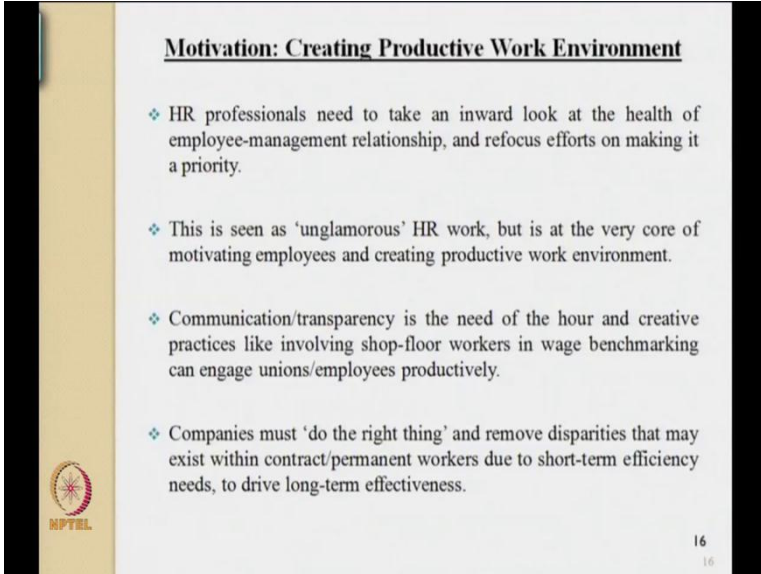


Organization of Engineering Systems and Human Resources Management
Prof. Vinayshil Gautam
Indian Institute of Technology, Delhi

Module - 3
Human Elements of Functioning Organizations
Lecture - 32
Understanding Motivation (Contd.)

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Motivation: Creating Productive Work Environment

- ❖ HR professionals need to take an inward look at the health of employee-management relationship, and refocus efforts on making it a priority.
- ❖ This is seen as 'unglamorous' HR work, but is at the very core of motivating employees and creating productive work environment.
- ❖ Communication/transparency is the need of the hour and creative practices like involving shop-floor workers in wage benchmarking can engage unions/employees productively.
- ❖ Companies must 'do the right thing' and remove disparities that may exist within contract/permanent workers due to short-term efficiency needs, to drive long-term effectiveness.

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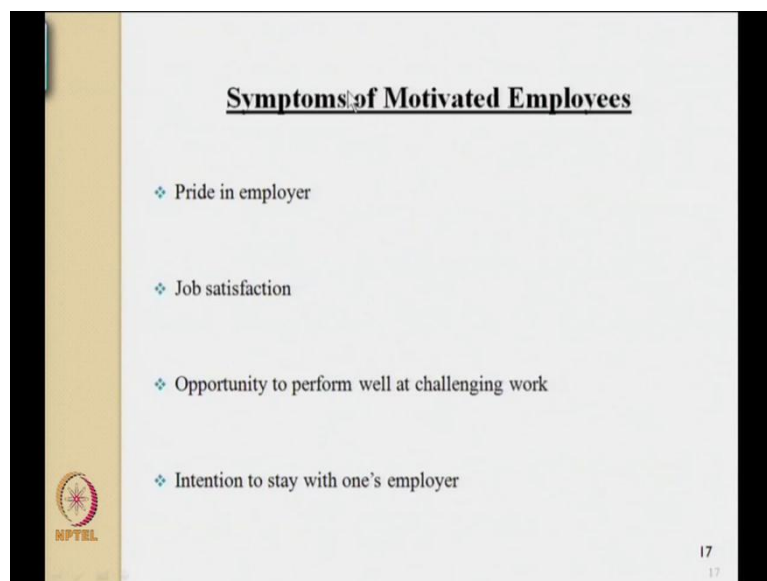
The preceding discussions on understanding motivation had taken us to a point, where we were looking at creating productive work environment, and I would like to carry the discussion on from there. To say that understanding motivation by itself is of little use unless you know what to do with it, and to do something to do, to do something with it the hr professional needs to take, an inward look at the health of the employee management relationship, and to refocus efforts on making it priority.

In other words work performance is fine, but work performance itself is based on employee management relationship. And motivation is the key to employee management relationship. If the employee is not happy, if the employee is not willing to perform, if the employee is in no mood to integrate his own plans with the organizational plans, then we have a problem at hand. This is seen as an unglamorous task, but then HR very often has to deal with maintenance tasks, and maintenance tasks be it with materials or with people, can be very demanding.

But these unglamorous tasks are indeed, the very core of motivating employees. The thought which needs to be under scored, is that communication and transparency is the need of the hour. And creative practices like involving shop floor workers, in wage benchmarking, and engaging union employees productively in the planning processes of the institution, is certainly a way forward, because it gives them a sense of belongingness, involvement, and if I might add prior feeling of proprietorship.

Companies must do the right thing, and remove discrepancies, that may exist within contract or permanent workers, due to the short term efficiencies. And the needs to drive long term effectiveness, in other words it is a bad principal to have disparities within the system, between contract workers and permanent workers. It creates two different parallel carrors, and it does not help effectiveness. In other words therefore, motivation really leads to creating productive work environment all around.

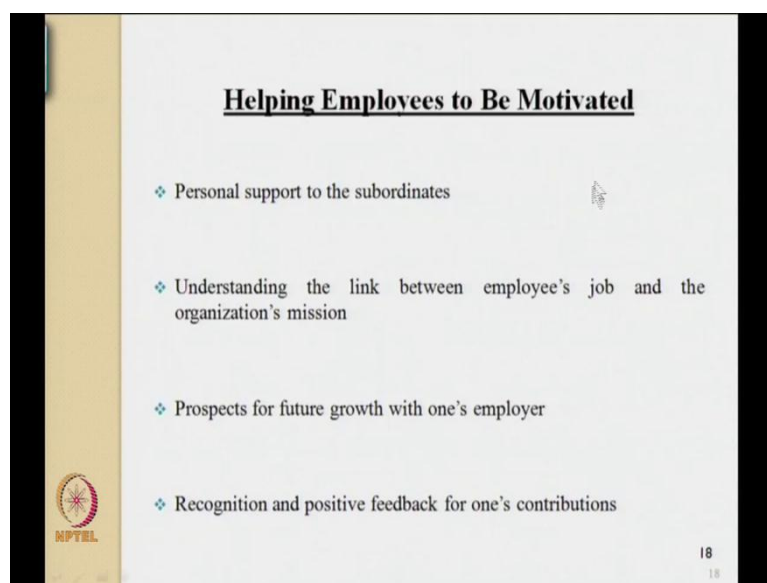
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And to take it forward, we need to look at the symptoms of motivated employee, and these symptoms become the end products of targeted approach. The first symptom of a motivated employee is, his having essence of pride, in working for the institution in which he is working, it happens globally. If your child is admitted to a branded institution, if you have a job in a well branded institution, you generally let it be known, because that brand flakes upon you and you acquire a certain sense of pride in it; that itself is the origin of job satisfaction. The feeling that what you doing is something worthwhile.

On the other hand if you do not have a pride in employment where you are, then you can hardly be expected to generate performance which is world class, or broadly in the category of excellent, but not all tasks can be easily, not all tasks can be routing, therefore a motivated employee must have the inner proportion, to perform challenging tasks, and he would want to stay with the employer as long as he possibly can within the domains of his carrier aspirations. So, symptoms of a motivated employee broadly cover pride it work, pride with the employer, a certain feeling of job satisfaction, and opportunity which he seeks and gets to handle challenging tasks, and of course, a longevity in work.

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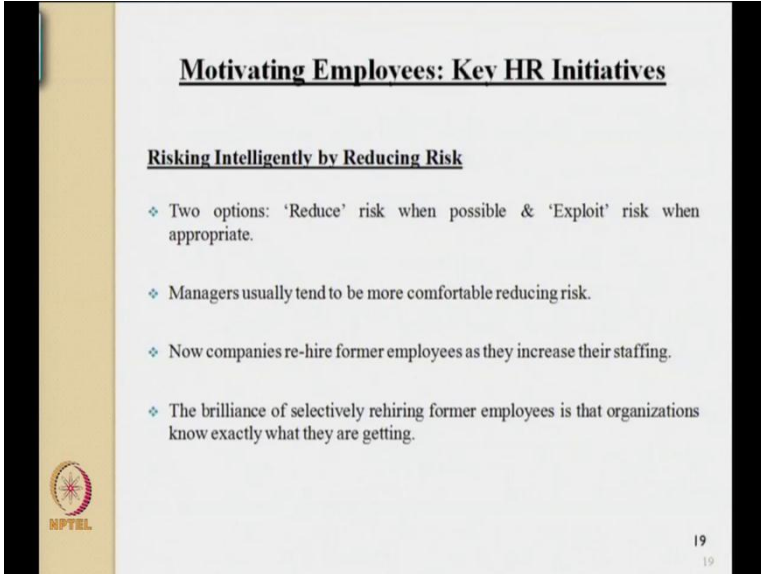


How do you help employees to be motivated. A complex question not easily answered, but not a question which can be awaited either. So, you help employee to be motivated, by offering personal support to the subordinates. In other words, if you are putting (()) on to a task, you're also putting yourself to an obligation of helping meeting his personal needs. The personal needs of an employer today, a range from requiring proper transportation to work, to having appropriate breaks at work, covering refreshments, occasion to keep in touch, which is responsibilities outside work, and above all to a tend to any emergencies or exigencies.

All set difficult balance to handle, because personal support to subordinates can be stretched, to a point where it becomes dysfunctional to work on the job. So, ultimately the answer lies as it always does, in taking the medium path, and a balanced approach to growth, and

operations in the organization, and keeping the employee interested in terms of his personal growth, and in terms of his understanding, on how he is going to gain by continued engagement with the organization. And finally, recognition and positive feedback on once contribution, is always of (()), because it helps to position performance, appropriately of the organizational back, and creates visibility, and contributes to formation of a standards for working through.

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Motivating Employees: Key HR Initiatives

Risking Intelligently by Reducing Risk

- ❖ Two options: 'Reduce' risk when possible & 'Exploit' risk when appropriate.
- ❖ Managers usually tend to be more comfortable reducing risk.
- ❖ Now companies re-hire former employees as they increase their staffing.
- ❖ The brilliance of selectively rehiring former employees is that organizations know exactly what they are getting.

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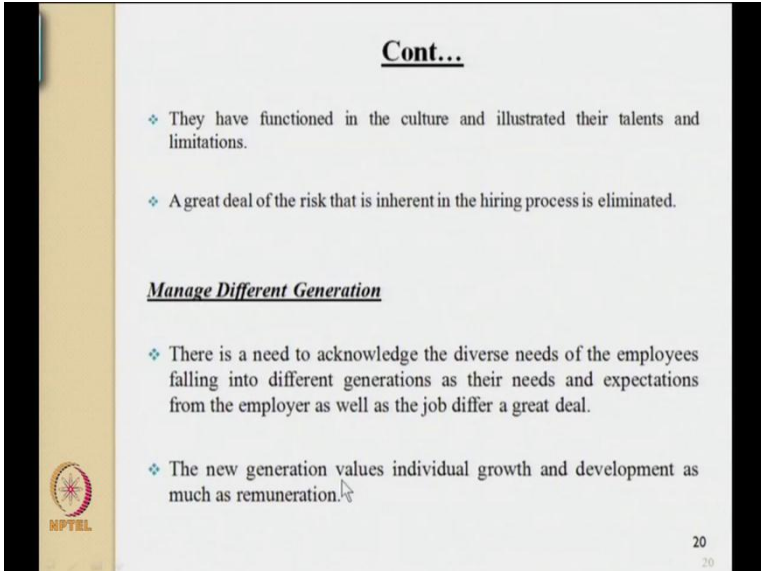
Now, motivating employees require some key HR initiatives. Here are some suggestions which you may wish to consider, for the better understanding of a situation, and ultimately carrying it to a job when you get one. Risking intelligently by reducing risks; there are two opinions reduce risk when possible, and the second is exploit risk when it is appropriate. There are lots of employees, who find routine jobs de motivating, who dread the drudgery on the job. Now such employees, or those in whom this is the driving motive, require to put on jobs which are challenging, jobs which give them an opportunity to take creative risks, and opportunity to prove that they could do things beyond the ordinary, and move the organization forward, leveraging the options.

Management usually tends to be more comfortable with reducing risks, cannot be grudge, because risk tolerance is an important judgmental parameter, with an organization has to exercise, but if the purpose is, to reduce risks. Then it is seems to me, that it will be an usual for management, to stick only to safe decisions. The management must have the capacity of

trading of risks, which are worth taking and with a support which it provides in taking those risks.

And above all recognizing that faced with a risks, if results are not constructive, if the results are not positive, it does not become a permanent slur on the carrier option of the individual. Now companies hire former employees, as they increase their staffing. This is democratic feature we have already noticed. Only the character of re employment is changing. The brilliance of selectively rehiring former employees, is that organizations know exactly what they are getting.

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- ❖ They have functioned in the culture and illustrated their talents and limitations.
- ❖ A great deal of the risk that is inherent in the hiring process is eliminated.

Manage Different Generation

- ❖ There is a need to acknowledge the diverse needs of the employees falling into different generations as their needs and expectations from the employer as well as the job differ a great deal.
- ❖ The new generation values individual growth and development as much as remuneration.

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They have functioned in the culture and illustrated their talents, and limitations. A great deal of the risk; that is inherent in bringing the hiring process is therefore eliminated. The sought of carrier which the organization offers, post retirement is also a very important motivating feature, because it saves the employee from (()) out in the last few years of his work orientation. Thus it is that motivating employees, understanding motivation is a factor of the age of the employee; a factor of a socio economic background, a factor of his job orientation, a factor of his financial needs, a factor of his expectations from the organization, given the different points of life cycle which he may be at. A person in lead thirties, early forties, is more likely to be worried about the educational opportunities of their children, and the security of his household, rather than worrying about what he is going to take back after retirement, or on contrary where to get his child admitted.

Put it simply and briefly, the organizations will find that people have different clusters of motivational requirements, at different points of time in life, at different levels of the organization, and it may just as well be recognized; that it is possible to get better performance out of people, if the organization is offering certain support in seeing through this problems.

Let me clarify with some illustration, what exactly is meant. If for example, the institutions has a special relationship with a collage, or for that matter even a school. In terms of admission of people, who are employed admission of words of people, who are employed in the organization; it is a great motivating factor. Certain degree of flaxy time goes a long way, in motivating people it giving them opportunities, to go through failure routine, but essential parts of the daily chores; like payment of electricity bills, water bills, school fees what have you. If it takes a very rigid view of the work situation, then it is possible to argue that this is done of the concern of the employer.

Of course, it can be argued that it is none of the concern of the employer, but it is equally arguable, that it is not possible to get any work done by any one, in work situation if is mind, is racing away else were to look at the basic instruments of survival in the household. Now these are considerations which may be built in by organization developments specialists, in the design of the organization, and there are organizations which have experimented in it; for example, c m c at one stage, c dot at another stage, had gone in for flaxy times, had gone in for providing support for people to travel to work, in groups and with institutional support. Snacks had on the premises were always available and were always on the house. There was free coffee where free tea at. These situations give up very clear message we care for you. Now this message that you care for the employee is also reciprocated in many ways, by the employee saying we care for the organization.

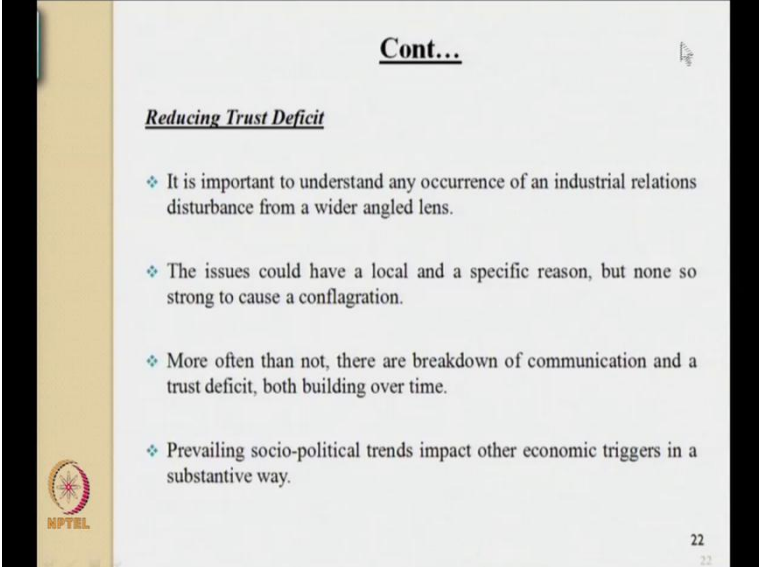
But then at the larger point to be made is, the identification of the generational needs, and that you need to acknowledge that these needs are diverse, and the expectations have to be net in different manners in creative mode, is one of the keep aspectives on motivation, which needs to be recognized, because organizations needs to take re look at the total reward spectrum, and the manner of administarigant. In fact, one of the core prospective of understanding motivation is, that performance demands and people must reasonable, and something which is very often missed; in fact, two things which are missed. Demand should not exceed the abilities of the person on whom the demands are made. Not everyone is

capable of everything; therefore, while making a demand there should be some insides, on the overall assessment of the individual, and the second is nobody can be developed endlessly, there are limits to growth.

So, motivation also becomes a factor of reasonableness, motivation also becomes a factor of recognition of realities of person, realities of a situation, and above all motivation comes out of a genuine demonstration that you understand what the problems of the individual are, you understand what is sources of satisfaction are, and you are going to do all that you can to need it. So, unreasonable demand should be rescued, it is not a just question of driving a person to the wall.

A person may even respond, and may be able to raise to the occasion of continuous unreasonable demand, because his made that way, but sooner or later there will be results of the burn out, sooner or later this will result in low morale and what is refill, it can lead to attrition. There is no point in losing a good employee by excessive demand. When organizations become known for being unreasonable, and the ability of having or hiring right people in future gets crowded. So, motivation has ramifications which need to be put to recognition and operation.

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Reducing Trust Deficit

- ❖ It is important to understand any occurrence of an industrial relations disturbance from a wider angled lens.
- ❖ The issues could have a local and a specific reason, but none so strong to cause a conflagration.
- ❖ More often than not, there are breakdown of communication and a trust deficit, both building over time.
- ❖ Prevailing socio-political trends impact other economic triggers in a substantive way.

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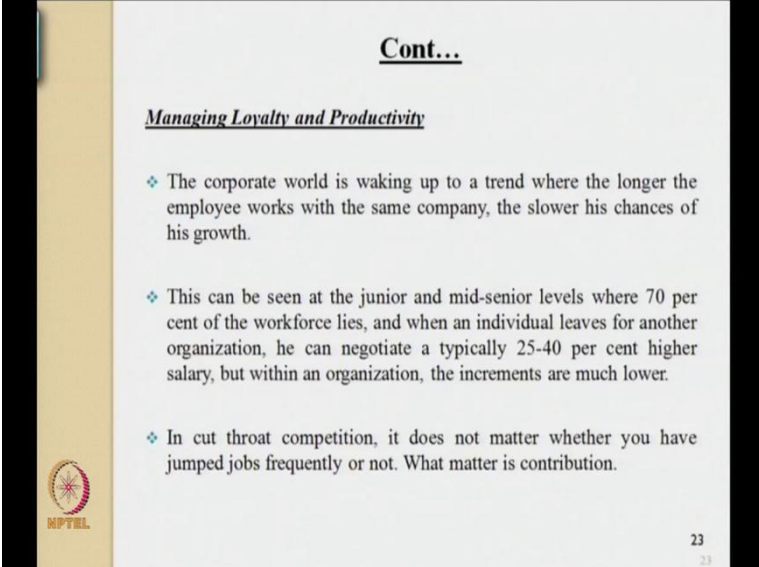
That brings us really to a very important dimension of handling motivation, and the factor is, of trust. You cannot motivate people in an environment, which is rooted in mistrust. It is important to understand, that any occurrence of any industry relations, disturbance from a

wider angled lens originates in distress. So, there is a 180 degrees spectrum on motivation. At one end of the spectrum a motivated employee is a huge achiever, and the other end of the spectrum, if the person is not motivated is de-motivated, and is suffering from a feeling that he is not trusted, then that may have its own ramifications, and very negative concern, that it can be result in industry relation disturbances. The issue could have local and specific reasons, but none so strong as to cause a conflagration.

So, to a certain extent motivation is rooted in exogenous factors, which a person may not entirely mitigate in his capacity as a superior, but he can certainly flag it and make it easier to cope. More often than not, there are breakdowns of communication, and trust deficit. And both break downs of communication and trust deficit, tend to escalate and build upon them self's, and the consequences can never be adequately program.

So, the best is to ensure that break down of communication does not take place, that trust deficit is suitably handled, hand the individuals working for the organization feel supported, and trusted. The prevailing socio economic trends impact other economic triggers in a substantive way, and that is what was been indicated by the role of governance and environment in keeping motivation, and moral at particular level.


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Managing Loyalty and Productivity

- ❖ The corporate world is waking up to a trend where the longer the employee works with the same company, the slower his chances of his growth.
- ❖ This can be seen at the junior and mid-senior levels where 70 per cent of the workforce lies, and when an individual leaves for another organization, he can negotiate a typically 25-40 per cent higher salary, but within an organization, the increments are much lower.
- ❖ In cut throat competition, it does not matter whether you have jumped jobs frequently or not. What matter is contribution.

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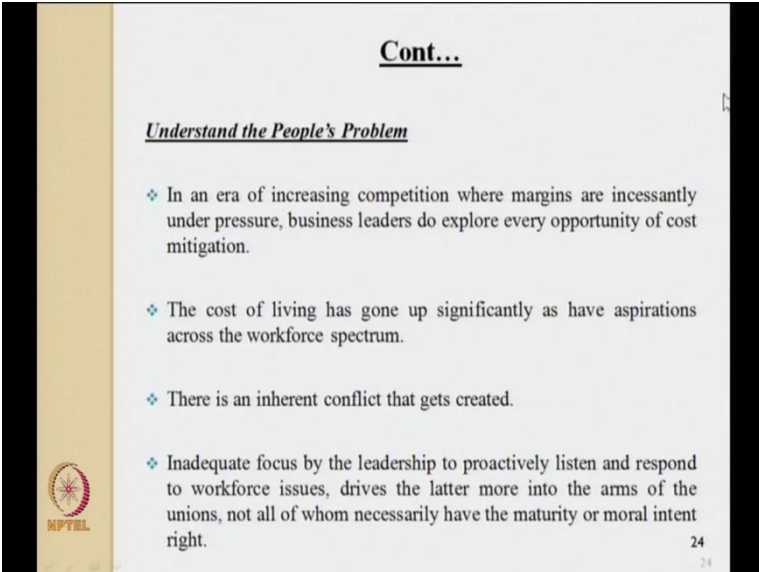
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So, where commitment concerns arise, how do you manage loyalty and productivity, to make sure motivations are leverage to achieve both. How do you motivate a person to be loyal, and how do you motivate a person to be productive. Now there is a growing

realization of this trend, where retention of an employee desirable as it may be from the familiarly angel and the loyalty angel, has a point of view where people are saying, that if you have employee for long periods of work in the same company; that will impede his growth, and an impeded growth will lead to impaired motivation. Now this is a catch twenty two. You motivate a person sufficiently, and he sees his future in the organization, and he wants to stay on. And at the same time if by staying on, his growth is slow down then it is counterproductive.

So, where do your position you response, one possible answer may lie, in applying a set of rules at the junior level, more modified rules at the senior midlevel, and yet a different approach at the top level. At a pinch, it can be argued that about seventy percent of a work force, of any organization is at the junior and mid senior level, and that is when the highest incidence of mobility takes place. That is the time when he will be driven by the hike in the salary, and empirical service have established that salaries which register upward graph of twenty five to forty percent have a huge pull factor. So, in a situation of cut throat competition amongst elements, it does not matter, whether one has jumped jobs frequently or not, what matters is, how well you are able to contribute during the period you worked at the organization. So, there is a need to change the lenses little bit. There is a change to what is making people long vision.

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Understand the People's Problem

- ❖ In an era of increasing competition where margins are incessantly under pressure, business leaders do explore every opportunity of cost mitigation.
- ❖ The cost of living has gone up significantly as have aspirations across the workforce spectrum.
- ❖ There is an inherent conflict that gets created.
- ❖ Inadequate focus by the leadership to proactively listen and respond to workforce issues, drives the latter more into the arms of the unions, not all of whom necessarily have the maturity or moral intent right.

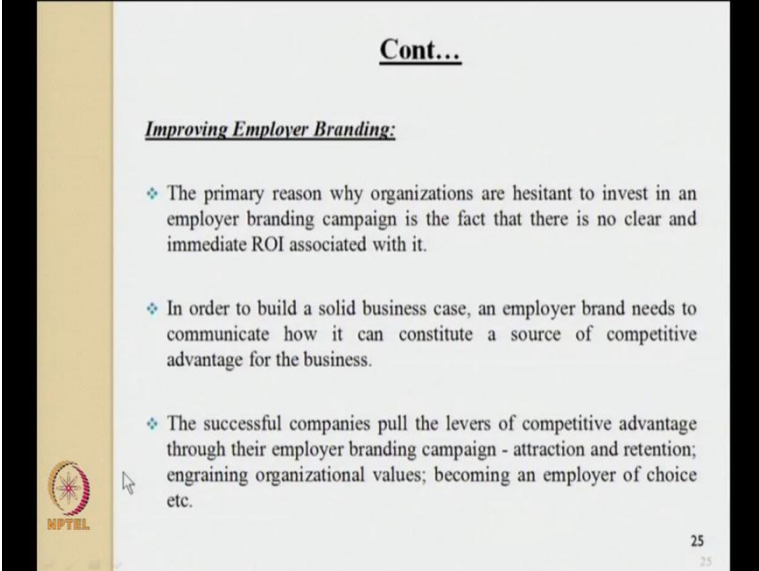
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Now, how do you understand a people problem, in an era of increased competition where margins are in (()) under pressure, business leaders do explore every opportunity of cost mitigation. The cost of living has gone up significantly, as have aspirations across work force spectrum. Now if the cost of living has gone up, and aspirations of the across the work forces spectrum are aspiring, a major motivational factor is the kind of support which you provide, on these considerations on what is the kind of support you can provide. Organizations are known to have to allowed cooperatives, for building housing colonies. Organizations are known to have provided support for health care, post retirement.

Organizations are known to have picked up costs at discussionary level, for extraordinary medical elements. In other words, there is a role or higher care, if not necessarily compensation. So, one has to keep in mind that the focus on leadership to proactively listen and respond to work force issues, drives the latter more in to the arms of resisters movements. Sometimes it takes the form of the unions, but this is only when there is inadequate focus on leadership proactively listening. This may be true inadequate focus for the leaders, to focus on proactively listing, mainly in to this kind of a shift, but the vice versa, is not necessarily true. In some cases it works, and in some cases it does not.

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Improving Employer Branding:

- ❖ The primary reason why organizations are hesitant to invest in an employer branding campaign is the fact that there is no clear and immediate ROI associated with it.
- ❖ In order to build a solid business case, an employer brand needs to communicate how it can constitute a source of competitive advantage for the business.
- ❖ The successful companies pull the levers of competitive advantage through their employer branding campaign - attraction and retention; engraining organizational values; becoming an employer of choice etc.

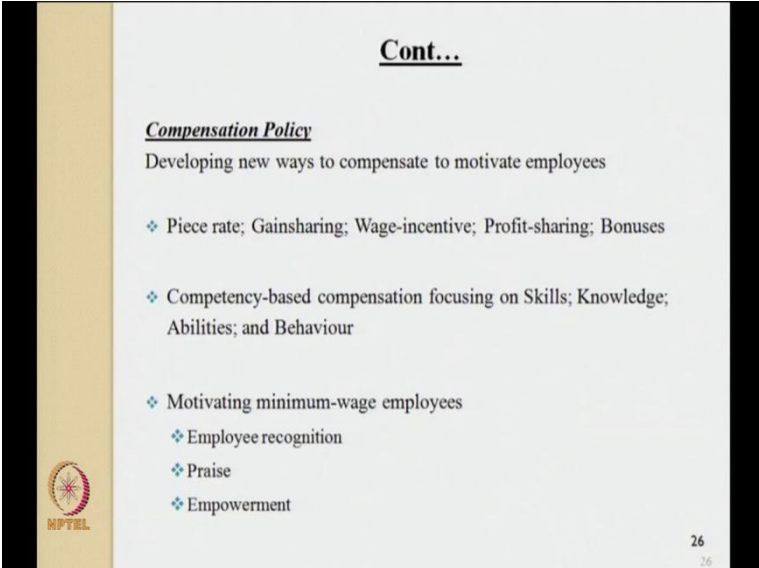
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Perhaps a good touch stone of sound managerial action is the moral content of it. The concern of employee branding has been raised, and that needs to be discussed in certain length. The primary reason why organizations are hesitant to invest in an employer branding

campaign, is the fact that there is no clear immediate ROI associated with it, but no institution can be developed, if the focus is continuously on ROI. ROI comes in many ways, and the leadership of an organization should have the capacity to understand those many ways. If they do not, then what happens is, that even learning and development efforts get impaired. In order to build a solid business case, and employer brand needs to communicate, how it can constitute a source of competitive advantage for the business.

Consulting companies are a good example, and their brand value, especially if they are multinational breed is so high that people at times want to associate with them, mainly to prove that they were in that league. Then one can comment on this situation, but more to the purpose is, to flag the need for employer branding. The successful companies pull the levers of competitive advantage through their employer branding campaign. It effects a attraction and retention of talent, engraining organizational values, becoming an employer of choice. And in the ultimate analysis becoming employer of choice is, the final reorganization which you can have, both from your own employees, and from the market in terms of your branded position.

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Compensation Policy
Developing new ways to compensate to motivate employees

- ❖ Piece rate; Gainsharing; Wage-incentive; Profit-sharing; Bonuses
- ❖ Competency-based compensation focusing on Skills; Knowledge; Abilities; and Behaviour
- ❖ Motivating minimum-wage employees
 - ❖ Employee recognition
 - ❖ Praise
 - ❖ Empowerment

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Therefore, the motivational interventions have many forms, one of which is compensation policy. If you understand motivation, then the journey does not stop, with the understanding it has to be converted in to managerial practices. And the managerial practices manifest

themselves in various incarnations, and they do not only have to be proactive, they have to be substantive.

Now amongst some substantive elements, compensation policy is an important criteria. It involves developing new ways to compensate, and to motivate employees. The piece rating approach works, gain sharing, wage incentives, profit sharing, bonuses and of course, variable pays. In fact, progressively companies are moving in to a situation, where the salary is broken in to two components; one is the fix pay, which you get irrespective, the second is the variable pay, which comes your way for many reasons, including your contribution, to getting of assignments, boosting of markets, and promoting the interest of the organization, which can be documented in various manners. Competency based focusing on skills, knowledge, abilities, and behavior, is always a great incentive, and pull factor in getting performance out of the employees.

Then there is a skill at dimension of motivation, the way you motivate the minimum wage employees will be different from the ways you motivate, the middle level employees, will be different from the ways you motivate the top level employee. Let us talk of motivating the minimum wage employee, how do you do that. You do that by employee recognition. Many organizations today have a system of recognizing the employee of the week, the month, and creating celebrations around work achievements. You do it by praise, by naming people in a public forum, by flagging their contributions, by putting it in newsletters, and that in a unique way, causes and supports empowerment and that itself leads to a situation, where the employee feels motivated.

The employee feels empowered, even without getting the usual encouragement of the world, because recognition has been transferred in to, either the public domain or to material terms. Hence what we are noticing today, is a general widening and deepening of the tools of employee motivation, and some of them are known to work, and some of them not known to work, but only time will tell which of them will survive, and which of them will not.

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Motivating Diverse Workforce

Flexibility

- ❖ Not everyone sees their job the same way- what motivates me may not motivate you

Recognize differences

- ❖ People are Different

Accommodate

- ❖ Cultural Differences

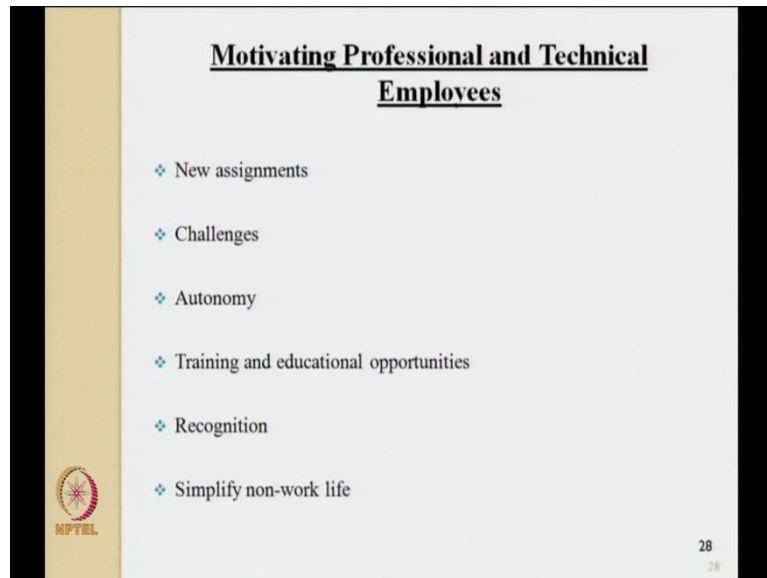
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For motivating diverse workforce, there are three elements suggested; flexibility, recognition of difference, and accommodating the difference, appears really commonsensical, but is not so much of a commonsense approach, when its put on the ground, because how are you flexible in an environment, where not everyone sees their job the same way. There is inherit flexibility there is flexibility, in the aggregation of the total set of perceptions. So, there are bound to be variances, in the way the motivational factors work. There are bound to be differences in the way x will be motivated, and the way y will be motivated. So, how do you create a policy mix, which is customized to an individual level, and that is what of the major challenges of understanding motivation of operative motivation, and dealing with motivation.

So, no matter how much of attitudinal survey have been done, no matter how effortful has it been to deal with larger organizational issues. The fact of the matter is, that motivation cannot be customized, motivation cannot be put in need boxes, and above all it cannot be patented. It is such a personalized situation, that recognition of differences is the foundation stone, of handling motivation. And no matter what root you take, one message which comes out clearly is, you have to be accommodating. You have to be accommodating to cultural differences, you have to be accommodating to different temperaments. And unless your approach of empathy is not converted to understanding, which then leads to managerial action, handling motivation will be a challenge, which will be as elusive as fascinating. Fortunately, motivation is a manageable phenomenon.

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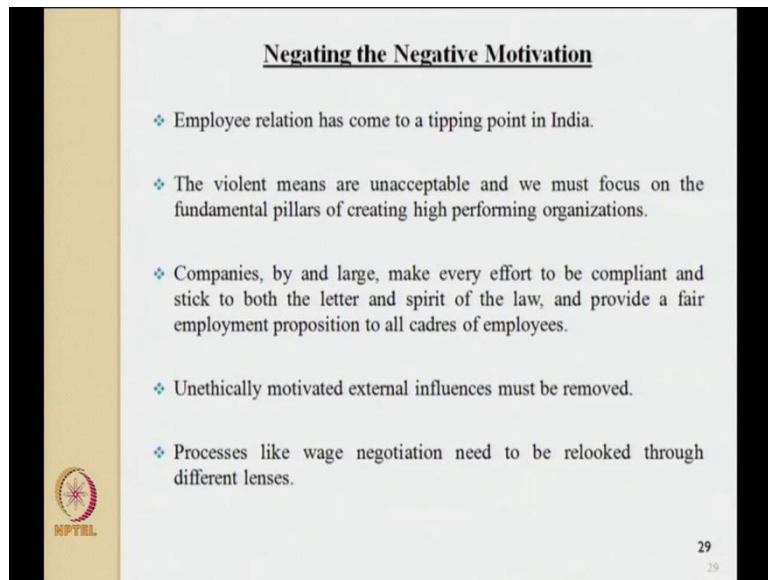
So, how do you motivate professionals and technical employees. The list here like in many thing else can be endless, but we do not have to go chasing, the endless, because then and with due apologize for the pardon of the word the chase itself becomes endless. But what are some of the motivating professional, and technical employees acts, which may at least brutalist. One way of motivating people is new assignments. People get bored with in task over and over again, many like challenges, its stretches that capability to an outcome. Many belief that giving autonomy to the institution, will cause a motivating situation, sometimes it works, sometimes it does not work, because autonomy be it industrial autonomy, with reference to the maharatnas or the navaratnas or there are huge categories of ratnas, with varying degrees of autonomy. But truth is in the ultimate analysis, the will of representative of the principles of the stake holder does operate, even in the maharatna and the navaratna companies, not to talk of many ratnas.

So, autonomy remains desirable goals, but it is very difficult to feel it, touch it, to experience it, because those who control the per strings, also leave an impact on autonomy. You can motivate people by training and development opportunities. This works very well, because everyone likes to grow, everyone likes to be skilled enough to be dreamed wanted situation, and of course recognition works.

Enough has been set on that not to need reputation, but the fact of the matter is, that with recognition, if some attention can be made to non work life, and as I have been indicating

earlier in my remarks, simplified through organizational intervention, and I talked of admission, I talked of public utility, fees payments and rest of it. Not very complicated to operate, but yes rare to find, but wonders why the simple roots to motivation are not adapted by work organizations, because that is really what would make them successful.

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Negating the Negative Motivation

- ❖ Employee relation has come to a tipping point in India.
- ❖ The violent means are unacceptable and we must focus on the fundamental pillars of creating high performing organizations.
- ❖ Companies, by and large, make every effort to be compliant and stick to both the letter and spirit of the law, and provide a fair employment proposition to all cadres of employees.
- ❖ Unethically motivated external influences must be removed.
- ❖ Processes like wage negotiation need to be relooked through different lenses.

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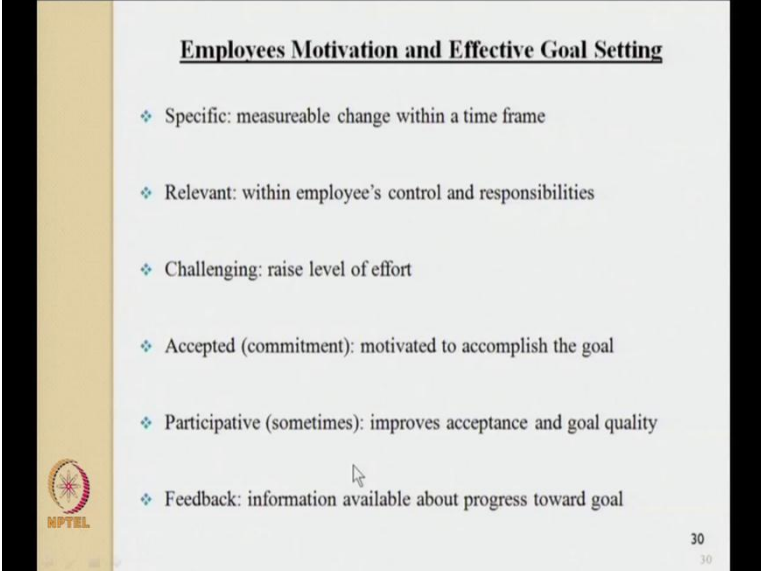
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Negating the Negative motivation is also an important dimension, employee relationships has come to a tipping point in India, essentially because negative motivation is very high. Mercifully this is not a universal phenomenon, be that as it may. The violent means have to be exude, what happened to Maruti, not long ago in terms of what lead to the vouchering, of a general manager, in plant situation clearly, cannot be a matter of anything, but awkwardness to all involved, but we must focus on fundamental propellers of creating high performing organizations, for which trust and mutual respect is one of the major building blocks.

As usual more easily said and followed, but then stating the ideal is often a desirable process, because it keeps the issue alive. Companies by and large make every effort to be compliant, and stick to the letter and spirit of the law, or that by itself may not be a sufficiently motivating factor. One has to provide besides fair employment preposition, a constructive supportive environment, and the managerial art lies in reading the un stated, identifying the intangible and building upon that. Unethically motivated external influences;


obviously, have to be kept at bay and organizations insulated from such influences, processes like wage negotiation need to be re looked through different lenses.

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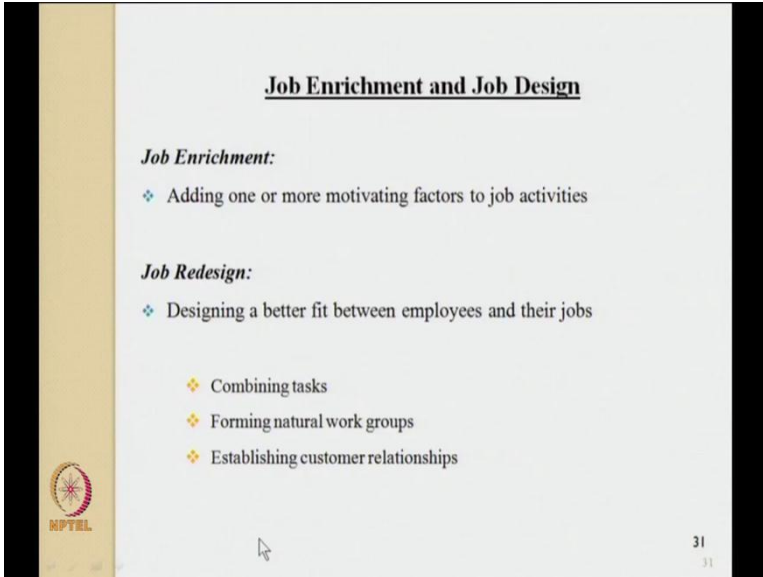
Employees Motivation and Effective Goal Setting

- ❖ Specific: measurable change within a time frame
- ❖ Relevant: within employee's control and responsibilities
- ❖ Challenging: raise level of effort
- ❖ Accepted (commitment): motivated to accomplish the goal
- ❖ Participative (sometimes): improves acceptance and goal quality
- ❖ Feedback: information available about progress toward goal

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So, that brings us to employee motivation and effective goal setting, reading through this may be eliminating. There are key words, but I will visit after you have read it. This has to be specific which means measurable change within a time period. This has to be relevant, within employees control and responsibilities. It has to be challenging in terms the raising a level of effort. It has to be accepted by way of commitment. It has to be participative sometimes, because it would improve acceptance goal quality, and obviously there has to be feedback, a predictable loop with predictable phases.

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Job Enrichment and Job Design

Job Enrichment:

- ❖ Adding one or more motivating factors to job activities

Job Redesign:

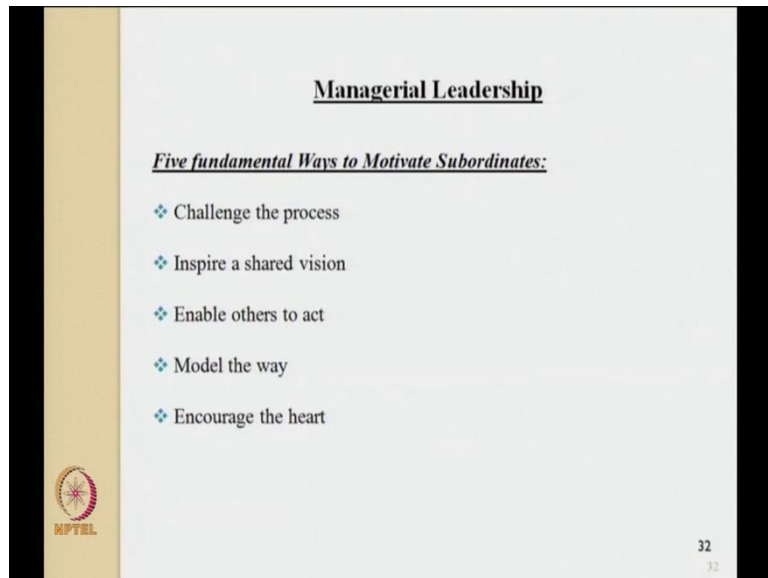
- ❖ Designing a better fit between employees and their jobs
- ❖ Combining tasks
- ❖ Forming natural work groups
- ❖ Establishing customer relationships

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Job enrichment and job design or at times hugely useful in adding to motivation. You will find that job redesign as a tool, tends to surface over and over again, in making an organization a better place, getting better results, but going beyond them both, keeping an organization at a level of synergy with the environment, and you will find that the surface again, when we talk of as we are going to do shortly.

Elements of human resources planning, how do you plan, but that is the separate issue and we will be dwelling upon, various components of human resources plan, by going through the various segments of human resources manifestation in an organization, as we have discussed in this module, and you see how the planning processes their work, but that was a look ahead came up against the suggestion that job redesign is an important tool of motivating employees, and enriching the jobs.

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With that you find that there are five fundamental ways of motivating subordinates, which again are not the only ways, but somewhere a rapping has to be done. So, that there are certain take always, certain seat belts thought with which one has to organize once, intervention strategies, for our purposes of rapping up, I would say challenging the process, is a fundamental way of motivating subordinates, inspiring a share vision is another, enabling others to act is a third, modeling the way is forth. And above all encouraging from the heart, encouraging the heart, getting emotional involvement, certainly helps in understanding motivation, moving people, because at the end of day employees like human beings or complex entities and you have to touch them, where it really feels good to be touched.

Thank you for now.