

**editorial** Pg.02  
From the Editor's Desk

**inspirewire** Pg.02  
Gen. Mohinder Puri, former  
Deputy Chief of the Army Staff,  
joins InspireOne Advisory Board

**cover story** Pg.03  
Tête-à-Tête with General Mohinder Puri  
On the drivers of productivity in  
the Indian Army

**feature** Pg.05-08  
Sales Productivity...  
Review. Assess. Analyze. Then?  
The Human Side of Quality  
Personal Quality™

**products** Pg.09  
Organization Vitality Curve  
The Invisible Balance Sheet

**unwind** Pg.10  
International TMI Success Story  
Unwind with Dilbert



The InspireOne Newsletter

■ VOL 2 ISSUE 3 ■ ■ dec 2009 – feb 2010

# THE QUESTION OF PRODUCTIVITY



# From the Editor's Desk

2

## InspireWire:

What's new at InspireOne?

General Mohinder Puri joins InspireOne Advisory Board.



General Mohinder Puri, former Deputy Chief of Army Staff joined the Advisory Board of the company, in December 2009. He will guide the company in its future direction and provide his strategic expertise to the business.

General Puri comes from a distinguished professional background in the Indian Army. The highlight of his tenure with the Indian Army was his position as the General Officer Commanding 8 Mountain Division to spearhead the Nation's response to Pakistani intrusion in Kargil, leading to a historic win despite overwhelming operational, time and resource constraints.

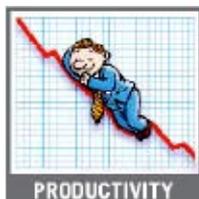
As a member of the Board, he will not only bring a strong leadership focus to the company from the institution building perspective, but also enhance value for customers through strategic consulting.

*On his joining, Deepak Mohla, Managing Director, InspireOne said, "General Puri epitomizes leadership and he will be supporting us in transferring that experiential learning to our customers. He would be interacting with them for consulting assignments, even engaging in senior level individual coaching and mentoring. We look forward to having him guide us in our future endeavors."*

For further information, please contact Diksha Kuhar at [dikshakuhar@inspireone.in](mailto:dikshakuhar@inspireone.in)

Greetings Everyone...

On behalf of InspireOne, I wish all of you a very happy new year. And what a year it was! The trials of the past year have been captured well across journals and business magazines. It has been interesting to note the performance of the companies worldwide, what with a number of sector-wide surprises: the public sector experienced a market value jump; automobile majors (Hero Motors, Bajaj, Maruti) bucked the trend and emerged as winners;

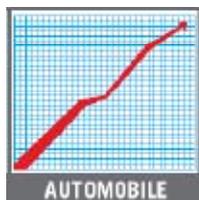


Wipro, TCS and Infosys emerged with better than expected results. Real Estate suffered, but some smaller companies emerged as winners. An intriguing thought isn't it...the way a company's productivity is managed determines its health during all economic cycles. The challenge is clear...

all companies need to improve productivity to meet the challenges of worldwide competition. All have occasionally done so accidentally or otherwise. How organizations are going about driving this from the behavioral perspective is the subject of this newsletter.

In the past, productivity and quality work has often been grafted onto an existing management process.

However, productivity improvement requires balanced attention and effort to the behavioral and managerial system in addition to the technical configuration. This is now increasingly being observed across the industry.



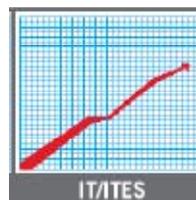
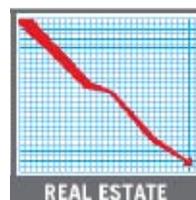
In this edition, we bring you an exclusive interview with General Mohinder Puri, former Deputy Chief of Army Staff. General Puri led the country's response to the Pakistani intrusion in Kargil war. He has managed 30,000 personnel, and arms and equipment worth

thousands of crores optimally leading to national glory; who better than him to throw light on the subject!

Additionally, you will find an article on how to manage the productivity of the most critical department in every organization: the sales function; also an article on what forms the base for all kinds of organizational quality...the human side of quality...Personal Quality™

As always, we look forward to hearing your comments, feedback and observations.

Happy Reading!



We are a leading HR training and consulting firm of the country, part of the three global networks: TMI Global, Centre for High Performance Development (CHPD) UK, and TACK, UK.

As InspireOne, our value proposition lies in synthesizing the world's best know-how to provide you with the most apt solution for your need across areas: Performance Enhancement, Customer Service, Organizational Development, Leadership Assessment and Development, Sales and Sales Management.

As our name suggests, we believe real progress does not happen unless people's hearts are inspired. Our brand promise lies in engaging minds with hearts to ensure change occurs and is sustainable.

Be Inspired. InspireOne

# Drivers of Productivity in the Indian Armed Forces



## A Tête-à-Tête with General Puri

Have you ever heard of an organization that has maintained the highest levels of **commitment, performance and productivity** over decades without having the luxury of the usual performance **motivators...monetary rewards, wealth and incentives...??**

Yes, we are talking of our national pride...the Indian Armed Forces.

We have the pleasure of having **General Mohinder Puri**, former **Deputy Chief of Army Staff**, as a member of the **InspireOne** Advisory Board and we therefore had the opportunity to know about this from the General's mouth itself: how has the Army managed to attain this equilibrium, and what learning can we in the corporate world draw from it?

Over hot coffee and kachoris, we pondered over the parallels between the corporate world and the armed forces...consensus being that while the principles of leadership and performance were the same, the drivers for performance in both organizations are fundamentally different. Performance in the corporate sector is driven primarily through financial and growth motivators: money rewards, perks, incentives, fast growth, etc. What is at stake for individual is also financial risk. However, for the armed forces it is life that is at stake.

The intrigue about the performance drivers in the armed forces can be understood after actually understanding how **"performance"** is defined in the armed forces.

*"Principles of leadership are the same in the Army and Corporate sector. However, the risks of poor performance in the latter are monetary; in the Army, it is one's life... therefore the drivers of performance are naturally different"*

That then was the starting point of our conversation with General Puri.

**How would you define Performance in the armed forces?**

Simply put, the army cannot measure productivity in terms of profit and loss. The only way to measure performance is the way a unit performs during an

operation.

**What are the types of operations that the Indian Army would typically be involved with?**

The spectrum of operations is wide – with war and counter-insurgency operations being at one end of the spectrum and internal peace keeping, relief and rescue operations; local community building and support initiatives at the other. While the conflict related operations form the mainstay of the purpose of the armed forces and their success or failure is easy to measure – the others are also indicative of how cohesively the unit performs. The other units are in "peace time mode" and it is critical to track their performance consistently as well, which is done in terms of **"preparedness for operations"**.

**So how would the preparedness for these types of operations be ensured and measured?**

The indicators of preparedness are areas such as ability to mobilize forces in the shortest time frame when required; discipline, maintenance of equipment and arms, the upkeep of the regiment / unit, the turnout of the men, the performance of the unit in various war games and exercises (simulations of war / counter insurgency). These are all assessed annually through a mechanism called the "Administrative Inspection".

As units are trained and prepared to fight for the country, these checks give the Commanding Officer an idea of how prepared his forces are.

**So how do leaders in the army ensure that their troops are constantly motivated and ready for the required operations (especially in the absence of the conventional motivators)?**

To the outside world, it seems that the forces are driven by hard line management, devoid of emotion...this is in fact the opposite of what drives performance in the army. Like a corporate, the Army shares a common culture and values. The most distinctive value being one that is constantly leveraged to drive the mission



and vision and which is in fact highly emotional. It is Pride. It is what we know as “spirit-de-corps”. A culture of respect and pride towards the units/regiments drives the forces with the day-to-day inspiration and is the fundamental motivator for them.

The valor to even put one’s life at stake comes from the same driver. It is pride in one’s unit that enables the Army to be the only truly secular institution in the country. Despite coming from diverse backgrounds, pride is permeated within the unit, and manifests itself into multicultural harmony, discipline and ultimately performance.

***What are the mechanisms that help keep the troops and officers motivated – what do they work towards?***

The first and foremost of course are the gallantry awards, then comes the scope for growth and moving to higher ranks, performance during exercises and war games, recognition within the unit of being the best turned out, best trained, and the selection and performance of officers for coveted development courses throughout their careers, etc.

***How has the army managed to reach this equilibrium?***

The fundamental principles for any organization apply

*“The performance of a Unit is impacted by the Commanding Officer, just how that of an organization would be impacted by its leader”*

here: Strong leadership and the right culture. Just like in the corporate sector, a leader must be able *to inspire, motivate, coach and at the same time have tough conversations with his men*. It boils down to the *Leader’s ability to inspire and engage his team constantly towards the highest level of commitment to the organization* (life) through pride -The spirit-de-corps- and leading from the front.

So failure (which has been rare in the Indian Army) can

be directly attributed to the breaking of the fabric of highest commitment from the leader.

*A good unit can survive one bad CO but that’s it. After that it needs someone to put it on track.*

Moreover, the right cultural signals must be sent out at all points. Why is it that the army lives up to its brand promise...secularism, pride and commitment? It is because from the start, the right signals while training and development create an inherent culture that reinforces those principles. Again, it is contingent upon the leader how he maintains this cohesiveness. He may have multiple tools at his disposal. Leaders *need to be seen* with the men at all times, doing things that they expect their troops to do; the phrase “leading from the front” comes from the army. The leader must have the *trust of his troops – complete credibility* – that he will be ready to lay down his life in the interest of the country and his unit. That the leader is decisive in peace and war time situations – is not scared of *taking tough decisions* in the interest of the unit. The leader has to be perceptive enough to sense undercurrents, if any and address them through the appropriate communication and reinforce their desired culture and cohesiveness everyday. This is another parallel with the corporate world...the channels of communication must remain open in any kind of organization, as long as it has people. Men are perceptive...without any communication, they will have a sense and it is necessary to give them a good sense through talking than a bad one through silence. What characterizes successful leaders in the army is Commitment towards the well being of the unit.

The mottos of the Indian army and all its units are reflective and asking of that level of commitment– The Indian Army motto:

*“The safety, honour and welfare of your country, come first, always and every time. The honour, welfare and comfort of the men you command comes next. Your own ease, comfort and safety comes last, always and every time.” Victory, Valour, duty before death, determination, sacrifice are part of the mottos of all units.*

# Sales Productivity

## Review. Assess. Analyze. Then?



It's time once again for your weekly or monthly sales meeting. It's a typical week of wins and lows, delays and non sales issues.

When you change the way you look at things, the things you look at change. - Wayne Dyer

Jithesh Anand  
Senior Consultant, [InspireOne](#)

"What have you sold?"

"Why did you lose the last sale?"

The room is uncomfortably quite until the epic tales flow:

"Price... our prices are just too high", "Economy is bad", "Our product wasn't a good match". The conversation decays to everyone talking over each other and you realize that no matter what the semantics, sales reviews are probably alike the world over. All sales managers most likely undergo the same challenges: [how to drive the productivity of the sales team?](#)

Don't let the slowdown give your team another reason to blame the environment.

"Sales is easy to understand, and "productivity" is pretty clear, but when those two words are combined the combination becomes a bit vague."

The saying "If it were easy, everybody would be doing it" certainly applies to selling today. It requires more

effort, skill, and courage than ever before to achieve sales success.

Imagine this: You're a sales manager for a consulting company. While your sales executive has sold a solution and must typically be on to the next prospect, he or she has spent the next two days actually problem solving on customer's contract language objections. She's a salesperson—not a contract lawyer—but nonetheless, you can be rest assured no selling will take place during those tedious hours.

This is an all too frequent scenario salespeople grapple with. According to one research finding, the percentage of time an executive has to actually engage in selling has fallen during the past two years, from 48% to less than 36%. That means almost two-thirds of a salesperson's week is spent doing something other than selling, such as managing e-mails and handling the administrative side of contract processing and negotiations.

This widespread decline in sales productivity amounts to, arguably, the biggest reason companies fall short of revenue and profit goals. If comprehensive changes aren't made, this productivity loss trend will continue.

# Getting sales productivity back on track

6

U&amp;I

VOL 2 ISSUE 3

Dec 2009 — Feb 2010

To reverse this downward trend in productivity, companies need to consider the following:

Contrary to popular belief, success and productivity are not the same. While meeting tactical goals or achieving targets mean **SUCCESS**, **PRODUCTIVE** sales teams also bring in profitable business and maintain long-term high-value relationships with customers at less cost and with better teamwork in-house. A sales team can be successful without being productive, if you're only measuring rupees. Sales success is measured by profit. Profit is revenue minus costs. You manage revenue and costs through productivity; the more productive you are in selling and in managing your costs, the higher your profit.

Productivity doesn't just happen. It requires serious attention to the way we manage and deploy the sales effort in our companies. Use the following checklist to assess **your team's sales productivity**:

## INSIGHTS

## SALES PRODUCTIVITY MANTRAS

- |  |   |
|--|---|
| 1. Business from existing customers is high - The sales team concentrates on its best customers, works hard to optimize and prioritize them. Lost customer ratios must be measured and kept low.   | It costs more to bring in new customers than it does to keep old ones. If we must constantly replace our customer base, productivity is low.  |
| 2. Acquisitions look exactly like your IDEAL customer profile. The sales team chooses new accounts based on the profile of past successful customers. The team has a documented method of validating new prospects.  | Our best customers produce maximum repeat business, profit, testimonials, and sources of referral, at the lowest cost to us. Why seek accounts that don't?  |
| 3. The team consistently acquires new customers. Sales management encourages predictability and consistency over the big hit.  | Gaps in the new-account pipeline today mean a funding crisis tomorrow. Productive sales organizations balance their effort between new-account acquisition and current customer retention.                                  |
| 4. Regularly assess the hard and soft costs of sales. Strive to lower costs while increasing income. Sales people avoid time-wasting activities.   | More business at MORE cost hurts our business and reputation. More business at the SAME OR LOWER cost means a better ability to compete and a more nimble opportunity to adapt to changing market conditions.               |
| 5. The team understands which opportunity to chase. Your team is careful to invest their "time in the shop" on better qualified candidates and energy on productive activities, seeking better Return on Effort. They want to earn more and work less, not the other way around. | Sales time is the single most costly, precious and irreplaceable asset we have. Get the most out of it.   |
| 6. Sales teams are focused more on results and not activity. Performance metrics are based on results and outcomes, not activity. Managers guide the sales team to improve their performance ratios, not simply work more hours and send out more quotes.                        | Because what we manage is what you get, it's easy to produce lots of sales activity. But results - profit, revenue, new accounts, and long-term relationships - are more valuable than activity. Be aware of the difference |
| 7. Sales Meetings Focus on Best Practices, analyze ways to improve productivity, share best practices, identify obstacles to performance, and consider the potential impact of market conditions. They don't spend all their time recounting anecdotes.                          | Save the war stories for after hours. Sales meetings are a great place to figure out how to improve productivity and get more value out of less time.   |

*Jithesh is a Senior Consultant and Branch-Head for Mumbai at InspireOne. His expertise lies in sales and sales management training. He has the distinction of having trained delegates for over 9,600 hours from Manufacturing, Services, FMCG, Consumer Durables, IT, Telecom and Retail sectors. You can reach him at [jitheshanand@inspireone.in](mailto:jitheshanand@inspireone.in)*

# The Human Side of Quality

## Personal Quality™

Would you dare use a parachute you have packed yourself? – Would others?

Attaining Sustainable Quality has been like the *quest for the holy grail* for most organisations for many centuries now! Only a few have been able to unravel the mystery and make it part of their DNA .

We all have heard of the now cliché quips about a Mercedes without an engine ...running purely on the power of its quality reputation! When we think of quality in hospitality – a Ritz and an Oberoi pop in our minds instantaneously; evidently, in all industries there are clear leaders vis-à-vis quality. Nestle, Godiva, Apple, Sony, Olympus, are examples of companies that have reached quality levels that *actually make the customers proud of owning / using these products* .

Considering that quality movements and interventions propounded by Quality gurus such as Deming, Crosby, Shingo, Ishikawa, Juran, etc have been in existence for decades now; considering that there is easy access to quality consultants, and that most organisations have the resources to invest in quality interventions, in some cases they have done so as well ...the apparent question then is “why have some of those organisations not been as successful as the others?”

**WE PONDERED OVER THIS QUESTION AND ATTEMPTED TO FIND SOME ANSWERS...**

The “*will*” to make quality a way of life is probably the starting point. Organizations cannot succeed in making quality sustainable or impactful when they make investments with the following objectives:

- With a short term end in mind - to create visibility or as a marketing tool
- As “*this year is a quality year*” for us
- Restricting the Accountability of quality – to the quality department
- Or some would even say creating a quality department could have been the biggest road block to imbuing quality as a way of life –since then we created the “*custodians*” who actually behave as sentinels “scaring everyone else into quality”



Most quality programmes are based on concrete and rational elements: systems, methods, physical products, etc. These elements are both valuable and relevant. It has, however, been emphasised that an important shortcoming in many quality programmes is the fact that the importance of the *human factor, the emotional aspect of quality, is underestimated*.

Even though most quality experts today recognise the importance of the human factor in the quality process, very few offer concrete methods for quality development within the human side of quality.

**SO WHAT DOES THIS “HUMAN SIDE OF QUALITY” MEAN,** what is it made of? A simple response would be “that unless the *person* who has to use the quality manual and follow the quality processes does not feel *inspired* to do so, does not feel *accountable* for it – Quality will remain a quest and will not convert to reality”.

*The human side of quality implies taking people as its starting point. Claus Moller, founder of TMI and a Quality Guru recognised for his body of research and work on the “Human Side of Quality” has given a number of simple guiding principles for ensuring that quality actually and sustainably impacts productivity and does not become a huge cost head.*

## THE CORNERSTONES

1. *Inspiring the individual* – making him/her realise how adopting quality as a way of life enhances his / her own sense of self worth , reputation and sheer employability. Challenging the person with some soul searching questions –
  - Would you dare use a parachute you have packed yourself? – Would others? Do you inspire confidence?
  - Would you put your signature on every bit of work that passes through your desk (virtual or otherwise)?
2. *Involving the individual* – quality is everyone's accountability, everyone is empowered to innovate and improve and everyone is heard.
3. *Enabling the individual* towards high levels of quality– through simple tools:
  - Describe it unambiguously, determine levels, norms or standards for quality which are understood uniformly
  - Define what is understood by good, mediocre or inferior quality.
4. *Define two quality standards* that would help people work towards high quality consistently and experience tangible results:
  - The IP-level. The IP-level means the *Ideal level of Performance*. The IP-level is the quality development goal. That is to say the level to be achieved or the situation desired at a certain time.
  - The AP-level. The AP level means the *Actual level of Performance*. The AP-level is the quality level at any given measuring time.

*In order to ensure that demands and expectations are met, it is necessary to keep working on quality development, i.e. to evaluate and adjust the IP-level at regular intervals, measure the AP level regularly, assess the difference between the AP-level and the IP-level and make quality improvement a natural part of day-to-day life.*

### ORGANISATIONS WE HAVE WORKED WITH HAVE USED THIS APPROACH TO HELP THEM MEET DIFFERENT NEEDS:

- A leading Indian IT organisation is using the Personal Quality approach as the foundation for achieving its CMM certification (Capability Maturity Model)...leveraging the people power to achieve quality standards
- A global leader in cement manufacturing plants – is using the Personal Quality approach to ensure that the best quality is delivered and that they consolidate their position of market leadership, beyond the reach of the competition.
- A telecom conglomerate and a leading hospitality chain have used Personal Quality as a tool for achieving sustainable service quality.
- One of the large management consulting firms has deployed Personal Quality to enhance the productivity levels of its consultants and support staff.

*In conclusion, Personal Quality for organisations can virtually be the fountain head for ensuring an unassailable position in the minds and hearts of customers, and an assured path for fulfillment and self-actualization for individuals.*

*FLSmidth is a leading supplier of equipment and services to the global cement and minerals industries. The company has successfully deployed the Personal Quality culture to its advantage. The customer's voice is captured below. Mr. R.R. Krishna (Head, HRD) says of the initiative:*

**TMI has successfully driven the Personal Quality initiative in the three behaviours that we had identified as critical for our company:**

1. Check your work so that others don't have to check you
2. Delight the next internal link as a valued customer - leave quality footprints
3. Take pride in your performance each time so that you can put your name on it every time

**We believe that one of the drivers for the success is TMI's belief in and display of Personal Quality that they have transferred to our people. This has shown tremendous results.**



Mr. R.R. Krishna, Head, HRD, FLSmidth & Co.

Article collates by Suman Sethi and Priya Khosla:

*Suman is a Principal Consultant at InspireOne. With over a decade of experience in the area of Human Resources, she is an accomplished consultant, trainer and change agent in the area of Personal Productivity and Effectiveness.*

*Priya is the Branch Head for Bangalore. Her core expertise lies in leadership and performance training. You may contact her at priyakhosla@inspireone.in*

# Product Showcase

## Organizational Vitality: The Invisible Balance Sheet

### *Why do some companies last 800 years and others die young?*

It takes various factors for an organization to be successful through its lifecycle. Organizations that have a long life span have something in common. Organizational Vitality being a critical one. Research suggests that it is often possible to foresee a decline in the growth rate a couple of years before you can see it in the visible balance sheet. TMI has coined the concept of “the invisible balance sheet” and has developed a tool that helps organizations keep track of their “vitality”. This tool is an “early warning system” which can reveal dangerous trends in areas that have decisive impact on the organizational results and which are normally invisible to management. These areas together constitute what TMI calls the “Organizational Vitality”.

These are companies that know who they are, they value new ideas and new people, they are careful with their money in a way that allows them to govern their future, they make the necessary changes in time and they are able to revitalize the organization time and again.

When is it time to change? The answer is always the same: We should change before the negative trend appears in the results curve. However, most organizations don't change until they have reached the decline phase. An organization can increase its life span by monitoring organizational vitality, immediately acting upon negative trends in vitality factors, and adopting the principle to change before necessary.

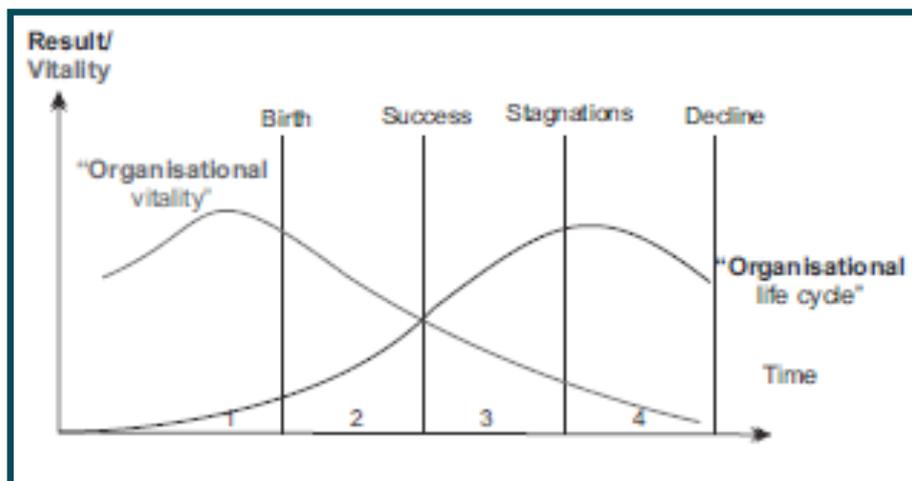
#### THE TMI™ ORGANIZATIONAL VITALITY MODEL™ INCLUDES THE FOLLOWING VITALITY FACTORS:

1. Employee satisfaction and loyalty
2. Energy
3. Emotional intelligence
4. Corporate identity
5. Corporate image
6. Innovation
7. Learning and know-how
8. Customer satisfaction and loyalty

*“It is necessary to change before it is necessary!  
When it is necessary to change - it  
is often too late!”*

*This TMI tool will help you monitor your organizational vitality at the right time. The tool is robust, hands-on and easy to use periodically so that this monitoring mechanism becomes a way of life for managers.*

Vitality Curve



# International success story

## MAJOR AUTOMOTIVE SUPPLY BUSINESS, UNITED KINGDOM

### Enhancing flexibility, boosting performance

The TMI client is a privately owned automotive supply business operating globally in 18 countries. They design, develop and manufacture exterior components for major vehicle manufacturers. Competitive pressures within the industry demand fast design and development for an ever-increasing number of model variants. The Company needed to cut down on both the cost and time of the development process, and at the same time maintain competitive edge in quality and innovation. TMI was engaged to provide change management and organisational development consultancy support to the change programme. We focused on introducing a new organisational set-up, roles and behaviours for all working in design and development around the world.

#### What was delivered:

- An implementation approach that enabled a smooth transition from 'old' to 'new' ways of working
- Core facilitation and consultancy support to the change programme team via workshops on how to introduce new behaviours and working practices to match specific customers' needs, moving away from a one-size-fits-all bureaucracy
- Facilitated communication and engagement workshops for the engineering community to help understand the implications of the new structure and roles.

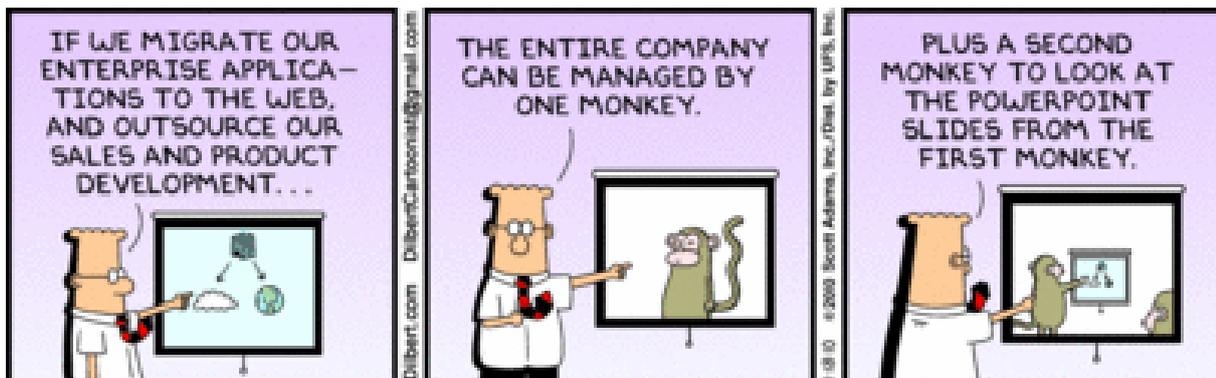
#### What has been achieved:

- Equipped managers and the core change team with the necessary tools and behaviours to support implementation
- Broke down functional barriers, resulting in closer co-operation and multi-skilling in an environment where specialisation had been the traditional career development route

- Established a consistent approach across 18 countries for dealing with global customer projects
- The client has reported a shorter planning and clearer decision-making process, higher visibility of project follow-up, and increased productivity where new ways of working have been introduced.



## Unwind With Dilbert



Our Global Partners

