

Talent Acquisition and Management
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Lecture - 43
Organization Culture - III

In the previous session, we talked about the 3 stages of the creation of the innovation culture. That is the individual in the coaching process, one to one coaches, or it is the team building that is you manage the team. And you get the ideas from the different units.

Identify those creative and innovative employees and make a team, evaluate those ideas and convert those ideas. The 3 stages we have discussed in the previous session and now we will discuss the remaining 3 stages i.e., stage 4, 5 and 6.

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Stage 4: Evaluating Options and Decision Making Decision making and evaluating options represent a very significant stage in the creative process. This is when individuals and teams work together to identify the best way to take an idea forward.

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graph TD; A[Creation of Alternatives] --> B[Evaluation]; B --> C[Quantitative]; B --> D[Qualitative];
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We know the decision making model. What is the decision making model? That is the creation of alternatives. Now, you see, because of our emotions most of the time our emotional curtain does not allow us to see beyond the particular point because, on that particular point the emotional curtain comes.

So, what we do? Then we reject the ideas we do not create the ideas or the alternatives. If you are emotionally stable, you will have more ideas. If you are not biased you have no shortcuts

in judging others, then definitely you will have more ideas and more solutions, more ways, more paths, more directions.

Because you are emotionally stable now. So, you are able to see the situation reasonably & logically. So, therefore, evaluating the options that these are the alternatives and these alternatives are to be evaluated. But, the problem is most of the time these alternatives are narrow, we have limited alternatives.

If we are having limited alternatives, then definitely in that case it will be very difficult for us to make the evaluation. Because, what will you evaluate? We will evaluate options only from the available alternatives. So, first is the creation of as many alternatives as possible.

Second is evaluating these options without any biases. And, when individuals and teams work together, to identify the best way to take an idea forward. Now, there are two methods, quantitative and qualitative.

Now, if we are going by these numbers, then definitely you will go for the quantitative. But, if you are going by the contents, then definitely it will be qualitative. The content analysis is to be done. So, it is becoming very important how we are going to create this particular alternatives evaluation.

And, when individuals and teams work together without any emotional biases, without creating the limitations and premises. What are we doing? We are evaluating. So, evaluation has to be done fairly. And, if the fair evaluation has been done, then we will identify the best way to take an idea forward.

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This is when the final modifications are made before implementation. At this stage it's essential to look more broadly at a situation or idea. Teams need to ask exploratory questions such as, "What if we tried doing it this way?"

1 man
2 m/c
3 material
4 many
5 method
6 manual

Technology - method.

When the final modifications are made before the implementation, at this stage it is essential to look more broadly at the situation or idea. As I mentioned earlier you have to make a wider canvas. So, you have to go by the more broader look. Teams need to ask exploratory questions such as what if we tried doing it this way.

So, there are so many ways to do it if you do it this way, if you do it that way and there are a number of ways. Then how do we identify what is to be done? So, in this way we will identify that "n" options are there and therefore, we can find out. So, there are a number of stories like we know the crow story.

The crow is thirsty, and then he sees an earthen pot. And in that earthen pot he finds that there is a little water in it, he wants to drink that water what how. So, then in that case he will take the stones and will throw stones and then the water level will rise. And, then he will drink the water, but in the era of technology.

So, what do you say? Now, if I tell this story to kids, then they will say why he is not using the straw. So, let him take the straw and use it. So, there may be many ways you might be better options because you are a young generation. So, you will be giving the better options also technological options, that is why we are not using the technology and getting the water drink.

So, that team when they are going for these particular decisions, what they will do they will make a lot of modifications in the given situations. So, here we want to say the best way to take. For the best way to take, what will we do? Final modifications we will do. With the generations to come, this final modification will keep on changing. But, how fast it will be there will depend on the acceptability and flexibility of the generation decision makers.

If any solution is given and that is acceptable naturally that will be after so many comparisons of the finance, HR, operations etc. and then there will be the suggestion. And the final modifications will be there. And those modifications are acceptable before the implementation, and then at this stage, it is essential to look more broadly as much as possible.

And teams need to ask exploratory questions. That is if we are trying this technology, nowadays another important aspect is methods, or man, or machine, or material, or money, or minutes.

So, I will advise you that whenever you are going for the implementation of any solution, please see 6 M's of the management that you are applying for the final modifications. And in the final modifications you see manpower machine material is applicable.

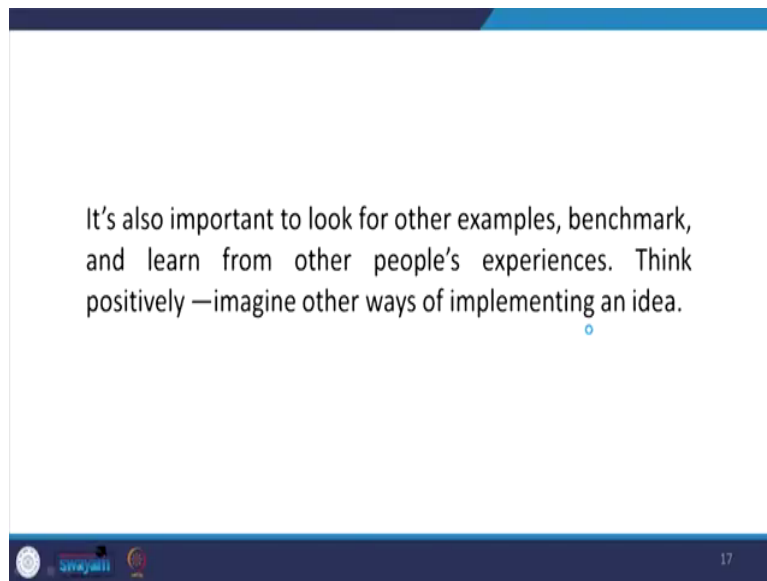
And, then which one will be the best one and these resources are available or not for the decision, which you are going to take please be careful about this also. If you do not have this, then that will be very difficult so, please be careful. And therefore, in that case these man machine materials that you are able to find out.

So, the team needs to find what if tried doing in this way. So, then accordingly it is also important to look for the further examples, like the benchmark and learn from other peoples experiences. This is a very good practical solution, that is what you identify. How are others doing? And this is the traditional way of actually identifying the solutions.

So, therefore, if somebody asks, how will you go? So, he says that I will ask him if my friend has gone, there I will ask him and I will go. So, many times when that is why we teach there are so many case studies we discuss so many incidences of the organizations. So, that is you come to know what are the benchmarking practices, we have talked about in the earlier sessions. We have talked about the number of the case studies.

And, through those case studies we understand that this is innovation and creativity, and that has been encouraged and practiced by the organizations to find out the solutions. So, these are the benchmarking practices, and these benchmarking practices are based on the value systems also. Because, your benchmarking organizations are those who are following the values, learn from others peoples experiences and think positively.

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Imagine other ways of implementing an idea. So, therefore, you have to think positively about how you are going to implement these and then this idea will be successful and people will appreciate it. And therefore, you will be waiting for victory. So, it is a long win, it is not a short win right, in that case like this type of the small wins you are going for the big win.

So, imagine other ways of implementing an idea, this is also seen many times when you are implementing an idea. And, then you may face certain problems also. And, then you take the corrective actions, because as we keep on talking about the glocal. So, something is applicable on the global level, and now we are going to apply it to the local level.

Then, definitely the social political economic legal technological environment was different, here it will be different. So, ideas are copied, but still the environmental factors are different. So, therefore, whether that idea will work or will not work is very subjective. To overcome the subjectivity it is important that is what we do, we take that particular idea into the local context.

And then we find that whether in our Indian context may be right or in our geographical location context may be. Because, we within India also have some idea that what is applicable into the east may not be applicable to west or north or south and like this, because of their geographical cultural variations. So, there will be so many variations.

So, whether you are able to control those variations and keep that idea intact and implement that is not something that you have to see. So, imagine the other ways of implementing an idea, you are the judge that if you are given a condition how will you do that.

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You want to create an organization that:

- Evaluates ideas and options.
- Has formal decision-making processes.
- Is prepared to take risks with ideas.

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- SWOT
- CONTENT ANALYSIS
- SWOT (with 'O' boxed)

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You want to create an organization that evaluates ideas and options evaluation. And, as I mentioned, that is quantitative and qualitatively also, and then the many times we do the SWOT analysis. Then, we go by the CONTENT analysis right. So, therefore, in that case whenever we are going for the SWOT and CONTENT analysis we have to see how it is going to work.

And this analysis will give you certain options and alternatives strength weakness opportunity threats are the content analysis is to be done. Then as a formal decision making process; so, this will give you the whether it is applicable or it is not applicable, you know findings will give you that idea is applicable or not applicable. And then you can have the formal decisions making the processes.

If your finding is that you can implement this particular idea, then you go for the formal decision making processes. Now, this SWOT analysis is a risk. So, please be prepared whenever you are going through this type of analysis, because you are keeping in your mind that this will cost you so much, but suddenly I will give you one example.

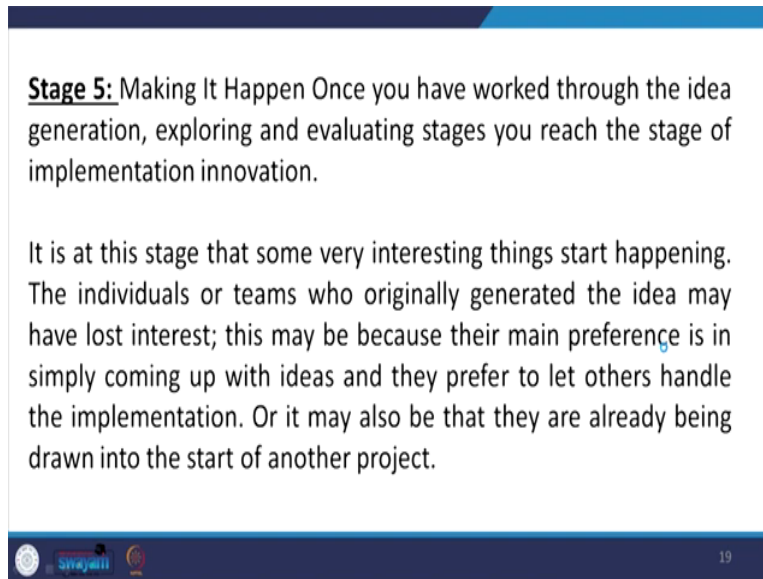
What happened is that one of my friends took out a loan. And in the loan that time the US loan was in dollars and the condition was that the repayment was in the dollar. And therefore, the calculation was made that this much excess dollar we have to pay and financial condition was justified.

But what happened? That is when the agreement was done. So, that time the dollar was 32 and accordingly the calculation was done. But within 6 months the dollar rose to 46. So, therefore, 14 rupees for each dollar was the extra payment whatever was calculated as a repayment. So, you can imagine how much the loan amount must have increased.

So, therefore, it is a risk you are taking; however, from this we understand that its return has to be done into the Indian moneys and not into the foreign currency that is the different issue. So, whenever you are going to implement an idea, my premises are social, political, economical, legal and technological and that is something that has to go to change. With every 2 years these dimensions naturally have to change.

And what will be the dimensions? There will be certain predictions. And for example, the economic predictions so, how accurate is there in the prediction that you know and your economist knows. So, therefore, in that case that risk is very important that we have to understand that there will be risk.

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Stage 5: Making It Happen Once you have worked through the idea generation, exploring and evaluating stages you reach the stage of implementation innovation.

It is at this stage that some very interesting things start happening. The individuals or teams who originally generated the idea may have lost interest; this may be because their main preference is in simply coming up with ideas and they prefer to let others handle the implementation. Or it may also be that they are already being drawn into the start of another project.

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Stage 5, making it happen once you have worked through the idea generation, then exploring and evaluating the stages now, you reach the stage of implementation innovation, that is now you are going to implement your innovation. It is at this stage that some very interesting things start happening, the individuals or team who originally generated the idea may have lost interest. It is a very big problem. .

And, it happens practically you will be surprised that it is a really real situation, real happening reality, those who have worked for this particular idea with so much effort, so much meetings, so much resistance. Then, providing the solution to overcome those resistance, then barriers, then hard work, then engagement, then analysis, then content, then risk and after that also they come out with the particular idea.

And, when it comes to the question of implementation of ideas, they have lost their interest. It is human nature. So, in the morning somebody says something in the evening when it is implemented, then says it is not suggested, it was not good. Then, you will say [FL] I suggested, but no. So, by simply saying no they go away.

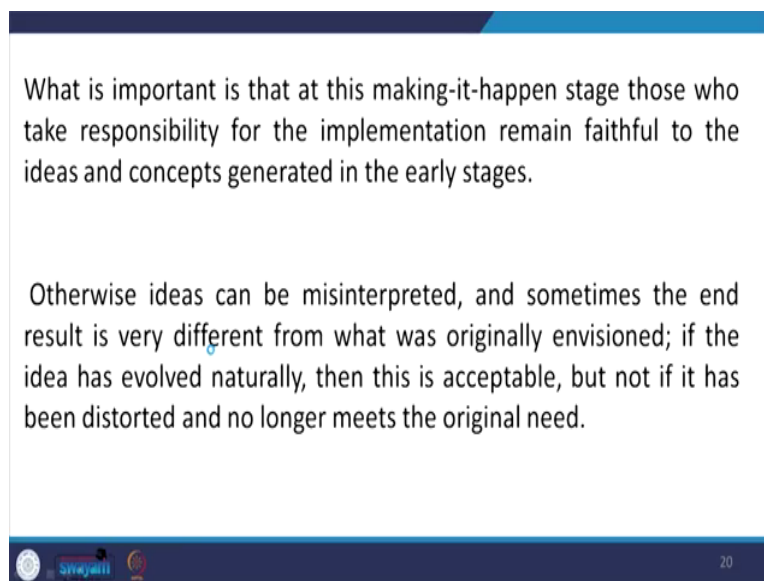
This may be because their main preference is in simply coming up with ideas and they prefer to let others handle the implementation, you see I tell them that they are the advisers advisory role. Now, you see they are according to me, they are the two players one is captain, one is expert.

So, idea generation will come from the expert, but idea implementation is to be done by the captain or leader. So, now it is up to the captain or leader who is in the position of CEO, that is the adviser has given the advice. And it is wonderful advice, and you see the ROI, you see the growth of the organization but, whether for implementation do not ask me.

So, they are the knowledge experts, basically they are the advisers. And therefore, they will not be interested in implementing that idea which they themselves have suggested. Or it may also be that they are already being drawn into the start of another project.



And, the stage of implementation comes, because you have taken a lot of time in evaluation and alternatives and all. So, then they will be starting another project. What is important is that at this stage, those who take responsibility for the implementation.

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What is important is that at this making-it-happen stage those who take responsibility for the implementation remain faithful to the ideas and concepts generated in the early stages.

Otherwise ideas can be misinterpreted, and sometimes the end result is very different from what was originally envisioned; if the idea has evolved naturally, then this is acceptable, but not if it has been distorted and no longer meets the original need.

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So, in the making it happen stage those for the implementation right, remain faithful to the ideas and concepts generated in the early stages. So, therefore, it is those who were really having that particular concept of implementation, who take the responsibility. Then they really remain faithful to the ideas and concepts in the early stages.

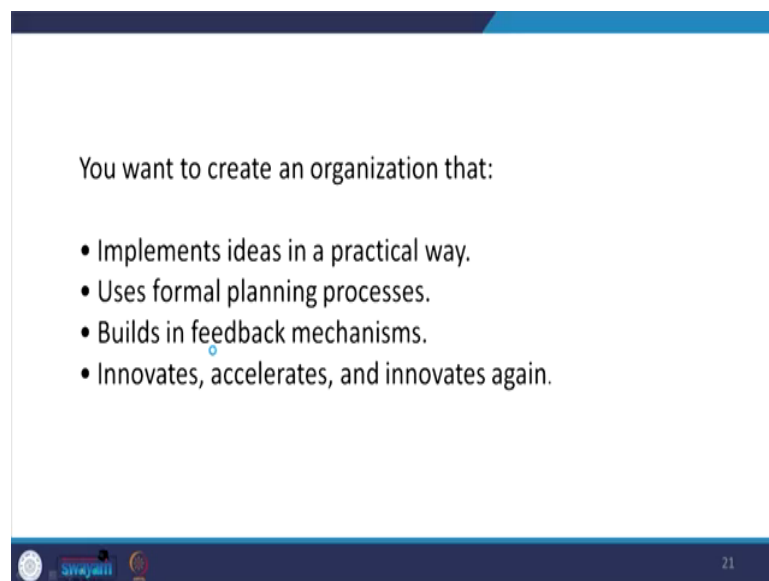
Otherwise ideas can be misinterpreted. Now, the next team comes and when the next team comes, they will interpret this idea differently. And sometimes the end result is very different from what was originally envisaged. So, therefore, what has been mentioned in the early stages and now that is becoming a very difficult part is how it will be done.

So, those who are started in the beginning, and they are given a particular idea by that time the idea is implemented and whatever the product is coming out that is becoming totally different. Because, it has gone through so many branch processes methods. So, therefore, we have talked about the modification also. So, that modification totally formed your idea.

And therefore, what was originally envisaged has been changed to the new one. If the idea has evolved naturally, then this is acceptable, but not if it has been distorted and no longer meets the original need. So, therefore, those modifications are for the betterment of the use of the product or innovation that is fine at the output, but if it is not then definitely it will be distorted one.

So, that will be spoiled, that is what idea was given in the beginning, what you have made the modifications because, you have the right for the modification. So, you are modifying the product and as a result of which you no longer meet the original need.

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You want to create an organization that:

- Implements ideas in a practical way.
- Uses formal planning processes.
- Builds in feedback mechanisms.
- Innovates, accelerates, and innovates again.

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So, we want to create an organization that implements ideas in a practical way naturally. So, whatever the product is there, what we will look for in a practical way, that has these ideas been implemented, uses formal planning processes that whatever the formal planning processes are there that have been implemented builds in feedback mechanisms.

So, therefore, whatever the feedback is there that mechanism, then that is going to be built. And using that feedback and as a result of which whatever the formal planning process and feedback that will be done. Innovates, accelerates and innovates again.

So, naturally those ideas will be getting certain new ideas at the time of innovation implementation. So, that accelerates there for the modifications. And when it originally comes, then again there will be certain suggestions and then again it will be innovating again.

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Stage 6: Measuring Success At the end of the process, it is important to monitor and review the overall success of the innovation project.

Idea generation → modifications → implementation
Re-innovate outcome

This stage is vital if lessons are to be learned; it is important to plan this stage from the start of the project. In the initial planning stage, identify milestones that will set the project into a time frame and can be measured together with the outcomes.

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So, now we will talk about the last stage. When measuring the success at the end of the process, it is important to monitor and review the overall success of the innovation project; Now, these innovation projects which we have started from the individual or team idea generation, from idea generation to the modifications, then implementation, then outcome and re-innovate.

So, right from the idea generations to the modifications and the outcome to the re-innovation is concerned. So, here we will find that the whole innovation project right will monitor and review the overall success. How has it been done? Because we have talked so many stages in between, that is the team work, then the teamwork will suggest differently, then modification will be there and even there will be the implementation.

So, that has to be checked by this whole process. This change is vital if lessons are to be learned naturally at every stage, idea generation, implementation, then the company's

evaluate the alternatives, then they identify as many alternatives as there. Then finally, deciding the alternative, then technically implementing a particular idea and then seeing the utility of their particular organization commercialization of their particular idea.

So, this is vital if lessons to be learned it is important to plan, this stage from the start of the project from the planning itself. If you are having the planning, then definitely right from the start of the projects you will be able to do. In the initial planning stage identify the milestones that will set the project into a time frame and can be measured together with the outcomes that the project management is there.

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Stage 6: Measuring Success At the end of the process, it is important to monitor and review the overall success of the innovation project.

Handwritten notes: *Planning*, *Cost -*, *Time -*, *Quality -*

This stage is vital if lessons are to be learned; it is important to plan this stage from the start of the project. In the initial planning stage, identify milestones that will set the project into a time frame and can be measured together with the outcomes.

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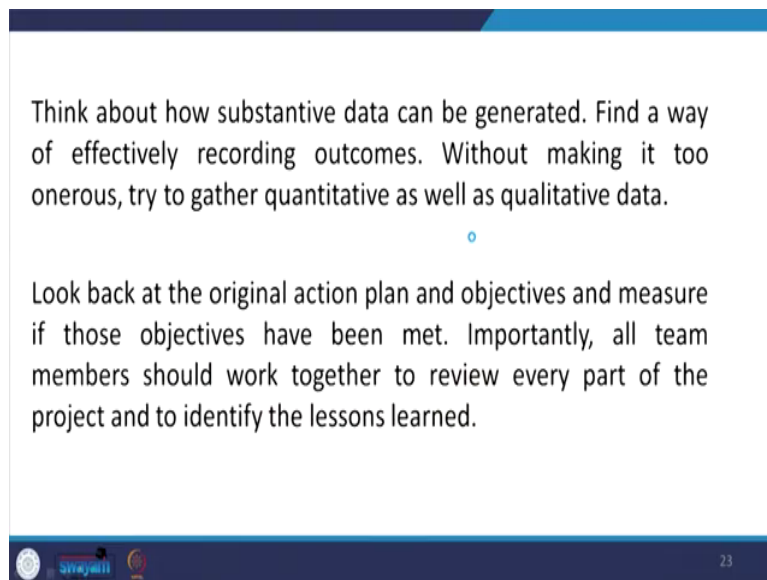
So, whenever we are talking about the planning of the project right from the planning, from the idea generation from the individual to the group, then evaluation of ideas, the alternative ideas, the ways to implement the ideas, selecting the best way to implement. The ideas have been implemented through the benchmarking practices and after benchmarking practices, when the idea is generated.

And, then we find that it is of use or it is of no use if it is no use, then again go for the reprocess and find out how it can be modified again. And, then modify the project and then you are getting that idea. So, lessons to be learned to plan the stage from the start of the project, in the initial planning stage identify the milestones all these milestones or the stages are to be identified.

That will set the project into a time frame. It is important, because these types of projects have three parameters: cost, time and the quality. So, if you are making the optimization of the cost at the very right time and the best quality, your project is successful.

So, therefore this time frame and the measurement of the outcomes is becoming very important. Think about how substantive data can be generated. In this process of the journey of these innovations, you are developing a lot of data. And that data has to be collected and then they store it, because you convert data into information, information into knowledge, knowledge into wisdom, wisdom into truth.

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So, therefore, you have to make this substantive data that can be generated, find a way of effectively recording outcomes. So, what will be the outcome. In the first stage when you are going for this type of the innovations or the research based product, then definitely you will be finding a way of effectively recording the outcome that is how it has been done.

Without making it too onerous try to gather the quantitative as well as qualitative data as I mentioned. So, that substantive data in the process and in the journey of the development of that product, please ensure that if you are having the quantitative versus as a qualitative data.

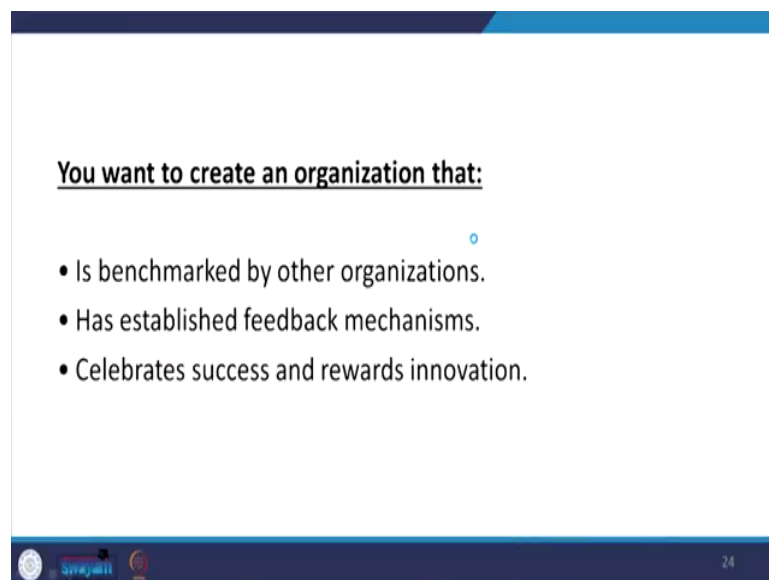
You note down what development has been done, what changes you have made on what parameters, it has been evaluated what benchmarking practices have been taken into consideration. How the decisions where you have found, identified and what finally, the

decision was taken. Implementation of decision and then their consequences, that all you have to see and therefore, that quantitative versus qualitative data.

Look back at the original action plan and objectives and measure if those objectives have been met. Importantly all team members should work together, to review every part of the project and to identify the lessons learned, and be careful of whoever is working.

So, they are learning from that particular project and the documented, what lessons they have learned if they have learned properly and they are documented. So, in the next project you will control the cost, quality and time. So, therefore, be careful what you are going to create.

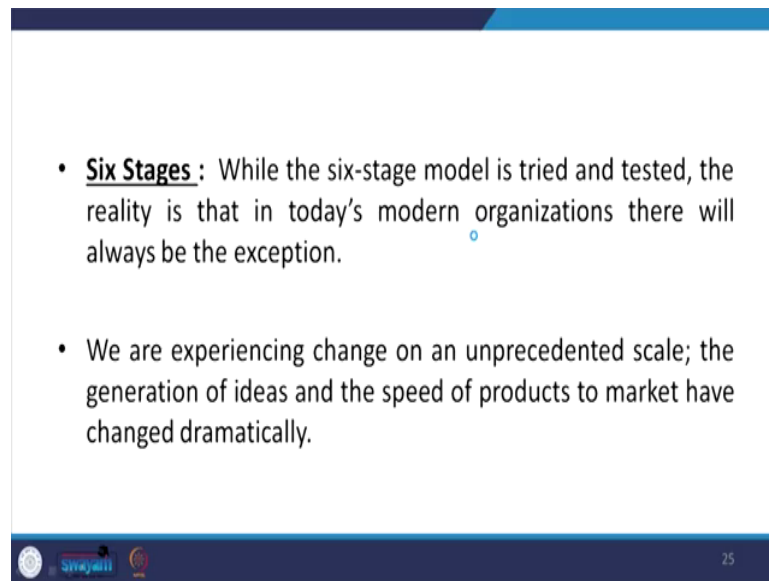
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So, finally, you want to create an organization that is benchmark by the other organizations, that creative organization; has established the feedback and mechanisms. So, because of this data has been collected and documented and that journey has been recorded. So, therefore, the feedback mechanisms are there.

And, celebrate the success and reward innovation and your innovation has become so popular your product has become so popular. So, it is catching the maximum market share. So, it is new in the market. So, therefore, that is the reward for you and that is creating the success and rewards are there.

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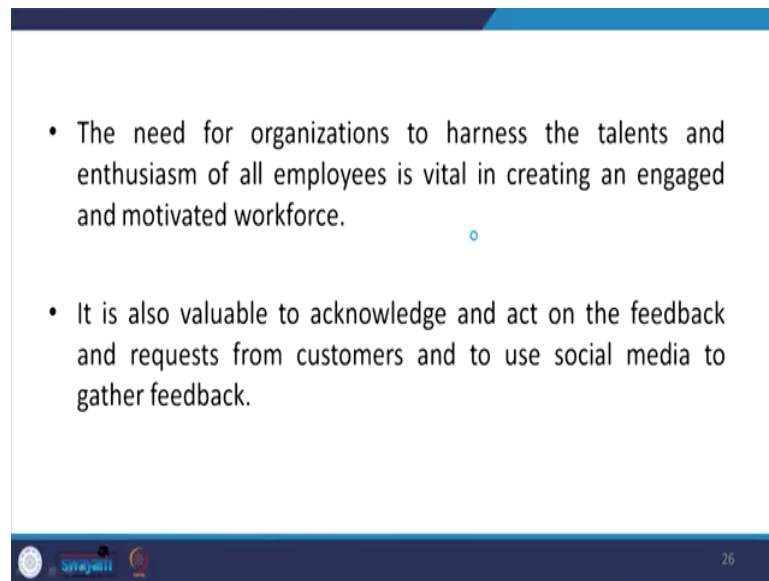


- **Six Stages** : While the six-stage model is tried and tested, the reality is that in today's modern organizations there will always be the exception.
- We are experiencing change on an unprecedented scale; the generation of ideas and the speed of products to market have changed dramatically.

While the six stages model is tried and tested, the reality is that in today's modern organization there will always be exceptions. And we are experiencing change on an unprecedented scale like the current. The generation of ideas and the speed of products to market have changed dramatically.

The need for organizations to harness the talents and the enthusiasm of all employees is vital in creating and engaging the motivated workforce. So, therefore, definitely this is a continuous process: one production, one innovation success, then failure, then another product, another innovation. So, this journey keeps on going so, please be invited and engage in a motivated workforce.

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- The need for organizations to harness the talents and enthusiasm of all employees is vital in creating an engaged and motivated workforce.
- It is also valuable to acknowledge and act on the feedback and requests from customers and to use social media to gather feedback.

It is also valuable to acknowledge and act on the feedback. Requests from customers and to use social media to gather feedback nowadays and therefore, your new product development and in the process and journey of the new product development also, you will get the input from the stakeholders.

So, this is all about how to implement the six stages model of the innovations and make the best use of your talent.

Thank you.