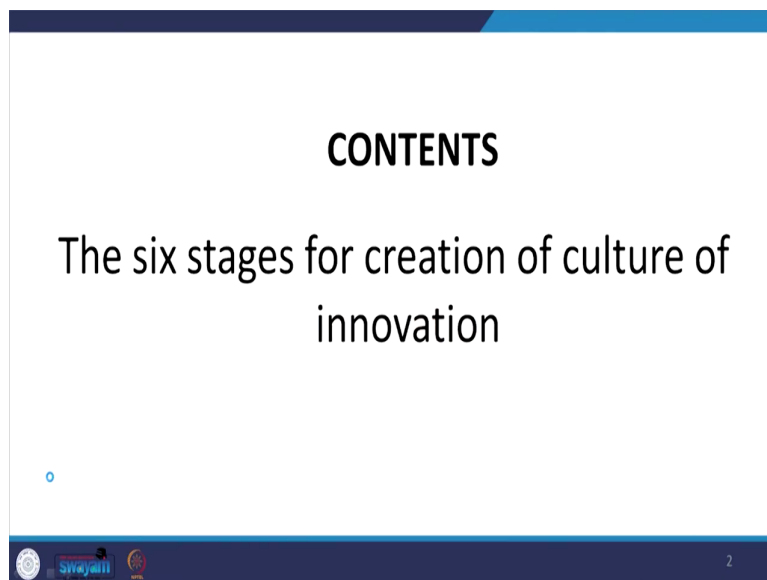


**Talent Acquisition and Management**  
**Prof. Santosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

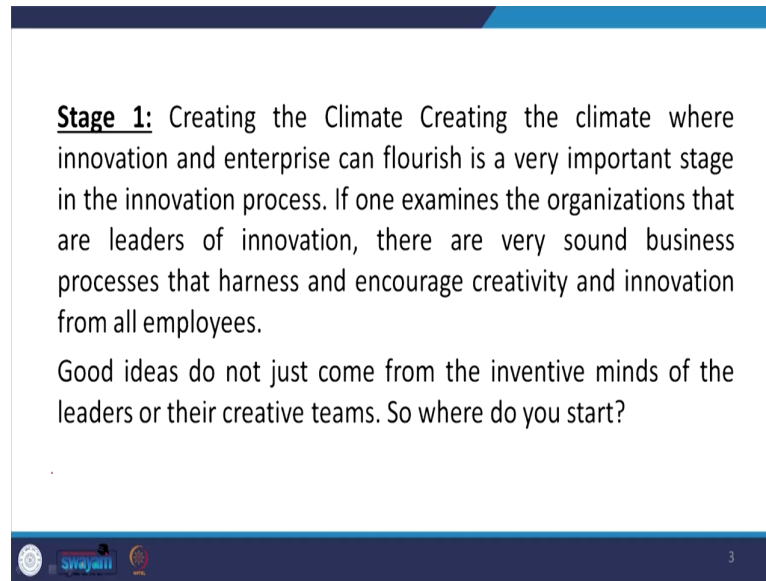
**Lecture - 42**  
**Organization Culture - II**

In the previous session, we talked about Organization Culture and how the organization culture influences the talent management practices. Now, we will talk about the six stages for the creation of the culture of innovation then how we are creating that particular culture.

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**Stage 1:** Creating the Climate Creating the climate where innovation and enterprise can flourish is a very important stage in the innovation process. If one examines the organizations that are leaders of innovation, there are very sound business processes that harness and encourage creativity and innovation from all employees.

Good ideas do not just come from the inventive minds of the leaders or their creative teams. So where do you start?

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Now, in stage 1 creating the climate, creating the climate where innovation and enterprise can flourish is a very important stage in the innovation process. So, therefore, we will find that whenever we are talking about innovation, it is required.

Nowadays, when in the such tough time COVID 19 time we are talking about, then definitely otherwise also the every country is required to have their the own small medium enterprises right micro small and medium enterprises MSMEs and that is possible only by the creating a climate.

So, how to create that climate for innovation? And, if we are creating that innovation culture or climate in the organization, new product development will always be there, there will be the creative minds and the creative minds will come out with a particular solution and that will give us the ROI. So, that is how we say that an enterprise can flourish is a very important stage in the innovation process.

But, first and foremost is the creation of that climate. And therefore, in that creation of the climate it is becoming very necessary that we are having those practices and those values. If we are having those value systems and the values are created on the basis of the practices.

And that is why in the orientation program also the employees are told what they are supposed to do, and what is expected from them in this particular organization. So, here is the

creation of these values, those practices, which will result in a climate and the enterprise will get into the better ROI.

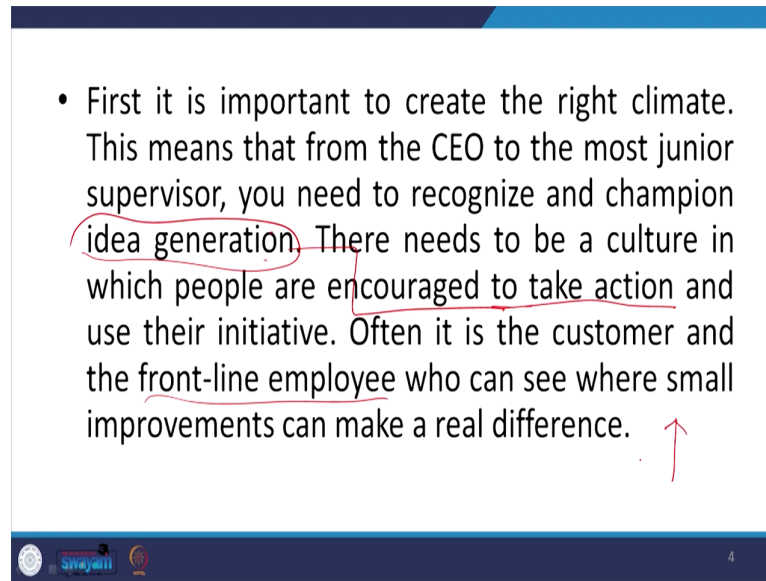
If one examines the organizations that are leaders of innovation, they are leaders, there are very sound business processes that harness and encourage creativity and innovation from all employees. So, every employee will not be a separate employee only of course, there will be the talented employees that we identify.

And therefore, from those groups of the employees we can see their creativity and innovation, the way they work. You ask any five people to give the presentation and the way they give them on the same topic. And the way they make the efforts and then they produce, you will be able to understand that where there is more engagement, commitment, involvement and create automatically when these value systems are there; there will be the outcome of the creativity.

So, these are the very sound organizations, those who are leading organizations. What do they do? They encourage creativity and innovation from all employees. Good ideas do not just come from the inventive minds of the leaders or their creative teams. So, therefore, it is not that it just comes, what is required is that enabling conditions enabling the environment is required.

So, where do you start? So, how do we do that? So, now, naturally the first will be creating the right climate. So, what does it mean? That means that from the CEO to the most junior supervisor you need to recognize and champion idea generation.

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- First it is important to create the right climate. This means that from the CEO to the most junior supervisor, you need to recognize and champion idea generation. There needs to be a culture in which people are encouraged to take action and use their initiative. Often it is the customer and the front-line employee who can see where small improvements can make a real difference. ↑

That is from top to bottom everybody you need to recognize and champion idea generation. Whenever, their interaction or existence is there in the organization. So, you identify the champions, champions of idea generation. So, they will always create the certain ideas that why we do not do like this or why do we do like this.

And it is not necessary that these creative ideas will come from the top only that is from the CEOs only. It goes from the CEOs to the most junior supervisor, even a worker. As there are different levels, so, at any level the champion might exist. What organizations are required to do? They have to identify that particular brain or that particular employee, who is the champion of ideas.

There needs to be a culture in which people are encouraged to take action which is also very very important. It is not only about idea generation. Now, at many places in many organizations you will find, there are the idea generators. So many ideas, but there is no conversion of ideas into reality therefore, it is required to take action on these ideas whatever the ideas are, these ideas have to be connected with the action.

If we are connecting those ideas with the action taken then definitely in that case, we will be able to convert the idea into new product development. And, using their initiatives they are taking an initiative. So, we should be encouraged. Normally what happens? This type of the ideas and initiatives have two aspects, one is the finance. First is, whether the organization is having that system of investments or not.

The second is the patience that will take time. So, does that organization have that much patience and allow those practices for the innovations which may ultimately result in no outcome or zero results. So, not necessarily that every idea generation and then taking action will convert into a fruitful product, but what is required is to use their initiative we have to allow them to do.

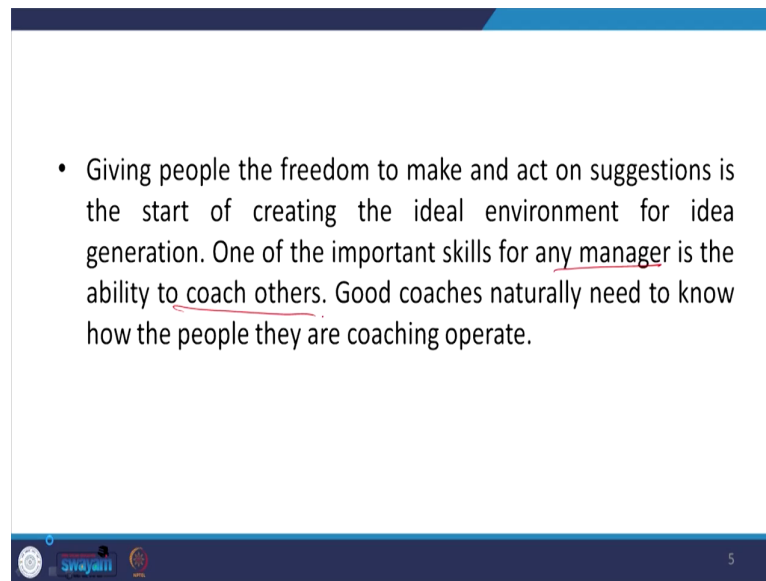
But, because of the threat of finance and the threat of failures, many organizations do not allow this type of idea generation. Often it is the customer and the front line employee, who can see where the small improvements can make a real difference. This is also a very important point.

Front line employees please always have this type of the practices, where creativity, innovation, problem solving, productivity, production is concerned please have inclusive leadership. Involve different line managers and frontline workers because it should go from bottom to top. So, whenever there are these types of small improvements that can really make a difference.

So, here we have to encourage that climate by the idea generations, giving that support to create that idea into taking the action. And these ideas most probably come from the front line managers at the junior levels. Giving people the freedom to make and act on suggestions is the start of creating the ideal environment for idea generation.

So, therefore, in that case it is always preferred that whatever the suggestion is there and the creation is there, and there is an ideal environment or idea generation is provided. One of the important skills for any manager is the ability to coach others.

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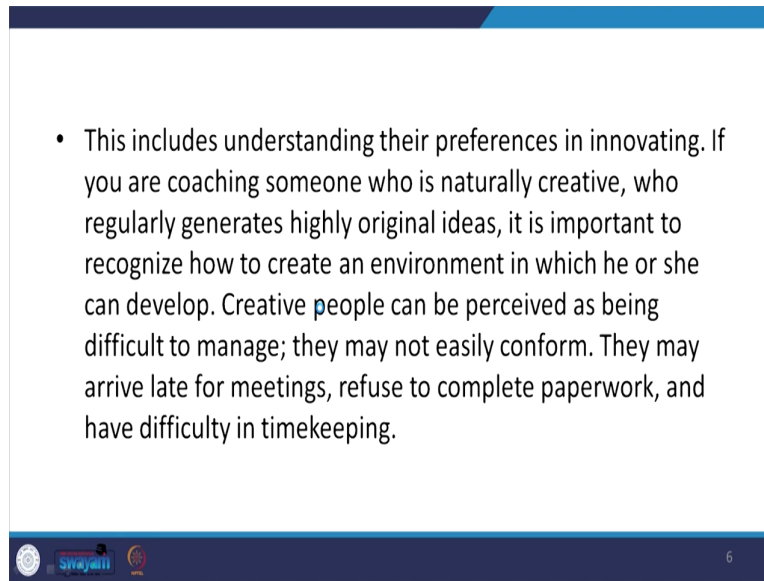


And that ability to coach others comes from the relationship between the coach and the learner or mentoring is developed. For developing that relationship the engagements and commitment of the learner is very important. The expertise and the leadership from the superior that is to be matched. So, we are matching the learner's ability and the motivation in the idea generations with the leadership style.

So, therefore, for a manager the ability to coach others is required. So, how is it to be done? By encouragement, by participation, by competitions, by sports, by business games, by exercises, by case studies, by meetings, by brainstorming sessions, by group discussions, etc. So, therefore, these are the different ways in which the manager should encourage to coach, good coaches naturally need to know how the people they are coaching operate.

So, therefore, the good coaches will always have to understand naturally, that to whom they are coaching, what is their outcome, where the potential is and if there is a potential and identification, we have the potential and performance appraisal. And in talent management, if the potential appraisal is done properly, then definitely there will be coaching for the subordinates.

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- This includes understanding their preferences in innovating. If you are coaching someone who is naturally creative, who regularly generates highly original ideas, it is important to recognize how to create an environment in which he or she can develop. Creative people can be perceived as being difficult to manage; they may not easily conform. They may arrive late for meetings, refuse to complete paperwork, and have difficulty in timekeeping.

This includes understanding their preferences in innovating, that is how they have to go in the preferences in the innovation. If you are coaching someone who is naturally creative, some talented people are naturally creative, but those people can be made more creative by coaching, yes we can. If you are coaching someone who is naturally creative, who regularly generates highly original ideas? It is important to recognize how to create an environment in which he or she can develop.

This is a very important point, sometimes we hire talented employees. But, we are not able to get the maximum output from them. The reason is that the person's superiors, the coaches, are not that much engaged or involved to identify the talent from those employees. And, then nurture that talent and convert it into a new product, because everything will require a path.

So, therefore, in that case he or she can develop creative people, but can be difficult to manage also, it is not that easy. As I was saying, the coach will identify the potential, and then will train, and then there will be the new product development. And, there will be the ROI. It is not that easy, but why? Because these talented people are also difficult to manage, they may not easily conform.

So, therefore, this is the possibility that these employees will not easily come out with their creativity, their idea generations, and their output, their fertile mind. It is not that easy. So, what is the solution? Solution is that the coach is providing such support, that automatically the mentee or the trainee goes and asks how he can nurture more of his talent.

There is a very interesting point that those talented people for whom we want to develop climate, culture, new product development and innovativeness, encouragement. They may arrive late for meetings, which is a very interesting situation. When the talented employees do not abide by the rules, regulation, laws, punctuality, gentleness then what to do? That point we are discussing.

So, they may arrive late for the meetings, refusing to complete the paperwork that they were expected to come with? They may say that no I could not get time or no, I have not seen, I will bring next time. So, therefore, they will refuse to complete the paperwork and have difficulty in timekeeping. What the top management or coaches were looking for? They were looking for time management and here the talented people will find difficulty in the timekeeping.

So, therefore, it is a difficult task to coach a person, who is coming late in the meetings, who is not doing his paperwork and he is having difficulty in timekeeping. So, therefore, how to coach that person, because he is a talented person most of the people will say, take action or terminate him. But, what is to be done? So, in stage two, the ability to generate ideas is a very special skill and one that is needed by all organizations.

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**Stage 2: Idea Generation** Having the ability to generate ideas is a very special skill and one that is needed by all organizations. Therefore, encourage teams to work together generating ideas. Managing the process of idea generation is equally important either for yourself or your team. One of the first steps is to understand the stages in the creation and development of the idea

- Encourages ideas.
- Considers all the options.
- Encourages teams to develop ideas.
- Encourages out-of-the-box thinking.

The diagram shows a central point with four lines extending to points labeled 'a', 'b', 'c', and 'd'. The lines are drawn in red ink.

So, the ability to generate the ideas is required from the top management itself, i.e., bosses. How are they able to develop that particular idea? Because, everybody cannot develop the ideas you ask for a particular problem. This is the problem, how to solve this particular



problem, they may give the traditional solutions only. Then, they will say I do not know, [FL] but somebody else will think differently.

So, idea generation is a very special skill and that is needed by all the organizations. Therefore, encouraging teams to work together generating the ideas, this is also another approach. So, in the first stage we have seen one to one coaching, that is a coach and a mentee . Coach is developing that particular guidance and encouraging the ideas and creating the climate so that the mentee becomes more creative, innovative and encourages more ideas.

So, therefore, in that case it is that from stage one we have seen the individual one to one, but in stage two we are talking about the generation of ideas by team; team generation, encouraging people to work with the other person. And therefore, they will be coming out with the idea many times, when it is not possible to get the realistic idea from one person, but that one person when joins a team he is able to generate the realistic ideas.

Managing the process of idea generation is especially important either for yourself or your team. One of the first steps is to understand the stages in the creation and development of the idea. So, encourage ideas developed by the individual and team . Do not say this is a rubbish idea, this will not work, this is not practical, it is a theoretical idea don't kill that idea.

Rather than let them create more and more ideas, you know that many of them may be theoretical, many of them may not be useful, and many of them may have high investment of money which is not possible. So, in spite of this, encourage the ideas or all the options. All the options are to be considered, that is whether A, B, C, D, X, Y, Z.

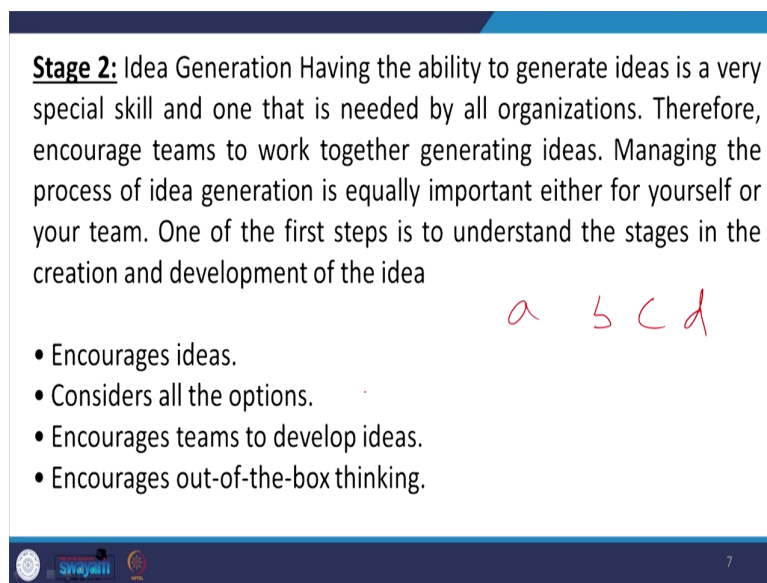
And therefore, in that case if you see that someone has given A, B, C, D and someone has given the X, Y, Z ideas. Now, suppose if idea A, B, C, D, X, Y, Z is not possible, then what? Can we combine the A into Y? And then we create this idea. So, therefore, in that case it becomes very important that is how we are going to create this particular environment, the team building.

So, therefore, it will be very difficult for them to encourage those ideas. And so, sometimes we may go by this particular idea, we may find out the permutations and combinations. If we are able to develop this permutation and combinations, then definitely in that case we will be able to generate more and more ideas. So, here I would like to mention that you must encourage the ideas as much as possible.

If we are able to encourage those ideas, then definitely we will be generating more and more combinations. So, therefore, create as many combinations as possible or this combination is there. So, all these combinations may not be practically possible.

And, if all are not possible then maybe some of them, and the ideas of another formula as an idea generate new ideas. So, therefore, there might be other ideas. whether you are not able to generate ideas, but it is important that hundreds of ideas can be generated so encourage the ideas as much as possible.

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**Stage 2:** Idea Generation Having the ability to generate ideas is a very special skill and one that is needed by all organizations. Therefore, encourage teams to work together generating ideas. Managing the process of idea generation is equally important either for yourself or your team. One of the first steps is to understand the stages in the creation and development of the idea

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- Encourages out-of-the-box thinking.

a b c d

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And then finally, you come to know that it is the supposed these a, b, c, d ideas, these are becoming the more important. So, then consider all the options. So, in the planning function also, we talk about creating the alternatives as much as possible for any problem, not only in the management .

If you want a solution, create the alternatives as much as possible. Now, you see some people will create the 5 alternatives, some people will create the 10 alternatives, some people will create the 20 alternatives, 50 alternatives. Encourage them to create all the alternatives as much as possible, then evaluate the alternatives. And when evaluation is done, then this encourages the teams to develop the ideas.

Now, that is why the individual; individual is created now you are also giving them importance. Therefore, encouraging teams to work together, naturally whether the one person

or the team, will create the number of ideas, what is to be done. These ideas are not the common ideas, these ideas are thinking from out of the box.

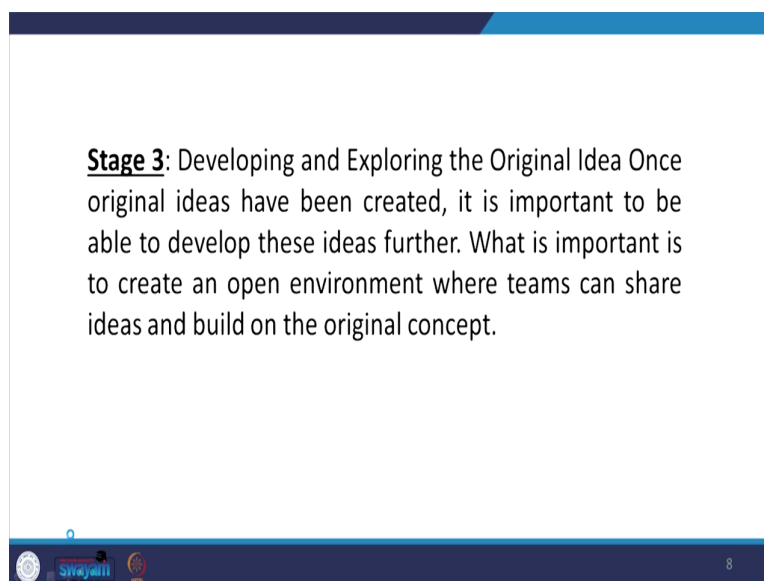
And therefore, in that case it becomes very important that whenever any organization at the workplace, is helping the people to think through a thought process, is encouraging them to work differently. And, as we have seen in the previous slide, even the creative people are coming late.

If they are not able to complete their paperwork that will be done by any other employee, but the way they think about capturing those ideas is really very difficult and the one idea clicks, then everything is done. So, the whole business will flourish or there will be good ROI return on investment.

So, do you encourage ideas? Do you think of these many ideas? Do you encourage others, the people surrounding you to create the ideas? What Should I do? What to do or you are autocratic? So do like what I said or you give that freedom and flexibility, this is a job it is up to you how do you do that job for generating the idea. The person may take less time and will do better.

So, therefore, if we encourage our employees to think out of the box, then definitely we will be more successful.

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**Stage 3:** Developing and Exploring the Original Idea Once original ideas have been created, it is important to be able to develop these ideas further. What is important is to create an open environment where teams can share ideas and build on the original concept.

In stage 3, developing and exploring the original idea. Once original ideas have been created in this process, like we have seen, that is how original ideas have been created. So, on the basis of this, when we are creating the original idea, once the original idea has been created ok let us go.

For example, any particular equipment or instrument you will ensure whether this will be an audio instrument or video instrument. You come out with the idea that this will only be the audio instrument and so it is created. It is important to be able to develop these ideas further like what the apple is doing.

There are so many series or models. Also, in technology we have various options like 3G, 4G, 5G. In the TVs you find, there are the curved TVs, different sizes of the TVs, i.e., smaller and bigger sizes or different types of monitors or screens.

So, there are so many things and I would like to mention from my side that it is not necessary, it is in the technology development only, it can be; it can be simple work from work at home also. So, therefore, your interior, even interior, the housewife decides and she comes out with the different ideas though that is a totally manual no technology is there, but there is a beauty in the brain.

So, therefore, in that case it is important to develop these ideas further. What is important is to create an open environment. And many times we fail to create that open environment. Because we are scared that as soon as we open the environment the people will misuse their freedom, and if they misuse their freedom, then that will be a violation of rules, regulations, culture, values and all.

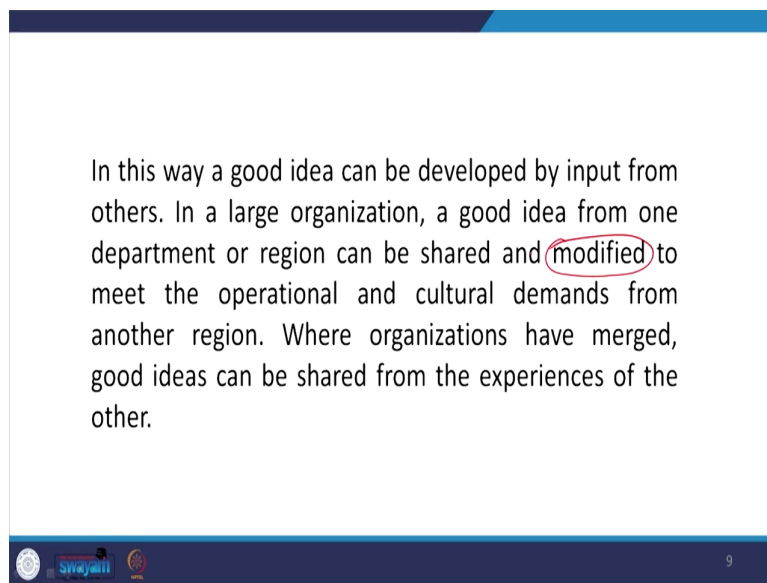
So, threats are more to create an open environment, but creation of an open environment is a condition, you have to create the open environment. But, if you create an open environment, then the culture may spoil. So, what is to be done? A balance is required, create an open environment, but have proper control; the control mechanism must be so strong that the open environment does not cross the boundaries.

But, it is art and skill, it is not any physical environment, the boundary is not like LAC, LOC, this is the behavior. So, therefore, create an open environment, where teams can share ideas and build on the original concept. In this way a good idea can be developed by input from

others, because you are talking about team building and team ideas. So, the more emphasis is on the team ideas, there is another important aspect in the team ideas and the individual ideas.

In team ideas it will be discussed in length, and there are more dimensions that will be covered in discussion, while in the case of the individual it is the individual's idea. So, therefore, there might be less chances. So, what is important? That is to develop input from others in large organizations especially LES.

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So, one side we talk about the MSMEs startups. For a startup, a good idea is required, it will be a small organization. But, when we are talking about the large organizations, then there will be the large enterprises and in the large enterprises we have to see that with a good idea a department region can be shared and modified.

And, if the department region can be shared and modified to meet the operational and cultural demands; this is what I was talking about. So, whenever any particular organization is from one department or from one person, or from one team, one region when the idea develops in the large enterprises. That will be modified to meet the operational cultural demands from another region. So, naturally there will be certain changes and challenges.

So, you have to meet those challenges and changes. To meet those challenges and changes, it is necessary that you adopt something that is glocal i.e., global, but local. So, that local concept that you have to include. And therefore, in that case that is the culture demands from

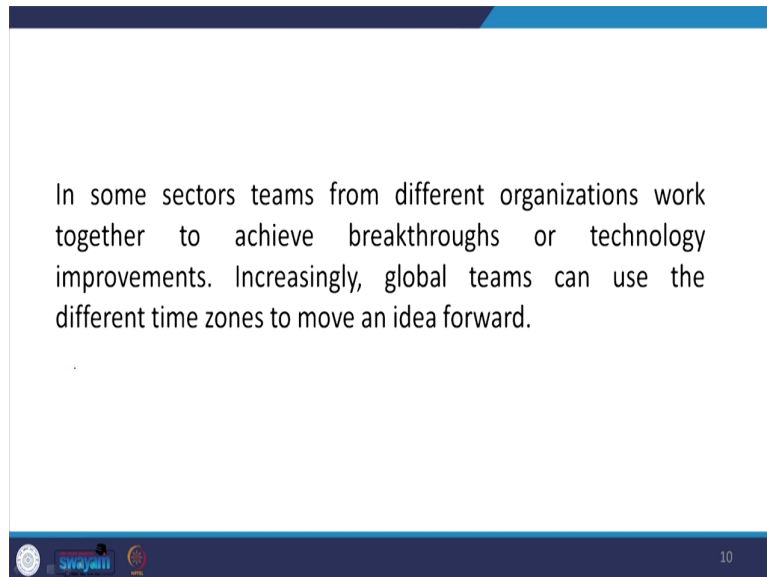
the another region that will be modified, that is why the word has been used modified; modified to meet the operational and cultural demands.

So, this modification is required because there is a different culture, cultural practices are different, maybe from east to west, north to south. So, you will find as soon as the idea is ok it is acceptable, but it will be changing with the culture demands, where organizations have merged and good ideas can be shared from the experiences of the others.

And when definitely one organization or one unit, which is creating those ideas and becoming successful, a simple example is like solar energy, using the solar energy one idea has been successful. You can use it for other purposes also. In some sectors teams from the different organizations work together to achieve breakthroughs.

So, it is not necessarily that the team will be from the same organization or the same unit, as we have seen in the past it may be from the other region also. So, cross functional teams, cross cultural teams that can also work together.

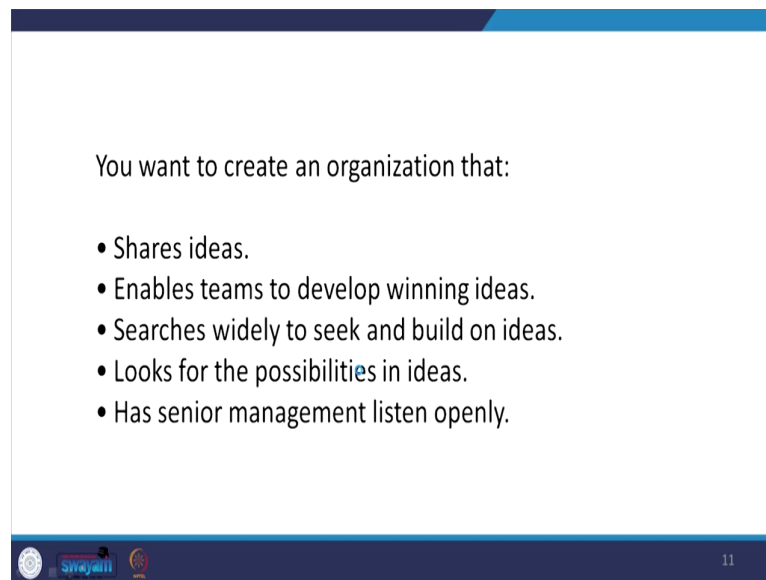
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To achieve breakthroughs or technology improvements, that is very much possible, if you are creating those breakthroughs or the technology improvements are there. Increasingly global teams can use the different time zones to move an idea forward. So, here there might be the time gap and as a result of which that idea may not be really converted timely into the product why. Because, they have global teams and they are working into different time zones.

And then therefore, they push that idea in the global zone that will be really difficult. So, there can be different time zones to move an idea forward. Naturally one will be from the USA one will be from India. So, the different timings will be there and the different time zones to move an idea forward is required. So, what is the creation of climate?

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You want to create an organization that:

- Shares ideas.
- Enables teams to develop winning ideas.
- Searches widely to seek and build on ideas.
- Looks for the possibilities in ideas.
- Has senior management listen openly.

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The creation of a climate is to share the ideas, enable teams to develop the winning ideas. Searches widely to seek and build on those ideas and looks for the possibilities in ideas that what possibility is there. So, first is that anybody or the coach or the employee, they will generate those ideas. And those ideas will be enabling the team to develop the winning ideas.

So, practically and commercially this is possible, such as widely to seek and build on ideas. So, organizations will be working on that as the latest choice; it may be a research project. So, they may try on in the labs and all and look for the possibilities in ideas of what the different possibilities are there.

And has a senior management listen openly and as a result of which you will find that the senior management will be listening to them openly. So, whenever we go by this then the senior management may give the approval. And, then you can develop the new product. So, this is up to stage three which we have talked about. The rest of the stage we will talk about in the next session.

Thank you.