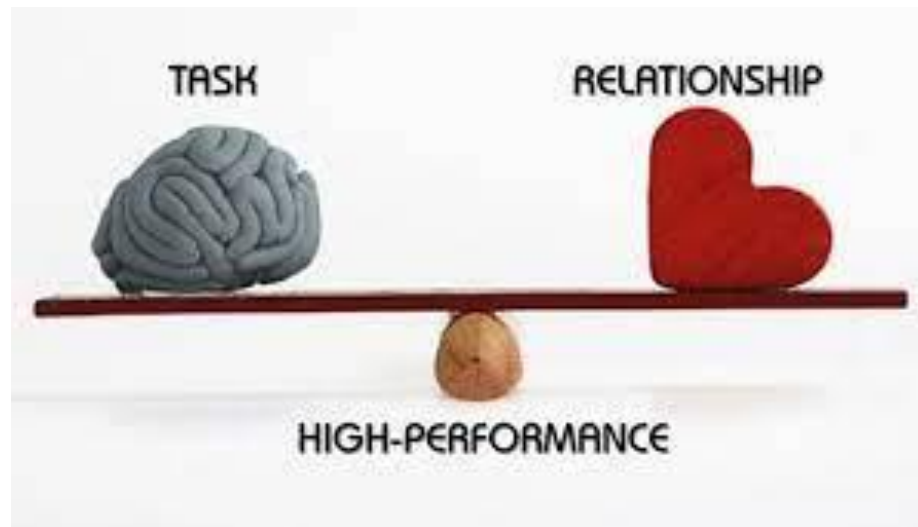
Every Officer is a leader. Understanding Organisational Behaviour helps Officers to effectively and efficiently manage their employees, inspiring and motivating them to higher efficiency and productivity through a better understanding and analysis of human behaviour.

Org. Behavior Framework



- Purpose, Vision and Strategies
- Stakeholder Engagement
- Org. Structure and Systems
- People and Culture
- Leveraging Technology
- Adapting to Change

Understanding OB helps build leader competencies



1. Ability to visualize future
2. Making impactful decisions
3. Multi-Stakeholder communications
4. Driving Results
5. Motivating People and building teams
6. Initiating Culture Change

Organization Building



Envisioning future

Engaging Stakeholders

Making impactful decisions

Visualizing future



- Envisioning for organization future is the core function of a leader
- Key elements are - Vision, Mission, Values, Goals and Strategies
- Strategic Planning Process:
 - *Where do we want to go? (Articulating Desired State)*
 - *Where are we now? (Current State analysis)*
 - *How do we go there? (Strategies)*
 - *How do we know that we reached? (Outcomes)*
- Strategic Planning is an org-wide exercise. Involving people at all levels will have better acceptance of plan

Engaging Stakeholders



Making impactful decisions

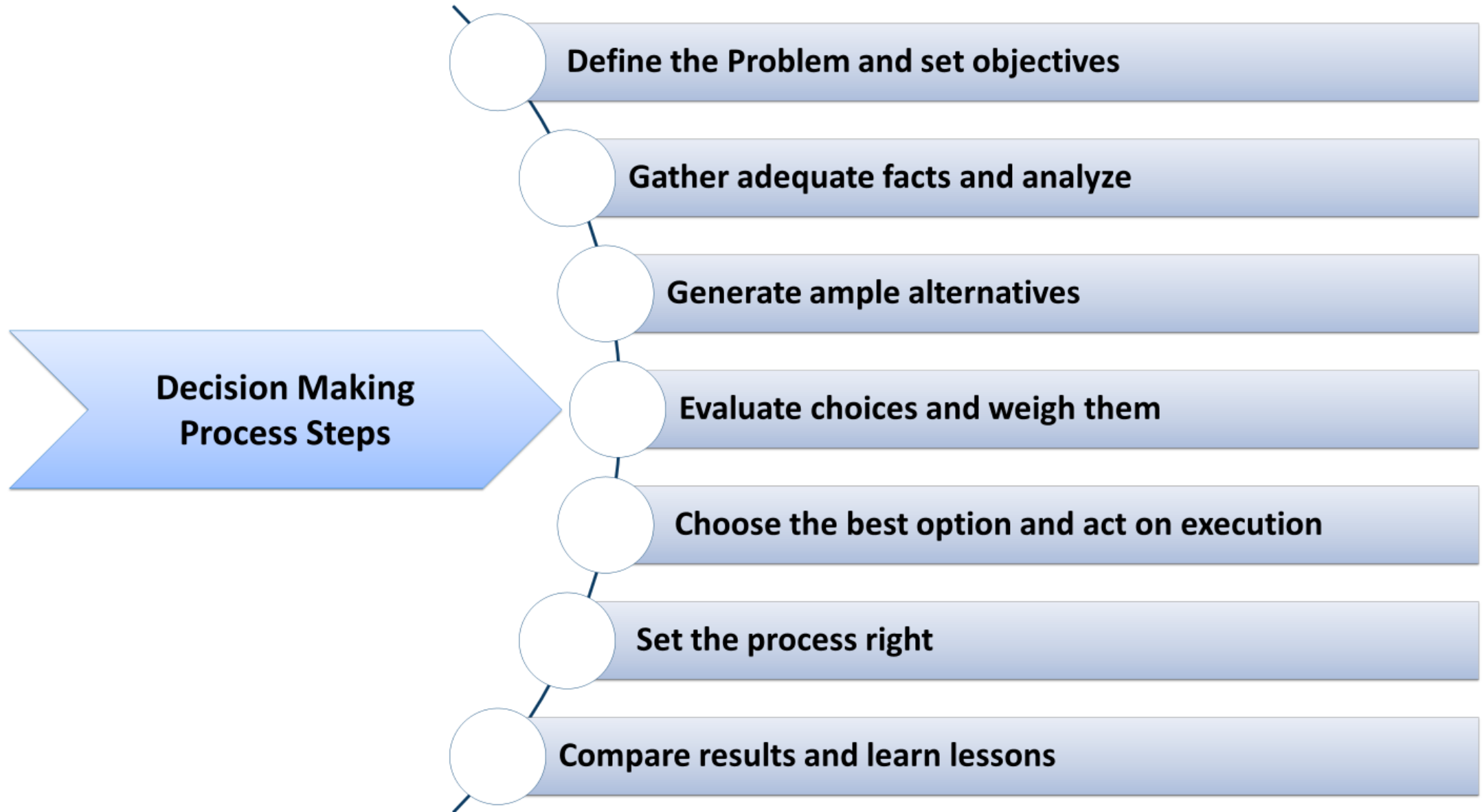
Essence

- Making decisions is the core for leader's function.
- A leader drives the team to performance by deciding the action
- Decision is not about who takes – but about making the team accept it as their own



Pitfalls

- Personal biases –Past experience
- Taking too much or too less time
- Too much or too less data
- Group-think traps
- “My way high-way” - zero team involvement
- Conflicting interests
- Stereotype thinking
- Intuitive vs. informed decisions



Human Behaviour at Work



Human Motivation

Leadership Styles

Building productive Teams

Human Motivational Needs



Maslow's hierarchy of needs

Contextualizing Motivation

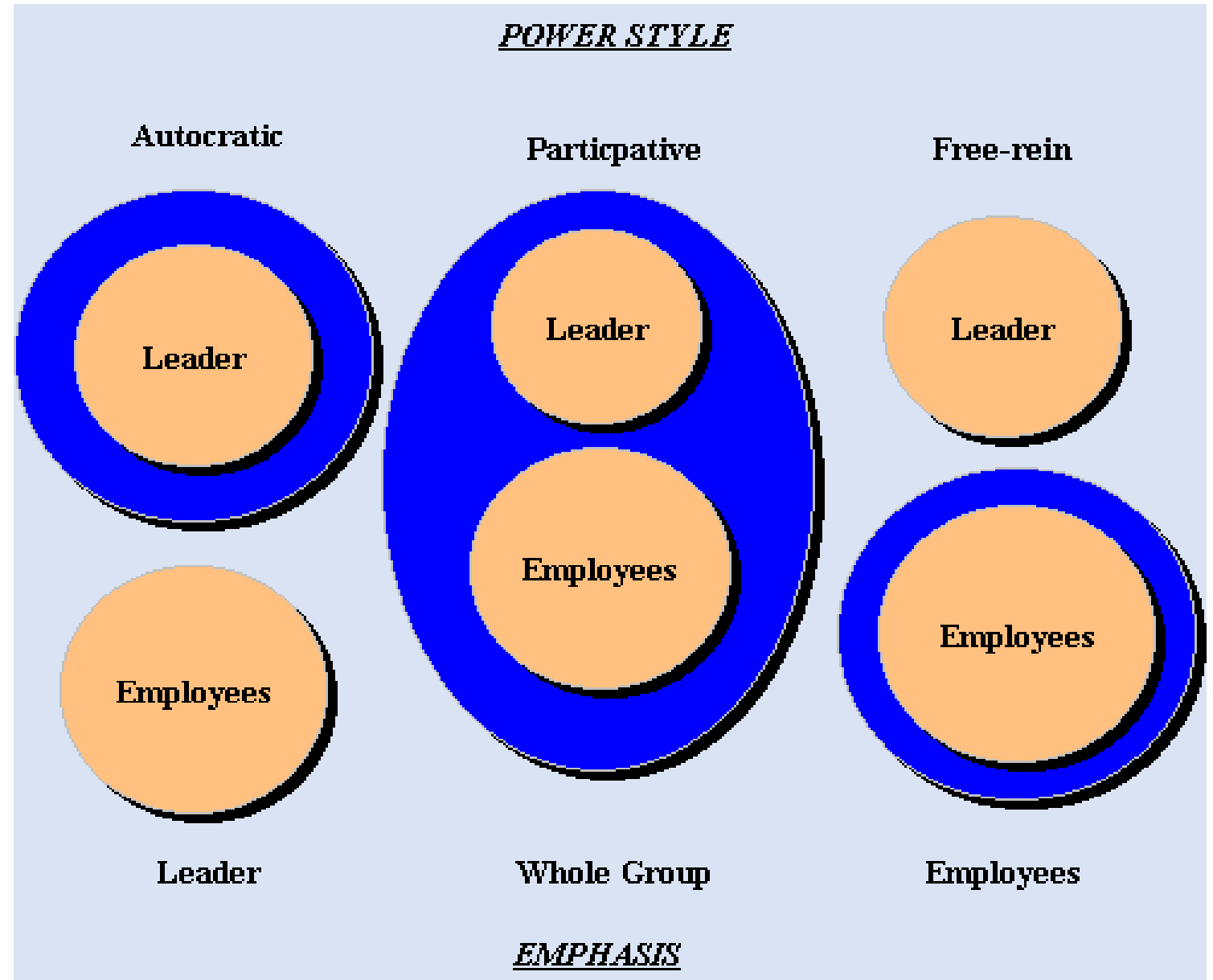


Choose the right Managerial Power Style

Low Impact decisions

Moderate impact decisions

High-impact decisions



Leadership Continuum

**USE OF
AUTHORITY
BY LEADER**



**AREAS OF
FREEDOM FOR
SUBORDINATES**



TELLS

Makes decisions,
announces

SELLS

Makes decisions,
explains

CONSULTS

Gets suggestions and
makes them, then decides

SHARES

Defines limits,
group decides

DELEGATES

Subordinates function
within defined limits



Inter-functional Team collaboration



- Clarity of common shared goals
- Commitment to org goals
- Contribution of Leadership
- Culture of Comfort zone
- Clarity on Milestones – KPIs to achieve
- Clear processes and systems
- Competing Functions (rivalry)





Building Productive Teams

- ❑ *Associate with higher order goals*
- ❑ *Give challenging tasks*
- ❑ *Scope for innovation*
- ❑ *Peer-to-peer learning*
- ❑ *Kaizen culture*
- ❑ *Empathic Communication*
- ❑ *Stand-up meetings –short and frequent*
- ❑ *Learning and Development*
- ❑ *Rewards and Recognition*
- ❑ *Team bonding activities*



Let's review:

1. What are two major roles of a leader at work?
2. What are five human motivational needs?
3. What are three leader styles?
4. How will OB knowledge help you to become a better leader?



Further reading:

2022: “Organizational Behaviour” 18th edition – Stephen Robbins, TA Judge, N Vohra, Pearson Publishers

2017: “Organization Behaviour – Human Behaviour at Work” 12th edition– John Newstrom, McGraw Hill Education

2020: “Principles of Management Essentials You Always Wanted to Know” Callie Daum, Vibrant Publishers


2020: “Decision Making Essentials You Always Wanted to Know” Mark Koscinski, Vibrant Publishers

2019: ‘Principles of Management’ –OpenStax Publication, Rice University, Texas- USA




Thanks!

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