



MANAGEMENT OUTLOOK

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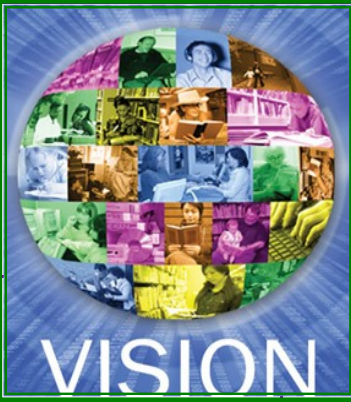
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You might call yourself a self-made man, but you surely can not do without the services of a mentor if your career has to grow. S/he can give you guidance, direction, help you in achieving your goals and also give you suggestions when you really need it. Read on to find out why you might want to consider having a mentor:

If you and your boss just don't get along: You have been asked to work on a new project and you have managed to do a good job but your boss still thinks your project is not that great. You think your boss can never appreciate good work. You are also expected to stay back late in office and work at times. In spite of all the extra time and effort you have been putting in you are not rewarded for it. You are wondering if there is something you can do to change the situation, of it it's time to search for another job. In a scenario like this, a mentor can really help you assess the situation very well. If you and your boss do not share a great work relationship and have not been communicating properly about the new projects, may be your mentor could offer you suggestions on how to tackle

this communication gap.

If you have been waiting for a promotion for long: You have not got a chance to move up the corporate ladder even though your performance reviews have always been positive. And now you are worried and have been thinking that several years without any professional growth can hinder your future career prospects. In this case, a mentor can help you assess your promotion potential, find out where are you lacking behind, what can be done to get positive results and provide encouragement along the way.

You have recently taken a couple of new challenges at work: You have been given the opportunity to pitch a big company on your firm's services, and your anxiety is growing because you know that a lot depends on your performance level. Remember, every time you tackle a new professional challenge, you can benefit from a mentor's experience and advice. In this case someone who has faced the same challenge knows what you are up against and what you can do to shine.

If you are desperately looking out for new job: If you are extremely bored

of your current job and have sent out multiple resumes, but have got no response from anybody and you are starting to feel a little frustrated now. May be your job search etiquette is not right. In this situation, your mentor can always guide you. S/he can review your resume and offer suggestions, help you prepare for your interview and also give you tips for expanding your network.

Who is mentor and where does he come from? Mentor is a senior person with vast experience in identical work like you and is still working or retired recently from corporate sector. He is a person who has seen all the changes in management styles and business environment. He can be from your own company or from outside from an identical company or can be your relative with necessary experience. But fundamentally you should have a good rapport with him and he is guiding you without any monetary or material benefit.



NOT REMOVING OBSTACLES THE NEW VISION

Successful transformations begin to involve large numbers of people as the process progresses. Employees are emboldened to try new approaches, to develop new ideas, and to provide leadership. The only constraint is that the actions fit within the broad parameters of the overall vision. The more people, involved, the better the outcome.

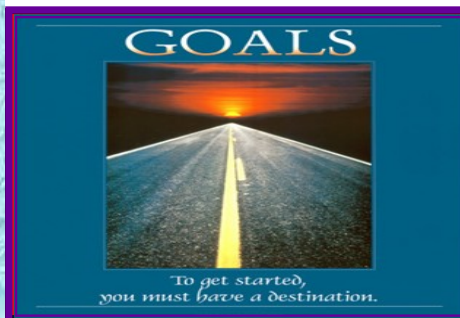


To some degree, a guiding coalition empowers others to take action simply by successfully communicating the new direction. But communication is never sufficient by itself. Renewal also requires the removal of obstacles. Too often, an employee understands the new vision and wants to help make it happen. But an elephant appears to be blocking the path. In some cases, the elephant is in the person's head, and the challenge is to convince the individual that no external obstacle exists. But in most cases, the blockers are very real.

Sometimes the obstacle is the organizational structure: narrow job categories can seriously undermine efforts to increase productivity or make it very difficult even to think about customers. Sometimes compensation or performance-appraisal systems make people choose between the new vision and their own self interest. Perhaps worst of all are bosses who refuse to change and who make demands that are inconsistent with the overall effort.

One company began its transformation process with much publicity and actually made good progress through the fourth phase. Then the change effort

ground to a halt because the officer in charge of the company's largest division was allowed to undermine most of the new initiatives. He paid lip service to the process but did not change his behavior or encourage his managers to change. He did not reward the unconventional ideas called for in the vision. He allowed human resource systems to remain intact even when they were clearly inconsistent with the new ideals. The officer's motives were complex. To some degree, he did not believe the company needed ma-



jour change. To some degree, he felt personally threatened by all the change. To some degree, he was afraid that he could not produce both change and the expected operating profit. But despite the fact that they backed the renewal effort, the other officers did virtually nothing to stop the one blocker. Again, the reasons were complex. The company had no history of confronting problems like this. Some people were afraid of the officer. The CEO was concerned that he might lose a talented executive. The net result was disastrous. Lower level managers concluded that senior management had lied to them about their commitment

to renewal, cynicism grew, and the whole effort collapsed.

In the first half of a transformation, no organization has the momentum, power, or time to get rid of all obstacles. But the big ones must be confronted and removed. If the blocker is a person, it is important that he or she be treated fairly and in a way that is consistent with the new vision. But action is essential both to empower others and to maintain the credibility of the change effort as a whole.

Real transformation takes time, and a renewal effort risks losing momentum if there are no short term goals to meet and celebrate. Most people won't go on the long march unless they see compelling evidence within 12 to 24 months that the journey is producing expected results. Without short term wins, too many people give up or actively join the ranks of those people who have been resisting change. One to two years into a successful transformation effort, you find quality beginning to go up on certain indices or the decline in net income stopping. You find some successful new product introductions or an upward shift in market share. You find an impressive productivity improvement or a statistically higher customer satisfaction rating. But whatever the case, the win is unambiguous. The result is not just a judgment call that can be discounted by those opposing change.

