



**Feeling of Belongingness in Social Organizations**

**Dr. Kalpana Sampath Ph.D**



**Dr. Kalpana Sampath Ph.D**

Kalpana has been working as a coach, trainer, development artiste and Education management consultant for the last 24 years helping individuals and organizations focus on excellence through clarifying their vision and values. She holds a doctorate in social psychology. Her work has spanned to a large section of society from involvement with corporate organizations to her work with children exploring life education. Having a flair for writing and research, she has also contributed many articles and books in the area of learning and development. Being a dance exponent, she is also involved in projects that connects music and dance to human values clarification process. She, along with her husband Dr. J.M. Sampath, is at the vanguard of the movement facilitating growth and empowerment in individuals and organizations based on the 'Evolutionary Excellence model', using the concept of vision value alignment for deep change. Working with them at a fundamental level with process oriented approach, she facilitates awareness of deep-rooted values from which behaviour emerges. With an experience of working with private and government sectors, she leads Education for Integrating Life (EFIL Educational Services Pvt Ltd), dedicated to reaching out Life education based the concept of Evolutionary Leadership into education sector.

# **People Connect**

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## Foreword



I am happy to write this foreword for very unique and interesting book titled “PEOPLE CONNECT: Feeling of Belongingness in Social Organizations” written by Dr.Kalpana Sampath.

I must have met Dr.Kalpana Sampath about two decades ago. The initial introduction was through her husband, Dr. J.M.Sampath, who is well known researcher-trainer-consultant in the areas of values and personal growth. My work in the areas of Organizational Development and Human Resource Management has overlapping interests in the work of the Sampath couple. I got to know both Dr. Kalpana and Dr.J.M. Sampath well through professional networks.

In the last few years I have interacted more with Dr. Kalpana Sampath. Her research work has been a common topic of our conversation. Often we have discussed implications of her research findings at the macro level. Her scientific approach to analyze social phenomenon and her articulation of the subject matter has helped me to know her work better. I have found her very open to suggestions and always willing to understand contrary viewpoints.

Few weeks ago through a long car drive we talked about our respective work for social organizations. Capacity building, resource mobilization, work culture and organizational structure were some of the issues that we discussed. After about two weeks, one fine morning, she shared the draft of this book and requested if I would like to write a foreword. I don't know why she chose me for this but I consider this as yet another opportunity to look at her work. I was privileged to read the book in its draft form.

The topics like “People Connect”, “feelings of belongingness” and “Social Organizations” are close to my heart. My own experiences with Social Organizations either as OD consultant or as board member have shown that the 'feeling of belongingness' among stake holders (staff, volunteers, board members, community, donors, etc.) is very central to the growth and development of organizations. This may be considered as “nerve” of an organization.





I found it very interesting that through this work Dr.Kalpana Sampath has transported results of her doctoral research which was on knowledge workers in IT sector to the world of Social Organizations. She had critically examined the findings obtained from this research while helping organizations in the social sector (often called NGOs). She explored the relevance and application of the findings in the context of Social sector. Her argument is that after all people are the central resource. She writes “for an NGO or a small Social enterprise, no one can deny the human resource to be one of the most important and dynamic capital in the growth of the organization; especially, in social enterprises where the reach is through people, for the people, and by the people.”

The book is compilation of 30 articles written by her for CSIM monthly newsletter. It brings out unique blend of her research and consulting experience. The abstract and subjective nature of the concept of feeling of belongingness is treated in scientific manner. Belongingness is defined with 9 dimensions and each dimension is equally potent to stimulate feeling of belongingness. These dimensions are described in simple words with supporting examples.

To aid reader's understanding, each chapter ends with specific questions for reflection. This will help reader in evaluating situations in a given social organization. This way the book narrates the challenges of creating certain processes and systems to optimize human capital in social organizations.

I enjoyed reading the book; I made my notes to share with colleagues on the board, used the reflection questions for assessing where we are and what is the path ahead. The book is extremely useful to those who are involved in strategic as well as operational management of social organizations, faculty members who are involved in teaching organization theories and HRM, staff and volunteers who are working at the grass root level, students undergoing courses in the related fields,





researchers and consultants who are exploring and experimenting with alternate ways of motivating people and all others who are interested in human behaviour in work organizations. I am sure all readers will be able to grasp the importance of feeling of belongingness in social organizations and implement the tips given in this book.

I wish Dr.Kalpana Sampath all the best in her future endeavors.

Date: 27<sup>th</sup> June, 2016

Dr.Rupande Padaki  
Director  
The P&P Group  
Bangalore  
rp\_pandp@yahoo.co.in

Dr.Rupande Padaki  
Trustee  
India Cares Foundation  
Bangalore  
rupa@icfn.in

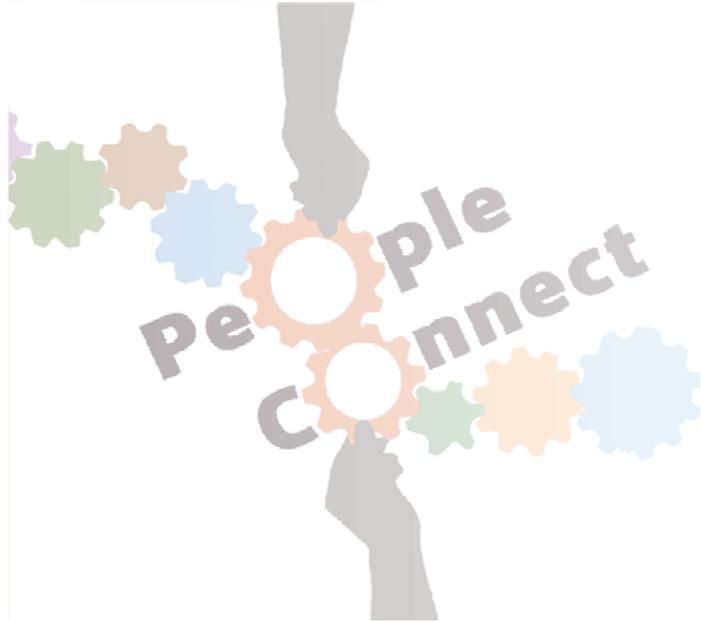




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## **Belongingness in organizational context**

One of the most challenging factors for a social entrepreneur is building a people intensive enterprise. With the dynamic ever changing world and challenges every day, how to find the right people, keep them motivated to stay, and make them contribute or to further the cause? What makes people feel to be a part of the organization they work for? What makes them 'belong'? In the following articles let us capture some of our thoughts with regard to people and belongingness. It will provide a pathway to not only understand the people who are moving into consciousness era, but also to develop processes and systems that will help manage the people dimension of the organization.

Whether it is a profitable Corporate organization or an NGO or a small Social enterprise, no one can deny the human resource to be one of the most important and dynamic capital in the growth of the organization; especially, in social enterprises where the reach is through people, for the people, and by the people. Talking about people, through the era of information and knowledge, the two most serious issues that plague the industry are Retention and Development of human resource. The motivational theories of yesteryears propounded by Maslow and Vroom have proved to be of limited help in understanding and dealing with the so called 'knowledge workers' of the knowledge era.

When an extensive survey was conducted using the interview method with global corporate leadership, one consistent message that emerged was that the best-led companies knew and believed in the value of people. Therefore, the challenge of the hour is to create, nurture and optimize human capital. Only those organizations and leaders who have optimally utilized human capital would enjoy a competitive edge and sustenance. This is further substantiated by the fact that the world's best-led, value-driven organizations derive an increasing proportion of their value from the collective power of their intangible assets, which consists of people, partners, brands, suppliers and intellectual property (Ashby and Miles, 2002).

The social entrepreneur's woes many a time revolves around people and human issues and very less about the ideas and ways of realizing the vision. The social entrepreneur may start working on an idea and continues to exist for the passion and deep felt need to respond to

society. But, the other members who slowly form the organization and participate in building and reaching out the idea are there for their own individual reasons. The motivation of the members to remain and contribute in the organization is directly related to the extent of belongingness they feel with the organization.

When I worked for different organizations during initial stages of my life, I saw my capacity to be self motivated and contribute change. The realization was that my motivation and willingness to stretch is dependent on how much I feel I belong to the organization. Not only that but also how much the culture of the organization was able to continually feed into that belongingness dimension. When I spoke to several people on what makes them feel 'belong', each story was different and interesting. The literature search led me to do my doctoral work in the space of feeling of Belongingness in an organization context especially amongst the employees of information era.

Belonging has been identified with motivation by Maslow (1943) long back. The discussion about belonging has existed in human resource development space in a minimal way since then, and gaining ground in the last decade. The differential philosophy of the east and the west has contributed heavily to the meaning. While the east has focused on human evolution as belonging, the west has seen this from ownership and togetherness perspective. The understanding that has emerged from my doctoral study is that the 'feeling of belongingness' is much more than an affiliate need. It is internal, tacit and grounded to what the individual is seeking for himself. The gratification of what the individual seeks leaves behind a sense of deep internal satisfaction leaving a pathway for further evolution. This is felt at the feeling level as 'Belongingness' resulting in a bonding that also evolves continuously. This makes belongingness not a destination, but a continuous evolving process.

The key characteristics of the feeling of belongingness are:

- It is manifested as a feeling element.

- It is subjective and specific to individuals, though a generality can be derived at the form level.

- It is dynamic and changes as the individual evolves.

Since it is integral to an individual, the dimensions of belongingness only stimulate and manifest the feeling. The dimensions should be present to constantly stir and evolve along with the individual evolution to bring in belongingness. Based on the above characteristics, the meaning of belongingness in an organizational context can be defined as a “state of being born out of a relationship, in which one experiences value for oneself, being cared for, with a space for continuous evolution leading to the need to fulfill the expectations of the relationship and beyond.”

The thesis has thrown open nearly nine dimensions of belongingness and its inter-dynamics. In this series of articles let us reflect upon each dimension and its implication to the people and the organization; the way a social entrepreneur can nurture each dimension and ensure its continuity.

## ***Organizational Climate - CORDS***

To understand the extent of belongingness it is essential to tap into identifying the elements that are prevalent in the culture and climate of the organization. The organizational culture simply put, is the way of life in the organization. What one experiences when we interact with the organization comprising of the systems, processes, symbols, expressions, and openness, and so on gives the understanding of the kind of culture that is nurtured by the members of the organization.

Research has shown that along with organizational culture, organizational climate plays a very important role in the growth and evolution of the organization. The internal environment is called 'organizational climate' and refers to the human environment within which members work. It may refer to the environment within a workgroup, a department, a strategic business unit, or the entire organization. Organizational climate has been defined as: "the relatively enduring quality of the internal environment of an organization that is experienced by its members; influences their behavior; and can be described in terms of the values of a particular set of characteristics (or attitudes) of the organization." (Taguiri and Litwin, 1968, p.27). The climate cannot be seen or touched, but it is like the air in a room; it continuously influences members of the organization. In turn, the climate is affected by everything that occurs in an organization (Pattanayak and Mishra, 1999).

An organization nurtured around social entrepreneurship has deeper challenges and issues with regard to organizational climate. The size of the organization is not as important as what connects each of the members to the organization. For the organization to experience a high level of belongingness, "CORDS" has to be nurtured and present in the organizational climate.

**CORDS** refers to:

### ***C = Convergence and Connectivity***

The main connecting factor is the purpose and vision of the organization. This has to be a shared vision. In a social entrepreneurship organization members may vary from permanent full-day commitment to total voluntary no-payment dynamic, flexible commitment. Resources are usually limited and there is a need for high convergence

in all decisions and resource utilization. The connectivity between people needs to be high and the communication structure has to be simple and straight. There may be several ideas and approaches to reach out to the community but, there has to be a convergence of all efforts. The sun's rays are very useful by themselves but when they are focused through a magnifying glass they get the power to create fire, an additional energy force. There is power in convergence.

***O = Openness to new ideas / innovation***

A social entrepreneurship organization has to 'learn to learn'. Learning cannot happen without openness. The speed of change dictates the growth potential of an organization. When the reach out work is huge, the climate needs to foster and stimulate new ideas and innovation continuously. Many a time conviction being high can limit the openness where 'knowing stops them from knowing more'. There can be seniority only for administration purpose but for development and growth the chronological age or years of experience need not dictate.

***R = Relationship and recognition***

Social entrepreneurship is a thankless, serious, tough journey. Living on edge and uncertainty will be the way of life. Hence, members require high emotional connect built on trusting relationships. When things are good, it is usually taken for granted, and when things go wrong it is taken up seriously. This heavily compromises the recognition of the contribution factor. Ability to appreciate and give feedback on an ongoing basis is possible if the organizational climate is built on trust and love.

***D = Development***

The organization based on social entrepreneurship is mostly people intensive. The development and growth of the organization is limited to the extent of maturity levels of the leadership of the organization. Learning has to be seen as an ongoing process and it has to be evolutionary in nature. 'If we always think what we have thought and do what we have done, the outcome will be what we have always got.' To get something new, we need to shift our locations, understand self and continuously update knowledge and gain new insights.

***S = Sensitivity and Sustainability***

Social entrepreneurs are usually a highly sensitive lot. It is their

sensitivity which is their strength. Passion and dedication towards the purpose for which the core team is connected may turn out to be a boon or bane depending on their sensitivity to others in the organization. When an organization begins to grow and numbers expand, admin issues come into existence, the lowering layers of sensitivity may disturb them leading to frustration and irritation. The organizational processes have to be formed keeping the sensitivity of the people and processes. High levels of sensitivity will also sustain the energy, vision, speed and connectivity within the organization. The sustainability of the organization and its primary vision depends to a large extent on the retention of the members with the organization. Members stay when they feel a high level of belongingness. They are willing to face several odds to ensure sustenance of the organization.

CORDS create a climate that is conducive and will stimulate the feeling of belongingness amongst the members of the organization. Serious attention has to be paid on an ongoing basis to measure the climate and ensure there is fine tuning of the processes. Like how a garden is to be maintained, the climate also requires to be nurtured on an everyday basis with all appropriateness.

#### **Reflections:**

- What are the dimensions experienced in my organization's climate?
- In a scale of 1 to 10 to what extent does each dimension of CORDS exist in my organization?
- At a personal level how much do I contribute to the CORDS dimension while working in organization?

#### **Reference:**

Pattanayak, B & Mishra, P.K. (1999). *Change for Growth-Understanding Organizational Development.*, Wheeler Publishing: New Delhi. p. 45-47

Tagiuri and George H. Litwin, (1968) "Organizational culture: A Key to Financial Performance." B. Schneider eds. *Organizational Climate and Culture.* Jossey-Bass.

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### ***a. Clarity on organizational vision – the guiding light***

One of the first dimensions that need to be addressed to build belongingness is to converge all the people in the organization and move them towards one direction. The social entrepreneur needs to gain clarity first and then institutionalize the same to the rest of the people in the team and largely to the organization.

For a social entrepreneur 'Vision' is something that comes most of the time through an intense experience and a series of thoughts that go along with it. It is highly challenging to transfer the experience, its intensity and the resultant feelings to another set of people who are going to work as a team. The team will have to equally feel, envision, foresee and journey in the path that the social entrepreneur has set out. The speed and depth at which the team will travel is directly related to the alignment between the social entrepreneur and the team in the intensity of feelings and thoughts towards the cause. Higher the alignment, higher the efficiency of the team. This if not done will leave behind a series of human problems leading to questions on belongingness, retention, and sustainability of the team.

The word 'vision' has been many a time interpreted with meanings relating to goals, mission, milestones, targets, etc. This only leads to more confusion than clarity. A vision conveys a sense of possibilities and hope; it also inspires and motivates while also having an air of grounded reality. Further, it serves as a beacon for guiding our decisions and the changes required for continuous growth. Vision according to us is not a destination, but a direction, a path. It lends a sense of purpose to existence of the person and/or organization.

The characteristics of a vision would be:

- Vision provides meaning to every action of the individual and the organization
- Vision may or may not be attainable. It is also like a horizon that keeps stretching beyond limits and boundaries
- Vision is something that stretches the capacity and utilizes full capability and competencies of the person and the team
- A vision many a time evolves but does not change into divergent paths. It may have branches but they are all aligned and converge into one path

- Vision is larger than self; something that leaves behind a trail that makes a difference to the people around or the world
- Vision may have a competitive edge. But it also transcends competition and leads to evolution
- Vision and purpose become the anchor to sustainability

Actually for a social entrepreneur, once the vision is identified and is strongly committed to journey in the path, the universe converges itself to support him/ her in continuing their journey and in attainment of their goals. When the social entrepreneur begins the journey the entire path is not visible. But the discussions on the vision have to be initiated along with the team. Once the direction is set and clarity obtained, each one is able to formulate a number of missions within that journey. Every mission will have several goals and every goal is fulfilling a dimension of the mission. There are several plans made to achieve a goal and every plan will have a strategy. This strategy needs to be in line with the vision and purpose. The vision is the guiding light in every major decision and steers the team towards realizing the same.

Many social entrepreneurs articulate well within themselves, but may not find it necessary or find it difficult to articulate their thoughts with the team. The result will be a team that agrees on the goals, understands the direction but have varied purpose within them that will impact on the decisions taken by them in crisis.

Giving sufficient time for the teams to discuss the purpose will help to focus their energy and effort. The team members are like the sunrays doing their best. But, vision is like the magnifying glass that can convert these rays into an extra source of energy, i.e., fire. The vision has the power to utilize all the competencies of the team members and direct it towards a purpose.

The key actions:

- To set the vision and articulate it in simple terms which will guide the team on an everyday basis.
- The team as a whole has to work towards lending to the vision where vision becomes larger than self.
- The efforts should be to spend considerable amount of time to set the foundation right by processes of deep reflection and right questioning which the core team has to do.

- A good amount of time spent on understanding the vision right at the induction time for the members who join the team.
- Every time a critical decision is made, it should be aligned to the vision. All processes and systems enable the journey towards the vision. The vision has to be integrated into every action of the team.

#### **Reflections:**

- What is the amount of time have I spent with the team articulating the vision, mission and goals?
  - Does pursuing that activity describe a future more attractive than the present for me and my team?
  - Does it challenge and stretch my and the team's capacities and capability?
  - Will it serve as the framework for enabling decision-making in every context?
  - Does it lend as a sense of purpose to the sustainability of the organization?
  - Are the people following the leader able to understand and envision the selected path?
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- ...

## ***b. Professionalism – the operational norms***

The second dimension that deeply affects feeling of belongingness is 'Professionalism'. This is also a word that is most misunderstood and misinterpreted in work space. This is also a word that many people seem to think they know, but have articulated the least.

The word professionalism is derived from the word 'profess' which means 'to make open declaration of', 'to claim to be expert in'; *Profession* according to Webster's Dictionary is said to mean: *Business, calling, career, employment, job, line of work, occupation, office, position, sphere, walk of life*, etc and a *Professional* is synonymous to: *adept, competent, skilled, efficient, experienced, masterly, polished, practiced, proficient, qualified, slick, trained*, etc. The word profession means to have an established method of functioning where competence, agility, expertise and objectivity are valued. The major features of professionalism include the ethical standards of work, the awareness of bias and equal opportunity to all the professionals employed, transparent and fairness in dealings, and competency being valued. These outcomes lead to the person being valued and that is an important dimension of feeling of belongingness.

Professionalism is expressed in systems and processes that are followed in an organization. The transactional culture that the stakeholders experience will showcase the extent of professionalism of the organization.

In organizations run by social entrepreneurs it is a challenge to develop systems and processes that express professionalism as interpreted in the larger organizations. The reasons for the challenges is due to these teams being neither too large nor too small; there would be people who associate with the team in fulltime, or part time, or voluntary, or advisory basis. These would lead to varied kinds of relationship in terms of time, energy, responsibility, accountability, etc. and there would be lean support staff making most of the people play multiple roles with varied levels of accountability. The structure is usually hazy and driven by the need of the project. On top of all these the social entrepreneurs are usually driven by the passion and the purpose of the project and may not have the necessary skill and focus in administration. This relegates formulation and development of systems and processes into a

secondary activity. This reduces the organization into people driven spaces rather than process driven spaces.

It is important that we are essence centered while understanding and interpreting the systems and processes in non-profit or social enterprise organizations. The purpose is larger and everything needs to be centered on the achievement of that purpose. Relationship and staying connected become important factors to build feeling of belongingness. 'When the going gets tough, the tough get going'. Social entrepreneurship is a tough venture and it requires people who are tough. This toughness needs a strong bonding within the team.

Professionalism comprises of:

- The team's Level of trust
- Honesty with each other
- Acceptance of each other and the situations that arise
- Openness to give and receive feedback
- Highest level of integrity in functioning
- Ability to respond to dynamic situations
- Support each other with conviction
- Agree to disagree
- Mutual respect and love in transactions
- Commitment towards self and others
- Credibility in thought and action
- Ability to go beyond hierarchy and function with appropriateness.

For people who would have worked in large impersonal multinational organizational cultures, understanding and integrating the social entrepreneurship professional culture is itself a huge challenge. They tend to get caught in terming the culture as an informal culture. This makes the transition or change difficult and it creates a number of human issues within the organization. We have forgotten how the Indian civilization for the last thousands of years before invasions had shown high level of functioning based on dharma, neeti and nyayas. There were treatises available on the way an organization can function. Globally the movement has been towards one that is closer to being a human rather than façade and masking.

Generally the most popular systems and processes are imported. But a true social entrepreneurship organization needs to spend time to

deeply articulate its vision, values (beliefs) that will guide the team and then formulate systems and processes that will enable the team towards high performance. The feeling of belongingness emerges when the team is able to stay committed and have love and acceptance as the foundation

The key actions:

- To identify, understand and articulate the context within which the vision is set
- Formulate the beliefs and values which will guide the team in formulating its functioning systems and process
- A continuous conscious keeping activity that will enable the integration of these beliefs into the culture of the organization
- A good amount of time being spent to articulate and arrive at the systemic changes and process checks within the functioning of the system
- A good amount of time being spent on building and integrating the team to trust and accept each other

#### **Reflections:**

- What are the systems that are required that will enable my team towards high performance?
- What activities do we regularly follow that nurtures integrity, trust, acceptance and love within the team?
- What are the levels of commitment that are nurtured by the team within and the world outside?
- What are the evaluation mechanisms that indicate the level of professionalism within my organization?

•••

### ***c. Rewards and recognition – the vitamin M (motivator)***

It's amazing how the industrial revolution had brought the concept of dangling carrots to get the work done and it has remained for so long. The world has expanded; moved; perspectives have shifted but the rewards still form an important point of discussion whenever employee motivation is addressed. In belongingness also, rewards and recognition feature as a dimension that affects feeling of belongingness. It is my thinking that the issue of rewards and recognition is more of a socialization process. From young age we grow people by dangling carrots, material or kind; tangible or intangible for every work well done in school and therefore when they grow up the same becomes an expectation. The issue of rewards has been existing as long as humans have existed perhaps.

The word 'reward' from a dictionary meaning implies that which is given in return for something done. In an organization context reward is associated with appreciation, growth, promotion and recognition of the employee's efforts. Though compensation is assumed to be the payment for the service rendered, reward is for the extra input the employees put into their work. The rewards could be in financial terms or growth in management cadre, extra responsibilities, awards, verbal appreciation etc. There are many things attached to reward like status, power in the group, self-esteem, social standing, growth in the organizational position etc.

The relevance of this for a social entrepreneur would be very different making it a challenge factor for the social organization which houses both social entrepreneurs as well as the employees who look at their work as an employment. For the social entrepreneur the realization of the vision and every progress in that direction is a reward or recognition by itself. Most social entrepreneurs are inside out working with a passion that comes from within. But for the people who work with the entrepreneur, every extra input may become eligible for consideration for a reward, more so a materialistic tangible reward. It is a common dialogue "what do you actually get or have got from all the hard work you put into that community?" "What recognition have you got after all these years?" the response from social entrepreneur could be "How can you say that! Isn't it itself a reward that the community has allowed me to work with them? Look at their smiles!! This is my life calling not a

job to be done. I don't work for rewards and recognition; I work for self satisfaction" ...

The issue is not about the importance of reward but it is about what reward is and whether it is extrinsic or intrinsic. The social entrepreneurs work with a missionary zeal and strong commitment towards vision that the rewards are usually intrinsic. Great leaders have been usually shy and would not want anything spoken or written about them. But they knew their direction and pursued their vision relentlessly. The vision in such cases is larger than self. But for organizational members reward and recognition play a significant role. While formulating a performance appraisal system is easy, the toughest part is the selection for reward and recognition. In a product based organization it is easier to determine the extra efforts. In a social organization for a goal to be reached, team work and collaboration plays a significant role. The outcomes and results may also not be seen immediately and the timelines for results may vary.

The other variable is the scale of efforts and thought processes which will decide the eligibility for a reward. The most difficult thing would be to recognize the differential scale that members of the organization may display. There would be people who identify themselves with the vision and therefore go the extra mile and some for whom it would be just a job. Before instituting a set of rewards and recognition, the social entrepreneur needs to ask what work has been done to enable clarity on organizational vision and identification with it. The scale has to be built taking into cognizance the bandwidth existing within the organization.

The system should also be developmental, enabling members to grow and carve out a path for growth. The way growth is seen in corporate cannot be applied in social organization. Recognition of deepening of maturity with decision making and accountability needs higher impetus. Ability for people and task management requires equal weightage. In these circumstances, the appraisal system has to be customized, objective and comprehensive, and detailed taking the nature of the organization into consideration. It has to be a process that will motivate the members to deepen their passion, involvement and dedication to the vision than get limited to getting certain hike in compensation or position.

The key actions:

- To formulate certain educational and learning processes to identify with organizational vision and values
- To develop clarity around objectives and outcomes of the projects and processes that will help them reach the same
- To develop certain measurement around these processes taking the bandwidth of the members into consideration
- Have a dialogue based, self and peer evaluation instituting the same in steps building it year after year as a maturity process
- Create enabling environment for the members to work on their development plans and get periodical feedback on their progress

**Reflections:**

- What kind of evaluation system do I have for my organization now?
- What is the current level of clarity or extent of integration of vision and values in the members of my organization?
- Which are the measurable processes in the project? How can they be measured at self and team level?
- To what extent have I taken the values of objectivity, equality, justice and sustainability into account while appraising the members?
- Is the process I have developed developmental and enabling in nature?

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#### ***d. Personal and Organizational Values – the alignment process***

During my initial exploratory study on feeling of belongingness what came out as the most connecting factor in people's sharing was the alignment between personal and organizational values. There was an interesting story narrated by an employee that he would never want to compromise quality and the organization upholds the same making his efforts worthwhile. For another the importance given to learning and freedom of exploration is keeping him working in the organization even if there are some difficulties. At the end of the day it is inner satisfaction from value alignment that defines the feeling of belongingness.

While it is easy to decide whether we want to be a part of the organizational vision or not, it is the values that turn out to be challenging. Every organization is nothing but a sum total of the individuals who work together. Therefore, every individual comes with a set of his/her own values that govern their behaviour in everyday life. While the organization may require a certain set of values to move on the path of its vision, the individuals need to also integrate and live those values. Whenever the individual values are not in line with the organizational values there are deeper human conflicts that get formed which destroys both organizational and individual peace. When there is deeper level of match between the two, the inner satisfaction in an individual is enhanced leading to higher level of satisfaction and therefore higher level of belongingness.

Values are usually most spoken but least understood and worked within the lifetime of an organization. Values are defined as "those beliefs within me that govern my behaviour in any given context. Some of these beliefs are known to me but some are not. Yet they continue to govern my behaviour" (Sampath, JM. 1999) The beliefs that the members of the organization need to hold in order to realize the organizational vision has to be recognized. When the beliefs that an individual holds and the beliefs that organization uphold are similar it impacts the ownership; commitment; extent of stress; the pace and quality of the decision making processes; consistent growth of the organization; the morale of the people and feeling of sense of belongingness.

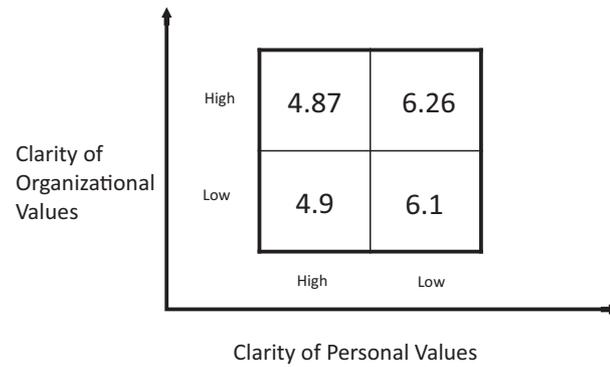
In a social organization the impact of values and behaviour directly reaches the recipients. Any difference in the beliefs will lead to value conflicts in the field that impacts the decisions the members would take while working in the field. Most organizations work on driving the organizational values in every meeting but the clarification process of aligning the personal values is seldom focused. When the social entrepreneur works on an idea their beliefs are contributive to the vision that they embark on. In similar way they have to understand each member of the organization, the beliefs which govern them at work and give space and time to articulate and align the same to the organizational functioning. Until the members of the social organization do not feel the inner peace and satisfaction in what they are doing their ability to undertake the arduous journey, make a difference to others and be healers for the society remains a far cry. Any amount of infrastructural issues, technical problems, political stress and pressures can be handled when there is clarity on the path and an assurance all are together on the path and agree to the process.

A clarification process would typically involve the ability to 'Connect, Correlate, Create' (Sampath.JM.2010). It helps the individual to recognize and realize that there is a gulf between their own cherished values and the values they live through. The process of clarification should touch the very core of the individual to enable realization and deep change to happen. If by using authority the organizational values are forced upon the individual, the values are followed as a rule only and no internalization happens. In such circumstances, the commitment of the individual towards the organizational values would be very low affecting the performance of the organization. The ability to correlate to the context and create spaces will be affected. Hence, the clarification process leading to alignment with organizational values is very important.

When the level of commitment was measured in a study across organizations the data that emerged indicated that when clarity on organizational values was high and clarity on personal values was low, the commitment actually came down to 4.87 from 4.90. People lost faith easily and blamed each other leading to lowering commitment levels. But when the clarity on both was high, commitment levels went up to 6.26. Hence, clarity and alignment of vision and values at an individual and at an organizational level need to be high to travel on the path of excellence.

### Personal & Organizational value system

Level of commitment: Scale of 1-7; 1-being low; 7-being high



#### Reflections:

- What kind of values clarification is used by my organization?
- How much of clarity has been brought into organizational values that drive my organization?
- What processes in my organization help me to understand the personal beliefs of the members?
- What are the measures I use to know the extent of alignment between personal and organizational values in my organization?

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### ***e. Ownership – the powerful internal connect***

The word 'ownership' is related to 'belongingness', since 'to belong' includes the meaning as 'to be owned' and 'to be related'. The dictionary meaning of 'own' adjectively means 'belong to oneself or itself'. It can be noticed that 'feeling of owning' is critical to belonging. In the traditional industries the owning was very evident with the guild system since the artisans and apprentice lived together. They learnt the trade as well as met all the living needs which gave a sense of ownership to the place and people where they belong. With the advent of giant industries with large workforce, some processes like the job security systems, pension schemes and host of welfare systems and participatory management practices were those that tried to give a sense of ownership to the employee. But, in the present day knowledge industry, mobility is high, the organizations are scattered across the globe for its operations, and therefore many of the earlier instituted schemes do not have much relevance. Therefore, monetary benefits, ESOPs are offered during their stay in the organization. However, the sense of ownership is not merely a tangible aspect, but it is in the behaviour of the knowledge worker. The sense of ownership as is understood by the organizations of today is instilled by processes which are geared towards:

- Transparency of information
- Participatory style of operations
- Flatter organization structure
- Approachability and accessibility of top management across the organization.
- Focus on responsibility and accountability for the deliverables
- Frequent and good amount of vertical communication.

The 'ownership' dimension is measured through the employee's sense of commitment, responsibility and accountability, trust, pride, participation in organizational decisions, and level of transparency in organizational communication. In one of the attitude survey (<http://www.ownershipassociates.com/psychology.shtm>) people rated the importance of the five common meanings of ownership:

- Getting the maximum financial payoff from ownership
- Having a say over decisions that affect my daily work
- Employees having real influence in how the company is run overall

- A sense of community, that “we’re all in this together”
- Being treated fairly

One good way to harness the power of ownership is to emphasize themes of fairness and respect for individuals. These themes should not be just in communication and training programs, but in the way managers and employees interact. When people feel that the company treats them with fairness and respect, when it shows that it values them and their contribution, it gives employee-owners a reason to care about the company.

In a social organization run by the social entrepreneur where the existence has relationship and passion as the foundation, ownership becomes a double edged sword. The members of the organization will identify themselves with varied things right from the societal problem they are identifying to the financial compensation that is helping them lead their lives. The ownership is not so much to the physical infrastructure of the organization but to the regions, clients and groups with which they work. The intensity of ownership can be facilitative for the organization to grow as well as become restrictive for the organization. The varied ownership pegs lead to varied expectations and these are expressed by the behaviour of the people. The cost consciousness, number of hours of work, extending beyond the work given, foresight, looking at alternatives, not being stuck by job and role boundaries, language and presentation about the project, networking and sourcing, resource utilization and so on indicate the level of ownership.

A person who comes to work in an organization is a whole person where not only the work dimension has to be accepted but also his/her entire person. The Corporate may say leave the personal life out and bring only the work dimension. But, when the work demands high level of passion, involvement, alignment of vision and values, the whole person has to be taken into consideration since anything that affects the person in one dimension impacts the existence in another dimension - both facilitative as well as restrictive. The social entrepreneur needs to ensure fair practice and participation in the governance of the organization in order to instil a sense of ownership. This is a tall order since there is a subjective element to every decision. The efforts put to objectively absorb all data and to arrive at decisions with a win-win

members experience that their point of view is valued and listened to, and they feel that they 'belong', instils a sense of ownership. The social entrepreneur's need to possess and own the idea, processes, space and outcome can itself become a major block to initiate sense of ownership in others. To avoid this, the social entrepreneur has to continually learn and nurture the capacity to let go. It is paradoxical that when the social entrepreneur can live a life of detachment with utmost intensity and alignment to vision of the organization, the members who work with the organization feel empowered to make decisions and experience a sense of ownership.

**Reflections:**

- What kind of ownership behaviour do I experience in the members of my organization?
- What is the extent to which the organization members are willing to stretch and support in organizational functioning? And what are the immediate actions that I need to take to enhance the sense of ownership in the organization?
- To what extent do the processes in my organization depict fairness, transparency and participation

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## ***f.Exploration and Development of potential – the sustenance factor***

If an organization has to sustain, the learning in the organization has to be ongoing. In the present day knowledge industry, learning opportunities are a main attraction for employee retention. A sure way of monotony and sluggishness entering in members of the organization is when the organization ceases to be a learning organization and they begin to compromise on development of people.

The fast pace in which the changes are occurring, organizations have to be on the cutting edge to survive competition. One of the critical aspects that employees seek from the place of work is the opportunity to learn. There needs to be opportunities to explore what one has learnt, increase the competence through experimentation and harnessing of one's potential. The learning should enable the person to evolve.

According to J.M. Sampath, "Learning is the willingness to be open to the input that comes from the environment, with a commitment to apply one's mind to understand this input and passion to stay with the understanding long enough to be able to derive one's own insights. This followed with conviction to integrate one's own understanding and insights into real life context make learning a meaningful process."(2001). The initiatives in development therefore will have to look into creating insights for the person, enabling a process of evolution and growth within.

Usually organizations focus on training in enhancing competencies; increase productivity; teach technical nuances; related knowledge inputs; upgradation of knowledge in job related processes and so on. Very rarely do the organizations focus on enhancing clarity; deeper questioning of purpose and role within the organization; formulation of vision and clarification of values; deepening process orientation; integration of learning; enhancing multiple intelligences within. Organizations actually need to learn to learn, and they are actually the foundation and enablers of excellence. Without focusing on those, the true development of potential will not happen.

28Social organizations are dynamic in nature responding to the needs

of the community and customizing their interventions on a continual basis. This makes learning imperative. The maturity and speed of decision making and response at work is limited to the learning competency and maturity of the individual on the job. If it is accepted that a social organization is in essence a collection of specific people and their thoughts driven by their passion to make a difference in the chosen sphere, then their individual learning becomes a deciding factor for the sustenance of the organization. If it is agreed that a sense of growth and evolution is a natural seeking within a normal person; giving them the opportunity to grow, develop and evolve becomes a significant connect to the feeling of belongingness. It also helps retain the member of the organization and get them to be deeply engaged with the organization.

In a social organization where the funds are limited, people engagement may be of varied types, resources like time and infrastructure are limited, and it is extremely challenging to have ongoing learning opportunities in a structured manner. Most learning happens in the field, on the job. Usually the social organization focuses on the actions but not on documentation and review of the learning. They do not dedicate enough time and energy for knowledge management. As a result the intangible cost of people leaving will be very high. They also find redeployment as a very tedious process since the knowledge and experience are not captured effectively on an ongoing basis.

In reality, working in a social organization many a time is a deep humanizing process. Many of them have shared in retrospect the benefits of working in social organization, but have not appreciated the learning while they are part of it. Added to these, there are some attitudes that are detrimental to capturing the learning in a social organization, like:

- The usual attitude of developmental sector being seen as lower in status than the corporate sector by many, which makes the people not take cognizance of the learning that they get by making a difference to the world around
- The feeling that their engagement could anyway be a filler or short term and they would move into mainstream job soon
- Lower self esteem as though they cannot survive in corporate and have chosen to work in social space

- It is a fad to say that one quit a high paying corporate job to get into a social organization

People therefore don't value their own rich experiences and capture the inner evolution that happens being in a social organization

Hence, it is essential for the social organization to have as a part of their work schedule sufficient time for review, articulation, reflection, sharing, and documentation. Learning and evolution should be a way of life. Every member of the organization should be given the opportunity to take cognizance of the learning, capture the essence and have space to share and impart the same to others. This would make them as well as the organization alive, energetic and contributing, thereby leading to sustenance.

#### **Reflections:**

- What kind of learning opportunities do I enable through my organization?
- What is the extent to which the organization members are willing to learn, develop and evolve in my organization?
- What efforts and methodologies are used currently in the organization to document and share the tangible and intangible learning? How can it be bettered?
- To what extent do the processes in my organization allow reflection, articulation and introspection as away of life?

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### ***g. Material Comforts – the controversial belongingness determinate***

There is a popular belief right from the industrial revolution time that money or 'M' factor is a very significant factor. This has also made people working in development sector or social projects feel lesser than the people working in the corporate. If a person moves from the corporate to become a social entrepreneur, it is generally assumed that he/she has the financial stability to sustain the low earning from social sector job; or he/she has good connections to get the funding; or is crazy to go behind his/her passion. If this is true for the senior management, the rest of the staff working for corporate rarely move into social sector and many of those beginning with social sector may have aspirations to move to the corporate sector over a period of time. For all these situations, the "M" factor seems to play a major role. Therefore, there is a natural conclusion that if a job is paying high and more than the market rate, people can be retained more easily and if not people are likely to leave.

Material comforts dimension in the belongingness inventory relates to the level of compensation, working environment and safety levels provided in the organization to the employees. Interestingly, last month we were involved in running the Belongingness Inventory for a profit driven organization and it revealed that material comforts did not emerge as a significant determinant of feeling of belongingness. The qualitative responses when asked about the belongingness emerged more from emotional connect, learning environment, value for contribution and easier operational processes. The employees were also asking to better the same in order to make them continue to work for the organization.

Most of the social organizations are either not for profit or non-governmental depending on funding from the donors and banks. The finance being stringent, the compensation is highly volatile factor. The roles and job descriptions are also usually multi faceted due to strong focus on the utilization and justification of every personnel working on the project. Financial compensation is dormant until certain other issues activate it. These issues emerge from insensitivity and non-adherence of certain values like –

- When the social organization is highly bureaucratic and hierarchical where position and earning are highly connected
- When there is no transparency and a taboo to talk about finance in open. Interestingly most organizations seriously discourage discussing individual compensation and that itself makes the compensation an interesting topic in the grapevine
- Where there are no clear cut structures and objective well laid out systems to determine the financial compensation. There are no well developed performance appraisal system and timely feedback and follow-through
- Where there are frequent job changes; roles being added or reduced and none of these seem to have an implication on the financial compensation
- There are too many cliques and smaller groups within the organization and they feel affiliated through comparison and competition amongst each other
- The working space and contributions are all team based but the compensation is individual based. There will be a mismatch because it will be difficult to determine individual contributions and therefore yearly enhancements cannot be justified
- There are no clear cut growth and career development path within the system
- The Top management and HR are not able to share clear justifications for the decision on certain compensation packages
- There is very wide divide between the senior, middle and support staff in the use of material comforts but the work does not justify the same
- The compensation structure is not well connected to inflation rate and cost of living of the town/ city the employees work.

In a social organization the expectations of the employees on other components of material comforts like working environment, infrastructure and space seem to be different from that of the corporate. A clean well lit space, fresh air and basic infrastructure is the minimum expected to begin the work and start contributing. Many social organizations and people work on issues that are highly challenging and dangerous too. It is therefore the moral support and feeling that 'my organizational members would standby me' that gives the safety net.

In the long run there is nothing as easy as managing the systems with core honesty and integrity. The financial compensation and material comforts become a strong determinant of feeling of belongingness only when there is certain amount of injustice felt within and there is no space to share, articulate and seek valid answers to the same within the organizational leadership. The leadership and HR should be able to answer all the questions and justify the decisions before it is being executed. If this can be ensured, the financial compensation will not be activated by the employees as a belongingness determinant.

As a final remark, we can say that everything becomes an issue only when the Social entrepreneur who is driven by passion does not consider this dimension to be in anyway important and would institute the same yardstick to measure others. When some of the employees do not share the same level of passion and sacrifice, then “M” factor becomes a determinant dimension either as a motivator or a demotivator.

#### **Reflections:**

- How well developed, objective and straight forward are the job/role appraisal and feedback systems in my organization?
- To what extent are the income and the expenditure of the social project monitored and key points shared with the members of the organization?
- On a scale of one to ten how much can I rate my organization’s level of sensitivity, transparency and integrity in financial management?

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## **h. Emotional Satisfaction – the heart of Belongingness**

Unless the heart ticks, nothing moves. So is the role of emotional satisfaction in feeling of belongingness. This dimension is highly intangible and variant from individual to individual. Yet, it is a highly powerful determinant of belongingness. While sharing about belongingness many have remembered how small acts of emotional connect goes a long way in making a person feel belong to a group.

Emotions play a very significant role in human beings. Antonio R.Damasio, Head of neurology at The University of Iowa College of Medicine explains, "In truth, reasoning/decision-making and emotion/feeling intersect in the brain. Feelings and emotion have a powerful influence on reasoning. Feelings have a say about how the rest of the brain and cognition go about their business." Satisfying ones emotions would mean:

- there is enough opportunities to feel various emotions ;
- space to identify and express them;
- there is adequate acceptance of the emotions felt and expressed by the members of the organization; and
- there are processes to learn about self leading to higher level of emotional maturity.

Whenever there is a block in any of these processes, the members naturally feel constrained. In order to exist in such an environment they begin to alter, mask, and/or express emotions that are accepted; and hide those that are not accepted. The eastern world, as such, is torn between the eastern upbringing and western orientations in the space of emotional connect and emotional expression. This causes many abrasions in organizations leaving behind confused and dissatisfied lot.

Social entrepreneurs are intense individuals and this intensity is a necessary feeder to the passion with which they follow their vision. Therefore, the emotions may also be intense and need careful taming if they have to manage teams and build institutions. Further, if they have people working both in the city office as well as at the grassroots, there is a difference and the processes leading to emotional satisfaction amongst the people in the city office and those at the regional office may be very different. Those who interface with both the groups are confused as to where they belong. This can be greatly solved with a deeper sense of emotional consciousness.

Organizations do not usually focus on understanding the emotional space in the psyche of the organization. In organizations today emerging from the theories of emotional intelligence, emotions are seen as something that needs to be managed through logical articulation processes. Viewing emotions as an intelligence factor helps little in managing them. Understanding them as emotional consciousness renders an ability to accept, exist, and transcend the same — allowing the ability to make choices. The meaning of emotional consciousness, as said by management thinker Dr.J.M. Sampath is: "Our ability to align with the larger consciousness and allow it to flow through us to be able to respond with the emotions that are appropriate to a given context. It includes paradoxes of the emotions and transcends to enrich the emotions of life and life itself."

The eastern orientation emerging from Indian psychology has a very well laid out 'Rasaanubhava' –'experience of the rasas' which are still preserved in the art forms of music and dance. Eight key emotions were identified in the Bharata's Natyashastra: love, humor, courage, fear, compassion, horror, disgust, and astonishment. The ninth which was added much later was the shantha rasa – inner calmness. They also further provided a well thought out classification on how the rasas are intertwined. This was further connected to a "sthayi bhava," (the permanent state of mind), and vyabhichari bhava or sanchari bhava (transitory or passing state of mind). The language too was supportive by having different terms to describe each of these. The Indian culture therefore allowed a wide expression of emotions in varied spaces and these were experientially studied and understood through insights into what causes each of them and how they are being expressed. They were more humane and contextual.

While the emotions stirred in the human being may be innate, the expressions of those are through taming and socialization processes. When organizations simply define only the expression of emotions, but do not align with the inner feelings and socialization outcomes per se, it causes abrasions. The more genuine and honest the environment, the more honest and genuine will be the expressions. Organizations need to focus not only on managing the emotions but also on nurturing the same. The organization has to keep tab on:

- the relationship that people have with each other in the organization
- the extent of genuineness and honesty that is appreciated within the organization
- capability of the people to get in touch with their feelings and emotions in the shortest time possible
- the spaces that are available to explore the feelings and emotions when they are inappropriate
- the extent of time and energy spent in understanding the context
- the willingness to explore and process the feelings and emotions
- the willingness to accept others as they are and give them the freedom

Understanding and dealing with emotions is a journey, not a destination to reach. The worst that some one can do is to put rules and policies on the expression and make it a robotic activity space. The satisfaction comes from the space that each one feels they are accepted and their emotional maturity is allowed to blossom as their tenure in the organization grows.

#### Reflections

- What is the extent of space, energy and time provided within the organization to build healthy, nurturing relationships?
- What are the processes that are created within the organizations that allow healthy expression of emotions?
- What learning and development interventions are continually undertaken that nurtures and builds emotional consciousness amongst the members of the organization?
- What are the ways in which intensity and emotional maturity are balanced by the social entrepreneur?

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## ***I Value for Contribution – the hidden dimension***

No one really says ‘please value all that I do’ as they expect to be valued for all that they do and contribute! When they feel valued the impact on belongingness is highly significant; but when they don’t, it calls for true self-directedness and conviction in character driven by passion to have a feeling of belongingness. Right from the word ‘contribution’ there are several questions that arise. How to tap contributions and what is the deciding factor as to which is a contribution? Who decides – the CEO or the members or the recipients? Is it financial or human?

I was once a part of the conversation with two other consultants who were sharing their contributions to the organizations they worked for. One said that he was earning the revenue that the organization requires to pay for its employees currently; while the other said that he was working on a tool for the past 12 months that will open up a new wing in the organization and therefore a new revenue stream! So, can both be contribution or is only one considered as contribution and other as part of the job? Someone may be just handling human issues and ensuring team work in the organization which may be behind the scenes. Another may be ensuring that technology is updated and organization is visible and connected globally.

Any legitimate work or innovation that is made to maintain and run the organization is different from something that furthers the progress of the organization and accelerates its movement towards realization of the vision. The actions may or may not come within the purview of the job expectations, but it may be a stretch at multiple levels and that can be considered a contribution.

In a social organization it becomes even more challenging to decide individual contributions since most part of the work requires teams. The job descriptions may be loosely set and people may play multiple roles. Determining contribution is a challenge and further, what to value—the individual or the contribution by itself becomes tough. The contributions could be of various kinds:

- tangible like funding and revenue for projects
- intangible like connections and network
- short term like getting permissions and events
- long term like community faith and acceptance

- addressing current issues and support
- futuristic in terms of opening doors or design for continuation of work
- technical support
- human cohesion and team building
- individual conviction
- mustering of team strength
- a one time achievement
- repeatable process formations and so on

There is a subtle yet significant difference between reward, recognition, and value for contribution. In the field studies on belongingness, people remembered their contribution being valued with higher emotional connect than the financial reward or medal recognition they had received. Many times a timely pat on the back or visible vocal mode of appreciation goes a long way.

The flip side to this is the danger of every act being valued and this being expressed is in:

- falling into ritualistic ways and losing its true value
- appreciating even those that are part of the regular job
- building large expectations that work happens only if the value is expressed
- the valuing determines the extent of work and therefore begins to control actions
- valuing becomes the stimulant or determinant of motivation or lack of it
- can totally suck the self-directedness and team effort instilling a sense of dependency on the positive strokes

Further, when the individuals and teams expect appreciation from the founder or senior, it contradicts with our earlier discussions on ownership and self-directedness we have had. In most social organizations where the journey is tough, any small error or mistake is handled seriously. But, at the same time contributions are not given due importance. They become taken for granted. Also when some contributions are valued but others are not, then they become blocks to feeling of belongingness. Therefore, with regard to this dimension the absence of value for contribution works faster as a detriment to feeling of belongingness than the presence of the same. Hence this dimension has to be watched with awareness.

Though this is an important dimension of belongingness, this can be handled very well if the shared vision, ownership and emotional satisfaction are strong. When the entire group is focused towards working for a vision, there would be contributions as a natural part of the team surging forward. Also when ownership is high, the hierarchical barriers do not play significant role and therefore no one is waiting for any senior to keep patting their back. The team will have to work with purpose larger than self, which means, the contribution to the purpose is highly valued and it is not who has contributed. Each of them are not counting what they did but if there is a progress in the vision and therefore the purpose is getting fulfilled. Individuals who are a part of the process are valued with respect, but the contributions in whatever term becomes important. In the great Indian epic the Ramayana, even the contribution of the squirrel is valued while building the bridge to Lanka.

Deepest level of humility enables highest level of appreciation to every little contribution others make. For people who emerge from a deep level of gratitude, valuing the contribution, wherever it comes from, becomes an easy and natural process. Every leader needs to have humility and gratitude and serve the vision rather than the vision serving them.

#### **Reflections:**

- To what extent does the culture enable true appreciation and gratitude?
- What enabling environment has been created within the organization for members to contribute?
- What kinds of contributions have furthered the vision of the organization in the past one year?
- What instances of purpose larger than self amongst the members have been seen in the organization in the past one year?

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## ***Belongingness Dimensions – the inter-dynamics and implications***

The last 9 articles have focused on discussing about the nine dimensions that nurture belongingness in an organizational context. They were clarity on organizational vision; professionalism; rewards; alignment of personal and organizational values; ownership; development of the potential; material comforts; emotional satisfaction and value for contribution. The relevance of each to social organization was also explored.

Most of the time organizations tend to focus on one or two dimensions and develop the same. The complete benefit is not accrued since other dimensions would pull energy leaving behind human issues. Therefore, it is essential that the organization is well rounded and focused on enhancing these nine dimensions in order to nurture the feeling of belongingness amongst its members.

In the inter dynamics between these dimensions, there are certain implications that affect the functioning of the organization. Some of these implications are worthwhile to discuss here.

### **1. Clarity on organizational vision is low**

The functioning of the organization will be stuck with traditional systems rather than being focused towards goals. People would be more caught up with systems and processes since the vision will not drive them. The organization would be more people driven than processes driven. There would be instant gratification syndrome since people in the organization would not know what they need to focus on.

When it comes to vision and value alignment, the goals would be sacrificed easily in order to stay by values. The growth of the organization would be affected leading to low morale. Multiple intentions would guide the organization. Every team activity will focus on being together rather than going ahead to achieve what they can. At times, there could be a sense of complacency than taking risk to venture into new areas of work.

Unclear ROI from learning and training can be a possibility due to unclear vision. Non-chartered movement of the organization due to

non clarity of vision may lead to possible wastage of resources. The sustaining factor of vision may not be there and therefore the motivation from infrastructure provided over a period of time diminishes.

There could be confusion on what contribution is required by the organization. Originality and creativity can be valued but not be of much use when vision is not clear. Though contributions will be made and acknowledged they may not be valued since vision is unclear and usage of the contribution cannot be determined.

## **2. Professionalism is low**

There could be challenge in vision formulation and the understanding will not be disseminated well into systems. The vision and people skills will not be matched. The translation of the intentions into action will be affected. Bureaucracy may develop and values will be affected. Though sense of pride exists, it can be seen as a bias.

Though people trust, they thrive on chaos leading to frustrations. Information communication may not happen smoothly due to lack of processes. Lack of prioritization could lead to difficulty in optimization of resources.

Though compensation would be adequate, management of compensation would be an issue. When professionalism is not there, the informality can breed grapevine, which can communicate both positive & negative information. There can be some chaos when the feelings, emotions and thoughts are not channelized in a professional manner.

## **3. Rewards are low**

When rewards are not flowing appropriately, there could be low morale because efforts are taken for granted. The career path will not be linked to the vision clearly. Clear distinction in analyzing technical competence and people competence will be absent. People would function only within the system and do not stretch themselves.

Intentionally people would be valued, but not seen in actions. Any extra effort would be seen as a matter of acceptance & not acknowledged. Commitment will be taken for granted.

There is a possibility of looking at sense of ownership from sentimental value.

There would be weak links in career growth strategies and learning initiatives. There is likely to be less motivation to integrate and convert all learning into work due to lack of rewards.

Emotions would be used to share frustrations instead of sharing positive feelings. With freedom, contributions would come into the organization, but may not be adequately rewarded. Those who expect rewards will over a period of time contribute lesser than their ability to contribute.

#### **4. Alignment of personal and organizational values are Low**

When the alignment of values is low, the rightness of the vision itself will be questionable. 'Some how' achieve the vision will be the trend. The vision will be difficult to disseminate due to non alignment of values among people.

Organization may experience value conflicts in decision making processes. Personal bias would play heavily in reward & recognition decisions.

There would be lobbying and non-clarity though reward & recognitions exist in the organization. There would be fragmentation among people. Learning & training activities are not linked to organizational values due to non-clarity in the same. Usage of resources will be at question.

Clique formations will be plenty more driven by the multiple value systems that may exist in the culture. Multiple elements operating in the culture may sap the energy of the organization.

#### **5. Sense of Ownership is Low**

When the sense of ownership is low, there is no clear responsibility and accountability for actions. Driving the organizational vision will be everybody's and nobody's responsibility. Deeper level of identification with vision will not be there. Passing the buck is a natural syndrome since accountability is not clear. There would be possibility of issues escalating to the Top. Sharing of knowledge will be difficult due to low trust. Cost cutting will be low more by a personal choice. Each group will have unique ways of satisfying themselves emotionally. Driven by personal choices of identification with organization, Individual contributions would be varied.

### **6. Exploration and Development of potential is Low**

When the organization does not pay attention to learning and development, the speed of competence update will not match the speed in which vision should move. Learning from mistakes will be absent. Crossfunctional learning will be poor. Feedbacks will be used to settle their biased opinions rather than for development. The rewards and recognition will not be aligned towards motivating them to strive themselves to go further. Change and continuous clarification will be difficult. There would be very less sharing of learning among cliques. People contribution would be left to self and not be a systematized / channelized process.

### **7. Material Comforts is Low**

People would work more for the vision than what they get. The purpose binds the people. Those whose personal vision is aligned to organizational vision, they will work with full dedication. Sacrifices will be high and accepted as normal expectation. But there would be frustration to go through a number of systems and procedures.

Benefits accrued as Rewards will not be matched with material benefits. There would be over a period of time pockets of dissatisfaction when tangible rewards are not experienced. Mobility will be high among those employees who seek material benefits. There could be a wide disparity with the market standards. The organization will find it difficult to attract good talent. Loyalty will be valued than the gains out of it. The organization will be used as training ground or stepping stone by employees. There would be high level of selfishness amongst employees to learn than think of contribution that organization desires. The organization will struggle to grow at faster pace due to mobility of employees and poor infrastructure / resources. Family atmosphere and attachment will drive the place. If one moves out of the organization – teams move, it will be a risky proposition. Possibilities of constant cribbing about the facilities within cliques would be common. There would be a struggle for the individual to convert ideas into products due to poor technology & infrastructure.

### **8. Emotional Satisfaction is Low**

When emotional connect is not a value in an organization, people will be only considered as means to achieve the vision. Organization would have a very individualistic culture. Warmth will be absent amongst employees. There are possibilities of sensitive employees feeling lonely.

Fault finding will be high amongst those who do not share the values. More task focused than people focused culture. Each of the employees will be interested in “what’s in it for me” in their actions. Learning would be more individual based than group based. People will be working for money and monotony will set in. There would be low team work due to less emotional bonding. Comradeship will be low.

### **9. Value for Contribution**

When contributions of the people are not valued, only a set of top management or founders will have to drive the vision. Low action orientation from employees to contribute in lines of furthering the vision would be seen. The innovation and creativity that come from the employees may not be in line with the vision of the organization. Conviction and self confidence will drive contributions. So the contributions speed, quality and quantity will be erratic. Personal ownership over the contributions can bring down innovation. The sustainability of the organization will be in question. The Collective energy of the group will not be well utilized.

#### **Reflections:**

- What are the implications that I see present in my organization?
- How can I identify those spaces and what remedial measures can I take to build each of the dimensions in my organization

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## ***Belongingness Dimensions – Sustainability through 'Quality'***

While the Vision and ownership seem to be strong drivers in most social organizations, the main issues that sap the energy of the organization are the orientation towards systems and processes; rewards and recognition; alignment of values; and learning and development. These are issues many a time because of the myths that surround corporate and management. Many of these myths are not questioned in depth with experimentation and exploration. Therefore, they engage the organization in a whirlwind of issues and over a period of time, it becomes a part of the organization culture. While with constrained resources and limited time, the functioning of the organization should be extremely sharp and lean with highest level of quality, many times organization suffers from chaos and sub stranded quality.

For long social entrepreneurs have focused on the vision and paid less attention in the initial years to formulate strong systems and processes. Therefore when the need to institutionalize happens it becomes very challenging. By then the work processes become adhoc and managing change itself becomes challenging. In the initial stages taking the idea off the ground and finding funding and acceptance becomes key activities. Along with these, the value of quality as a way of life needs to be instilled right from the beginning. The main driver for organizational growth and furtherance of vision lies in 'quality' in every walk of the organization.

From Second World War, the concept of quality has gained ground steadily and in the last decade has knocked the doors of social organizations strongly. The myth that 'quality' is closely connected to 'manufacturing' and works with reduction of defects have been long dispelled. One of the most endearing meanings of quality is: 'Quality is the ongoing process of building and sustaining relationships by assessing, anticipating, and fulfilling stated and implied needs.' (Winder, Richard E. and Judd, Daniel K.,1996 Quality digest 11/01/2001). According to Dr. Garvin [1988] of Harvard Business School, quality can be defined in terms of eight dimensions like performance, features, reliability, conformance, durability, serviceability, aesthetics, and perceived quality. Quality means not just meeting customer's expectations but exceeding it; this is also what

belongingness is all about – exceeding expectations. By these definitions it is clear that when social organizations serve people and exist for the people, by the people and of the people, they need to clearly have set processes that will identify the customer's expectations; address with clarity their needs; map the intention and action by aligning them and finally exceed their expectations if possible. When this is done automatically the credibility is enhanced leading to customers supporting the cause of the social organization. This undoubtedly establishes that Quality is second nature for the sustainability of the social organization and its noble intention.

Social organizations serve both internal and external customers, mapping their requirements both internally and externally for the movement of the idea to action is the first step. This can be done through well thought out research survey, field study; both qualitative and quantitative that will form the baseline. In order to reach out with passion and conviction many social entrepreneurs sacrifice the baseline study. Therefore after working for a year or two when they need to sustain and approach funding agencies or government the need to tap the impact of the idea arises and without baseline no impact can be shown objectively. This would be a costly mistake and not in the best interest of the noble intent.

Further, the two tools that will help bring clarity of thought and action are

- the enquiry tool 5W1H (What - Where – Why – When – Who and How) and
- the clarity 6 Why test (ask Why – why to that Why – Why to that answer and go on till 6 times 'why' has been asked and answered)

These would enable the people working on the idea to gain clarity and charter the path clearly from the beginning to the possible end. This clarity will enable any change of course easily when the extraneous factors randomly change. This exercise is also essential when the project timelines and resources are stringent and requires high grade resource utilization.

After chartering the course for engineering the operations, W. Edwards Deming, Joseph M. Juran, and Armand V. Feigenbaum jointly developed the concept of total quality management and gave a simple PDCA –

Plan–Do-Check-Act cycle. This is universally applicable. Whether a social entrepreneur is an activist or philanthropist this PDCA cycle comes handy. Each activity that is mapped in the course needs to go through this cycle. It is interesting how lack of resources and funding has been used as crutches and not spend time and effort on these quality processes and set fool proof systems that will sustain and grow the social idea.

In the current times, with technology being the main driver of connectivity to the external world and also speed up the pace of work, investing, learning and using technology is imperative to sustainability of organization and the noble intent. It's time that social organizations resolved the never ending debate on aversion towards the so called corporate words like profitability, business, customer satisfaction, return on investment and so on. If the social organizations have to grow, sustain and become prime drivers in nation building activity, they have no choice but to live Quality.

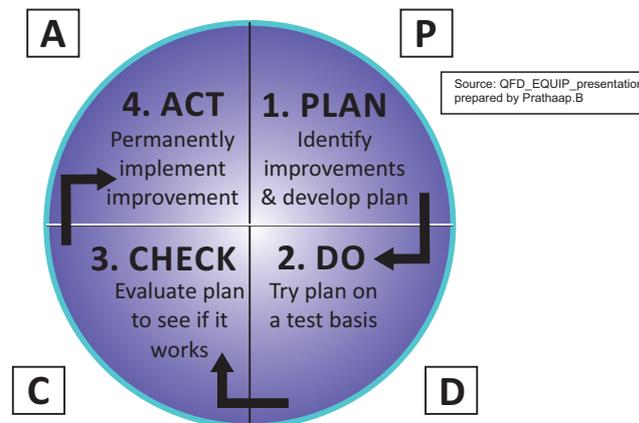
#### **Reflections:**

- What extent of focus on systems and processes do I have in my organization?
- To what extent is quality a way of life with the members of the organization?
- To what extent do I have clarity on baseline, actions and impact of my project?

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## ***Belongingness Dimensions – PDCA cycle for quality processes***

‘We cannot have a mere logical solution to a human problem; neither can we have a pure emotional solution devoid of logic for an organizational issue’. An organization is a group of people who come together for a common purpose. A social organization is where the purpose is more finely defined as that which directly impacts the well-being of the society. Therefore, it is the people, or human capital that actually makes the social organization. In that case, being organizational set up, enabling people to work together and achieve the vision requires processes that will take care of both emotional and logical space. While in the last article we deliberated the importance of well laid out systems and processes, in this article let us look at the PDCA methodology. PDCA enables easy problem solving cycle created by W Edwards Deming in the 1950’s and further popularized by Deming with a **Continuous Improvement** process to help rebuild Japanese industries. PDCA is an acronym for Plan- Do- Check- Act\



### **1. Plan:**

The main purpose of this step is to investigate the current situation and identify the issue at a causal level. The key methodology to identify the problem at a causal level is to ask the 5W1H questions. This methodology of enquiry process is highly comprehensive because it answers all dimensions of the problem.

- What – defines the problem
- Where – gives the location of the problem

- When – gives the timing of the problem
- Why – gives the cause
- Who – accountability to the problem
- How – process which creates the problem

One of the most effective ways of using this is the Brainstorming methodology along with using the Fish bone cause and effect diagram. To deepen the enquiry process, the root causes are identified using the 5 why test i.e., questioning each answer with a 'why' to deepen the enquiry. The answers are captured in a process flow diagram and represented graphically to allow everyone to capture the essence of the enquiry easily. Many social organizations struggle with regard to resource crunch and time constraints. There is a danger of not exploring the causes in depth and formulating quick fix solutions that have low level impact endangering sustainability of the social organization.

## **2. DO:**

The key activity of this stage is to brainstorm again using the 5W1H methodology for identifying solutions. So identified possibilities are ranked to choose the best impact one. Usually social organizations are actionprone and in a hurry to implement the solutions that are identified. They fail to carry out a clear Failure Prevention Analysis. It is critical to identify and clearly mark the possible failures that can block the process. This is a process improvement step. Along with this the effect of the solution also needs to be analyzed. The team that should be involved in this brainstorming should include representation of all the stake holders. This analysis needs to be well documented and a project plan should be prepared along with well thought out measures of performance. If a work cannot be brought down to measurement, it is highly impossible to arrive at a monitoring mechanism. Social organizations are usually wary of performance measures. Since they term that most work is with the community and intangibles they are also at a loss to project the impact analysis of the work undertaken.

## **3. CHECK:**

This phase involves collection of data to check on the implementation of the project plan. The same is monitored through data measures that are formulated. The key activities of this phase involve education, feedback and based on the data that emerges from the field preparation of counter measures. In most organizations the program implementation and the check has to go on as a parallel activity with equal weightage.

But usually the check is given lower priority and program implementation becomes the focus. This again leaves a huge vacuum when impact analysis has to be measured at a later stage.

#### **4. ACT:**

This phase is the review of the solution continuously and make the necessary changes where required. The solutions that have been found needs to be first experimented as a pilot to determine the efficacy. It is interesting to note that pilot actually requires higher level of rigor and depth than the program implementation itself. Yet again for want of resources and time, social organizations sacrifice pilot phase or take a shortcut to hasten the run of the program. Even the funding agencies and the recipients many a time have very less patience for pilot and review. Those projects that have done extensive and in-depth pilot and analysis reviews have longer sustainability. Based on the impact analysis after the program run, learning is captured and a new agenda is fixed. The next PDCA cycle begins again for the new agenda. The relevance of all these actions in a social organization cannot be underplayed if quality and sustainability are expected outcomes. At the same time, the benefit of the PDCA cycle is in it being seen as an enabler and not the end point or a mere set of activities to be completed.

#### **Reflections:**

- What are the projects in which I can adopt the PDCA cycle and ensure quality in the processes?
- How many times do I effectively use the 5W1H enquiry process and 6 why test for in depth analysis?
- To what extent are the failure prevention analysis and solution impact analysis done for the projects in my organization?
- To what extent do I have clear measurement criteria to tap the impact of the projects that I undertake in my organization?

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## ***Belongingness Dimensions – Performance appraisal***

In a social organization what does performance mean? Usually, the question of performance has been treated as 'either'-or' situation. Most performance appraisal methodologies and formats are derived from the corporate world which again is sometimes a modification of the methodologies instituted from 1970's and 1980's. Hence the fitment to the social organizational realities, work and people orientation does not happen causing them to either adopt it or leave it totally. Also, viewing appraisal efforts as just a reward and recognition space has caused the largest limitation. Very few institutions and organizations view it as a culture building, personal growth and development, identification of potential, feedback, project review, vision-value alignment and clarity exercise. When the appraisal format is aligned to all these objectives and outcomes it becomes an annual alignment exercise, energizing and providing the required clarity and enhancing quality to move forward.

The social organization is guided by a purpose with varied timelines. Most of them require team work and there are hazy lines of distinction in terms of specific job responsibilities. The dynamic nature of work, resource constraints and time constraints can also make many of the employees do multiple activities making fixation of roles a tough task. In the wake of this, the performance appraisal cannot be limited to appraisal of the activities. The following dimensions can be included to enhance the effort and outcome of the appraisal process:

1. Alignment with organizational vision and values: As discussed in the earlier article for sustenance, clarity and development of the organization the vision and values have to be formulated and disseminated. In order to tap the level of integration, the understanding and application of the vision and values in every decision making effort of the individual members can be a part of the appraisal process. The higher the level of integration the higher is the alignment of decisions within the organization.

2. Alignment of personal and organizational vision and values: To tap the person fit to the organization the usual practice is to match the job requirements and the competencies. But it has to be checked with the extent of integration with the vision and values of the organization.

There may be competence but the choice to use the competence in specific situations comes from the values the person holds. If the personal vision and values do not match with the organizational vision and values there would be internal conflicts leading to high level of disgruntlement and human issues with other team members. Appraisal process is a good space to tap the spaces of alignment and misalignment. Corrective actions can be planned if it is at the form level. If it is at the essence level tough decisions regarding the person fit have to be made.

3. Credibility and Reliability of the organization: The appraisal process is also a good space to tap the gap between what people say and what people do. When the credibility and dependability of people is low, it automatically lowers the credibility and reliability of the organization. For this process the goals need to be fixed clearly and the ability to achieve the goals has to be tapped. Social organizations are not manufacturing spaces where the extent of production can be tapped easily. The initiatives may show that the targeted beneficiaries have been reached but the impact of the program may be low. Therefore, whether the envisaged quality, reach-out, plans, promises and commitments made are achieved at a micro level is more important than numbers and figures.

4. Potential identification and personal development: Appraisals many times get limited to previous year's performance. But the real value of appraisal process lies in identification of the potential competences and developing the same which will be of value for the person as well as the organization in future. When this component is included the appraisee also gets the required motivation to explore self and obtain feedback.

5. Two way feedback process: Appraisal is both a feedback from the management to the employee and from the employee to the management. In a social organization where passion and purpose connect run high the two way feedback will enable shared vision and appropriate corrective action for chartering the movement of the initiatives toward the organizational vision.

6. Internal staff alignment – task and people processes: Appraisal discussions can bring out the team dynamics in achievement of task. The human issues that exist between people can be tapped and its

implication on the achievement of the tasks can be identified. When the appraisal process is at both individual and team level addressing team dynamics can be an outcome too.

7. Future plans and training need analysis: The following year's plans and strategies have to be formulated before initiating the appraisal of the current year. Only then the appraisal discussion can tap the gap in competency and develop training needs of the employees to carry on the initiatives of the following year.

8. Reward and recognition: Not the last or the least there is value in appreciating the efforts and contributions of the individuals and teams through the appraisal process. But the challenge in a social organization is due to high level of inter dependencies inter and intra team. Therefore the appraisal has to be self, peer reviewed and superior assessed to rule out any bias and allow the natural selection to take place. Performance appraisal in a social organization hence becomes a very critical process and can be an organization feedback and development activity aligning the Vision and Values and evolving the organization.

#### **Reflections:**

- What is the extent of clarity on organizational vision and the personal vision connect amongst the members of the organization?
- To what extent does the appraisal become a value adding exercise for the individual and organization?
- To what extent does the performance appraisal tap the credibility gap of the organization?

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## ***Belongingness Dimensions – Learning and Development***

Learning and Development is one of the key sustainability dimensions of the social organization. This is also the compromised dimension in many social organizations which are dependent on funding. There is an assumption that every penny has to be saved and therefore any wasteful expenditure is not appreciated. Many a time learning and development is termed to be the last priority and a wasteful expenditure until it directly relates to the work or is a mandatory proposition from the funding agencies. The other challenges are that being a social organization there is an unsaid expectation that learning and development too have to be charity work that the rest of the society should offer to the members of the organization. Only when it comes with that tag the time, energy and effort spent by the members are justified.

*A hard-working, young man was engaged to fell trees in a forest. The first day, he felled seven trees in eight hours. The next day, he managed to fell only five, though he worked eight hours. The third day, he felled only three trees. The fourth day the number of trees felled came down to one. Puzzled by his failing performance, he sought his supervisor's advice, the supervisor asked, "When was the last time you sharpened your axe?"*

To ensure efficiency and effectiveness the social organizations need to be learning organizations. The question is to decide what kind of learning and development needs to happen.

Social organizations being a medium to reach out to people, people maturity becomes one of the greatest limitations in its efficiency. It is one of the most important learning and development initiative. The process of addressing maturity enables space for clarification, deepening the perspectives on life and living. It is an assumption many a time that an investment in self development needs to be done only when people stay for long time and therefore these investments are not a priority in social organizations where the timelines are dependent on the project and funding. But in reality when the timelines are short and budgets are stringent it calls for very high level of maturity to build strong performing teams. Without the willful personal growth organizational maturity cannot be deepened. The organizational maturity is dependent on the people maturity. Their clarity on purpose and process affects the way the organization would progress in its vision and achieve the original intent.

Tapping organizational maturity is an important development activity. Criteria that define the organization have to be identified. This has to be mapped to the organizational values. An evaluation in terms of time, speed, performance, belongingness, conflict resolution, decision making when evaluated will show the way the organization is able to walk on the path of its vision, ensuring integration of values within the system.

Doing a thorough project based competency needs analysis is critical for efficiency of the project. The need analysis is mapped to the competency available in the team as against the requirements of the project. The gap has to be identified and addressed. Equal priority needs to be given for enhancing the competency right in the beginning of the project. Mostly the pressure to show results on the ground will make this challenging. If the project calls for new recruitment then this mapping has to be made available so the right people can be selected and deployed in work that they are capable of. In a social organization where passion and vision bring people together, the openness to know what one is capable of and what one needs to build in oneself is important. Interventions and training built on the lines of addressing this gap will be more effective. Therefore interventions and training cannot be standard modules but has to be customized. They cannot be mere activities that are tied to the budgets available but have to be well thought out and mapped programs.

Many organizations are stuck with training as an activity. Social organizations are also no different. This has to be replaced with learning and development as the focus. There are enough and more methodologies available now to reach the learning to the members of the organization. The knowing – doing gap becomes wider when the impact and evaluation strategies are not built along with the learning strategies. Adequate follow up in any intervention to ensure it is integrated into the person and organization is one of the biggest challenges. The ROI (return on investment) needs to be tapped. If it is treated as a separate activity it is likely to be dropped. It has to be integrated and addressed as a part of every program design.

Further the creation of a learning environment and culture becomes critical. High priority is given to review of projects in terms of its performance but not so much to the learning that gets captured through

the organizational functioning. Every conflict and a problem have the potential opportunity to leave behind learning. This learning orientation has to become a way of life within the organization.

Learning and Development as a HR activity therefore is not a separate stand alone activity that the social organization has a choice to do or not to do. It has to be seen as an integral part of culture building organizational maturity process. This requires continuous interventions that are aligned to every project in the organization that would evolve the people and the organization over a period of time.

**Reflections:**

- What are the learning and development strategies of the organization? To what extent are they aligned to the organizational vision and values?
- What are the next two years organizational plans and how is the learning plan integrated into it?
- What methodologies are used to ensure the competency required for the projects is built in the people while executing the project?
- Where is the organization currently in its maturity process and to what extent is the progress tapped?

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## ***Belongingness Dimensions – Nurturing Creativity***

One of the key roles of HR in any organization is to ensure that the talent and creativity of the people in the organization is kept alive. There is no bigger loss to an organization than losing the spirit and energy of the people and moving towards monotonous life. Many times it is assumed that by doing a couple of motivational and inspiration activities every now and then the people's energy and spirit can be pepped up. This is a myth. The pep up is temporary and very soon the routine sets in again. This requires the HR to look into building a culture that enables the people to find themselves and blossom. It has to be a process of evolution with highest capacity to respond to the context with what is needed than what one wants to give. Creativity then is an outcome of such existence than a process to be administered and followed.

Social organizations have a very high level of dynamism in their work processes. They have to be responsive to the changing context in their interactions with the world around. If the creative channels of the people working in the social organization is not opened the sustainability of the organization will be in question. Creativity is not for creativity sake. But it is to be anchored in the vision and values of the organization. There are certain values and processes that need to prevail in the organizational climate and culture for creativity in people to be sustained.

Creativity is considered many times as something that is extraordinary and as a special quality. Every child is born with creativity to learn and grow to manage life right from birth. With the right mindset and appropriate stimulating environment creativity blossoms and shows forth in every action that one performs.

### **The values that facilitate creativity to blossom are**

- the ability to observe
- willing to receive the inputs with openness
- ability to introspect
- ability to let go and be with the flow
- common sense which is highly uncommon many a time
- ability to be involved and focused in present moment
- critical thinking and fine blend of logic to apply appropriately
- deep love and passion in whatever they pursue

- being essence focused and change sensitive
- high level of context sensitivity
- ability to connect, correlate and create

**The values that restrict creativity are**

- being conditioned to the processes and methodology from past knowledge and experiences
- being rigid and unwilling to let go of the known to move into the unknown
- feeling of inferiority or superiority
- getting caught in ritualism and fear of facing implications
- avoidance of conflicts and problems
- too much adherence to form and being attached to form and structures
- looking for prescriptive solutions to solve problems and issues

The HR has to ensure through its various activities that the facilitative values are integrated into the organizational culture. To integrate the same they have to derive the beliefs that will enable these values to be practiced in the functioning of the organization. These values need attention and appropriate encouragement every time they guide the actions of the employees in the organization.

The challenges in social organization need high level of creativity right from resource utilization to execution of projects. Since social entrepreneurs are primarily change makers they face a resistant society many a time. As an organization, creativity is needed in several dimensions that directly impacts organizational sustainability like cost; quality; service; cycle time; demand management and so on.

Creativity is the ability to detect the extraordinary from ordinary. It is actually a matter of perspective. It is more in the way of thinking, the lens through which every issue is being looked at in the organization. The issue and problems do not go through a change when creativity is applied, but the treatment to it and converting it into learning opportunities goes through a change.

For creativity to be stimulated, passion should run in veins of the organization. While on one end social entrepreneurs are charged with vision and passion, the challenge is how to make this a part of the entire

organization. For this, the organization should give enough space and freedom for people to explore themselves and their capabilities. They may have a main stream work that is designated to them but there can also be spaces where they lend themselves as volunteers to connect and further the organizational vision. The idea of informal discussion forums; spaces where people can pen their ideas and circulate; space to explore and experiment different methodology and processes and an environment which is appreciative of stretch and contributions.

For creativity to be optimal, one has to fall in love completely with what one is doing. When there is love there is highest level of creativity that is ignited. Creativity thrives when one is not afraid to make mistakes. If one is not afraid one is free to flow out of the box and accept different perspectives. Creativity springs from being child-like; have a sense of awe in life and a wonder that never ceases to die. Every problem is seen as a space to grow and push to evolve. It is the critical role of HR and Management to ensure creative minds and loving hearts beat as a way of life in the organizations aiming to influence society and people.

#### **Reflections:**

- To what extent does the organizational culture allow free wheel thinking and out of box solutions?
- What are various discussion spaces that exist in the organization to share thoughts, emotions and ideas?
- To what extent is creativity appreciated and what processes ensure creativity is identified and used?

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## ***Belongingness Dimensions – Feedback and Review***

A critical process that will enable growth and sustenance of an individual and the organization is the feedback – review mechanism. While this is important it is also most feared or hated or loved depending on the culture of the organization. The process of feedback can either make or mar the entire experience for the individuals. HR of the organization has to take great care to ensure this process is set properly and carefully within the organization.

The word feedback is defined as “essential to the working and survival of all regulatory mechanisms found throughout living and non-living nature, and in man-made systems”. Feedback is seen a two way flow. Feedback - is inherent to all interactions, whether human-to-human, human-to-machine, or machine-to-machine. There is also an inherent expectation that feedback is given about the prior behaviour is with an intent to adjust its current and future behavior to achieve the desired result.

(<http://www.businessdictionary.com/definition/feedback.html#ixzz2i3UVcAj4>)

Feedback and review are seen as critical process with the outside clientele or customers. But many a time the internal customers are forgotten. It's last priority. Further, it is intended to be a natural, objective process. But many a time treated as an opportunity for bashing, critique, finding fault, ego massaging exercise. This renders the process into a blame game, defense, protecting self activity. That is when the faith in the feedback system is lost completely and it does not in turn feed into the growth and development of the individual or the organization.

Every individual has three gaps (J.M.Sampath, 1995).

1. Between Intension and Action
2. Between Action and Perception
3. Between Perception and Expectation

While it is easier to tap what one wants to do and how one actually ends up doing; it is difficult to tap what one does and how it is perceived by the others. This action – perception gap is bridged through the process of feedback. It is actually a wonderful process of reviewing what has gone, how it is perceived and how it can be bettered. Feedback enables an individual to –

- Review and learn a different perspective from the others
- Bridge the gap between action and perception
- Understand the multiple dimensions of each action and its implications
- Have a space to reflect, introspect and a possibility to grow and develop

While feedback is a continuous process, it cannot become an over-kill. Anything that goes beyond the effective zone is likely to lose effectiveness. So, feedback has to be an institutionalized process well planned at periodic intervals. It can be coupled with informal processes that happen in cliques and matched groups within the organization.

Feedback many a time, come mixed with both technical and human issues. While technically some things may be correct the human issues will not allow the individuals to receive it objectively. Every feedback has to be properly captured and sifted to understand the technical issue in them as well as the human dimension. While technical issues may be resolved by looking at alternatives, formulating new process, anchoring on the vision and goal based on the values of the organization; the human dimensions are tough to resolve. They are usually seeped in ego, restrictive beliefs, past experiences, future fears. Unless these are not addressed at the core level in the culture of the organization, the human dimensions will continue to surface during every feedback session. This is where the HR has a lead role to play. They have to tap the human dimensions that emerge and ensure it is rectified in the shortest possible time.

The beliefs and perspectives that enable effective feedback in the culture of the organization are -

- The culture of the organization that can give and receive feedback effectively has learning and openness as core practicing values. The people need to believe that feedback enables them to learn and grow. They need to be receptive to the inputs that come from the environment and be willing to examine the data and learn.
- The intent of the feedback has to be purely developmental in the culture of the organization. That is possible if the entire organization is working towards the vision and all the members believe if anything can be bettered it has to be done in the larger interest.

- The feedback does not emerge from the ego directed to another's ego which becomes a fault finding activity. It has to come from the conscious intent of love, respect and confidence within the person who is giving it as well as in the person who is receiving it.
- The feedback has to be well documented with intent to find solutions so that the situation does not occur again. If a lot of quick fixes become the part of culture then, people also loose respect for the process. The value of giving feedback goes down if only the feedback is received without a betterment of the situation.
- The feedback mechanism and matrix as to the receiver, enabler and solution provider has to be well defined within the organization. Otherwise a lot of informal feedbacks will be floating around with the hope that it will reach the right person which can be detrimental to the psychic health of the organization.
- The timing of the feedback is extremely important. When the right thing is said at the right time the value of the same is very high. But if the right thing is said at the wrong time the value of the feedback goes down tremendously.

The extent to which there is a powerful feedback process reflects the extent of trust, love and belongingness in the culture of the organization.

#### **Reflections:**

- What are the feedback mechanisms that operate in my organization?
- At an individual level how comfortable am I to give feedback and receive feedback?
- What processes do I use to document feedback and ensure the learning is captured?
- What is the follow through mechanism to ensure the learning and openness dimensions are kept alive in the organization?

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## ***Belongingness Dimensions – kindling and sustaining passion***

*Ignore what a man desires and you ignore the very source of his power ...*

*- W.Lippmann*

Three words as default that have connected to people playing HR role in any organization has been motivation – inspiration - passion. These three are also the words that have been most mixed-up and used mistakenly for organization development. We need to clearly articulate the meaning as well as understand to what extent these words are relevant to the world in the next decade and their relevance in social organization.

Apart from the dictionary meaning of motivation – inspiration and passion, it also means that motivation and inspiration are being externally anchored while passion is more internally anchored. Motivation is more transient and requires a frequent dose every now and then to keep the person interested in what one is doing. For this is to be more long lasting and deeper both the motivator and the motivated have to be powerful. Inspiration is much deeper and has higher level of involvement of the person. Yet, the stimulant object or person or event is outside. Most of the times the power and depth of the motivation and inspiration is directly proportional to the power and depth of the motivating object, person or event. Therefore, sustenance is a question since many factors are not in one's control.

On the other hand, Passion is triggered from within and the source remains connected to something that is anchored within. Therefore, the sustenance is also within one's control. Organizations of today have stepped into the era of consciousness (Kalpana Sampath, 2006). The employees of next decade are Gen Y and Z. They are in a totally different league when compared Gen X of yester years. The word motivation is largely influenced by Maslow's hierarchy of needs since 1940's in the management arena. Many have got stuck and not moved from there much. Even Herzberg's hygiene theory has failed to answer the situations of current organization scenario. Since last five decades we have been talking of motivating people forgetting that the people today seek higher order needs. When that happens what was considered as a bonus factor earlier has become the minimum expectation (Kalpana Sampath, 2005).

In a study conducted by The Ken Blanchard Companies, the findings revealed that organizations wanting to create an environment where people have job commitment need to ensure that their creative, talented people see their work as meaningful. Second, organizations will want to create an environment where people have autonomy and feel able to make the decisions that influence the quality of their work instead of having leaders making most of the choices for them. Finally, and importantly, organizations will want to ensure that opportunities for Task Variety are present, meaning that an individual's work should not be so repetitive that it does not stimulate thought and require attentiveness. There is an intrinsic quality bringing about a need for perspective change in the way we see motivation, inspiration and passion. Organizations like Google have understood that unless their people are not given space to pursue their passion, they are not intrinsically inspired and motivated. The efforts of HR, therefore, to ensure sustenance of the high spirit of the members has to go into identifying, understanding and kindling their passion. The alignment of the personal vision and organizational vision is an inevitable factor. For this to happen they have to ensure the employees are aware and have good enough clarity on their personal vision. They have the feeling of ownership and belongingness to organizational vision.

Motivation and Inspiration are more challenging in a social organization. There is no dearth for passion amongst the founders and people who have joined voluntarily and have clarity that they are working for a cause. But many a time for the other staff it has to be accepted that work may be just a job that enables them to take care of their family and life. They may have no great empathy or connection to the cause that the social organization may be working for. This causes value conflicts, affects the decision making process and speed of the organizational functioning. The onus of understanding these staff, helping them identify their passion and vision in life and supporting them to connect to organizational vision, vests on HR and team leaders. In a social organization due to sheer size and resource availability there may not be exclusive HR function and people. Then, the team leaders have to play the HR role and become the conscious keepers of the vision and values of the organization. If their focus is motivation, they have to continually keep pumping in the stimulants to motivate and inspire them. But if they spend time in knowing their people and providing space for kindling their passion they will have intrinsically happy and

contributing employees who connect to the vision of the organization in their own ways.

*A chicken and a pig were having a discussion. The chicken said, "I am committed to giving one egg every day."*

*"That's not commitment," the pig said. "That's just participation. Giving bacon, now, THAT's commitment!"*

*Commitment is sustained by passion. The difference between ordinary and extraordinary is the extra and that comes with the passion.*

#### **Reflections:**

- What are the mechanisms that exist in my organization that taps people's passion?
- What are the spaces available in the organizational processes for one to pursue their passion?
- To what extent do learning and development processes in my organization kindle and deepen the passion of the employees towards their vision?
- How much do I keep fueling my passion for my vision in my life?

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## ***Belongingness Dimensions – ‘heart connect’ to combat retention***

While attracting excellent talent may be a challenge, retention is even more so in social organizations. One of the key roles of the HR is to ensure employees remain with the organization and contribute their best during their tenure. Employees who come into social organization are of different shades – those who come with passion; who come to make a difference to themselves and society; who come as a stop gap; who come to keep themselves busy; who come as volunteers to feed ego; who come to explore and find out what they are seeking in life; who come to fill the large vacuum in their life and hearts...and so on. What would be the key focus points to keep the employee engagement at its best so the retention is also ensured?

Research has shown that work- life balance, Proper career development opportunities, Process to sustain the passion and personal vision of the employee, Professionalism in terms of proper systems and processes, along with this Job satisfaction and job clarity have a direct impact on the employee satisfaction which indirectly impacts retention. Along with all this and the belongingness nine dimensions, the heart-connects are very important. The meaning of belongingness that has been discussed in these articles is stated as “a state of being born out of a relationship, in which one experiences value for oneself, being cared for, with a space for continuous evolution leading to the need to fulfill the expectations of the relationship and beyond”. This brings in the need for synchrony of the head and the heart. Most of us wish that we have a workplace where it feels like being with family and friends. But the efforts to create a space like that are not sufficient.

There is a myth that control, logical conclusions and hard wiring are not functional where the heart is functioning. In reality, employees are humans and not machines. They go through a series of emotions in a day and if that is not addressed and stimulated adequately we are left with a set of robots at the end of the day. Especially in a social organization the need to feel the passion is important. Passion emerges the best when there is a blend of the head and the heart. HR of an organization has responsibility to ensure the synchrony of head and heart.

In organizations many a time heart connects happens in cliques. Clique formation could be based on language, region from where they come, educational background, college affiliation, gender, common issues faced in personal or work-life and so on. HR mistake this connect usually as employees being connected. But that is not so. Cliques are always a bane to growth and evolution of organizational culture. The grapevine issues are highest within the cliques. More the cliques within the organization, lesser would be the flow and synchrony across the culture. The employees who are not able to be a part of any clique are usually left out as loners or rebels or as misfits in the system. The human issues between the cliques can be difficult to handle creating an insecure, suspicious, closed culture.

The HR needs to become aware if there is real connect of the heart within the organization. Processes have to be formulated where employees have the space to relate, share their emotions, to articulate deeper value conflicts, make friends not necessarily because they are work colleagues. For this to happen, the HR needs to ensure there is a higher level of

- Expression of feelings, emotions and thoughts with each other. Expression does not mean employees have space to voice their opinions. Employees may speak a lot on various topics but not about themselves. Expression also does not mean being open about personal problems. It means that when employees communicate they share in equal measure the feeling and the thought dimension.
- There is sufficient freedom for employees to be themselves. Employees feel they are accepted for who they are. There are no judgments imposed on them and there are no masks to peel in order to relate to each other.
- The employees standby each other and are willing to support each other in times of need beyond the tasks.
- There is a high level of sensitivity for each other's feelings and emotions. There is empathy and acceptance in the culture.
- There is a deeper awareness of appropriateness and sense of timing with regard to context, place and time when employees relate to each other (*adapted from value profile instrument (VPI), Sampath J.M.1992*).

These have to be carefully woven into the beliefs and behaviour of the organization through processes of meetings, outings, during lunch and

talents; in the way each employee is treated by leaders; the way the leaders encourage and conduct their teams; the celebration of success moments; support in facing difficult challenges are all spaces where

these five elements of relationship can be built into the culture. It has to be integrated into the culture. It cannot be a annual activity but a perennial flow of energy through the veins of the organization. Retention is not something to be handled just by systems built based on logic but also by connecting the hearts and making the place truly a loving abode.

#### **Reflections:**

- What is the level of expression and freedom experienced in my organization?
- To what extent are people willing to stretch and support others in matters other than work?
- To what extent do I know the people from other teams or departments and how much do I spend time in knowing them?
- What are the activities and processes that exist in my organization that brings me in touch with myself and others? What is the frequency of these activities?

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## ***Belongingness Dimensions – Gender sensitivity***

Being sensitive enough to not allow the considerations of gender to come in the way of work decisions is one of the simplest meanings given to gender sensitivity. But this has numerous interpretations and ways of understanding that has made gender sensitivity a very critical and important dimension of the HR in an organization. This is most oft used term in HR now. The issue of gender sensitivity quite contrary to the original meaning has been interpreted in most spaces as female empowerment, female gender sensitivity compromising one gender for the protection of the other. Further it has also become more of a gender equality issue compromising the sensitivity part. In all the discussions the question largely is on inclusion and respect of the human being over the gender issues which has not been focused enough.

HR as a conscious keeper has significant role to play to ensure there is highest level of inclusion, respect, sensitivity to human in the organization irrespective of their gender. They need to take care that the stereotype of culture and region does not directly impact the evaluation of the individual competence and capacity. The relationship and roles that people play outside the organization does not influence the standing and the role choices within the organization. The sensitivity is driven by equality in opportunities and acceptance.

But none of these can be done out of context. Very recently I was reading a newspaper in Kuala Lumpur which says men are contemplating to start a forum that will take care of male abuse at home and office. Another observation is that gender sensitivity has become many times an issue of convenience that can be used by either gender to their advantage. How can then the various issues that arise related to gender be handled at an organizational level? HR needs to focus at the cause level while dealing with these sensitive issues. Identification, awareness, education and modification of beliefs related to gender have to become an ongoing process. Many include it as a training module expecting things to change after that. But actually this sensitivity has to be integrated into the culture of the organization. The values of mutual respect, inclusion, focus on vision and essence are the foundations on which the gender sensitivity can be built. The dialogue should address the belief that the employees hold with regard to

masculine and feminine characteristics. These beliefs are made right from womb stage; they are the learning from every experience that the person has gone through. These learning over a period of time become conclusions and remain as beliefs. The beliefs govern behaviour. The various interpretations related to the culture of the larger society and their own upbringing has to be explored. A deep dive into the core life orientations with process methodology would go a long way in enabling the individuals in evolving beyond their gender fixations and stereotypes. This assumes a larger significance in social organizations with its heightened sensitivity to any kind of social injustice, compromise and flaws.

Many times in the name of equal justice and sensitivity the contextual elements are forgotten. The unique requirements of each gender and the natural competence are under played. This robs the spirit of true sensitivity and concern too. This happens when the gender issues are viewed and decisions taken at a form level rather than at the essence level. More so, in a social organization where the extent of risk can sometimes be large when working with a community that is hostile. When a person requires support, help, protection it is not to be viewed as being weak but as something that the context demands for the vision to be fulfilled. Many a time the sensitivity is also used as a convenience factor in favor of one gender. This can again defeat the purpose of mutual respect and inclusion.

Therefore, the possible steps that HR can take is to –

- Identify all spaces in the culture and behaviour where disrespect, non-inclusion, insensitivity, bias shows itself
- Find or create opportunities where effective dialogue and process can happen to articulate the beliefs that govern the above behaviour
- Bring to the awareness of the people the decisions taken based on stereotypes and past baggage without taking the micro and the macro context into consideration
- Cut down consciously all policies and rules that may lead to compromise of any gender for the favor of the other
- Ensure maximum micro and macro contextual elements are taken into consideration in any decision making process
- Enable through tolerance, acceptance and love the modification of the beliefs to ensure respect and inclusion grows within the organization

- Enable integration of sensitivity and appropriateness into each employee through positive appreciation and reinforcement
- Make these a conscious keeping and ongoing activity of HR

Ensuring a nurturing evolving respectful, inclusive culture is an ongoing activity. The HR as conscious keepers have to ensure this is ingrained into the DNA of the organization.

#### **Reflections:**

- What are the typical gender related conversations that goes on in my organization?
- To what extent are the values of respect and inclusion seen in my organizational culture?
- What actions are taken to ensure no one gender feels compromised while working on any task in the organization?
- What are the conscious keeping actions that are taken on an ongoing basis to ensure gender sensitivity is a part of the organizational culture?

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## ***Belongingness Dimensions – Competency Management Enigma***

Mapping and managing competence has been rewarding as well as a challenging feature of HR in the last decade. There is a realization that every task and position in the organization requires certain competencies. There is an inherent belief that people have certain competencies and are capable of developing other required competencies through learning and education. Hence there is a hue and cry on competency mapping in the last five years. Yet the issue of non-alignment between competency and delivery of the task is still seen existing in organizations. The challenge lies in the fact that in spite of the competency being taught and developed yet on the ground it does not show up many times or it shows up in personal space and not in the work space or vice versa. What is the real issue and where should HR focus?

*'It is important to know what I am capable of,  
It is even more important to know what I am using my capabilities for'  
(Sampath 2003)*

Employees may have many competencies but we cannot forget that they live in a state of choice making all the time in life. We may have capability to handle a certain situation but may not be willing to do the same in another situation due to several other considerations. Further there are baggage's of beliefs that are continuously controlling the usage of these competencies. Also, the extent to which we identify with the task, organization and team and feel belonging is a deciding factor on the usage of competency. While HR is focused on mapping and management, not enough focus has gone into the stimulants and catalysts that will enhance the usage of the competencies.

In competence management it is not the skills alone that are important to be developed. But it is education that will make employees want to make the choice of using the skill which is more important. The competence building activity should involve both education and skill development. Usually it is easier to focus on skills to be developed and design programs that will impart the skills to employees. The employees having the additional new skills still continue to make the choice of where and how much they want to employ those skills. There are times when employees feel that using the skills will attract more work and responsibility and choose not to use it in organizational context. The

skills many a time do not get aligned or connect to the organizational and personal vision of the employee.

The employees have to be given the education to deep dive on the importance and gain clarity on the competence and its usage; they will realize the need to develop certain competencies and skills. Then the skill that they acquire will be meaningful to them, which will further make them decide to use the same. The employees should not see competence enhancement from merely an employability perspective but from being an asset and contribute wherever they are in life. These competencies will then be seen as a part of evolution in life and a maturity process. They will not be perceived as something that the organization is giving to enhance employability and extraction.

There are several factors that influence the usage of the competencies. These include –

- The beliefs that control the behaviour
- The differing personal vision vs organizational vision
- The ego that brings the ‘I know’ attitude stopping application of learning
- The non clarity on life vision and consequently non alignment towards life goals
- Low feeling of belongingness to the organization and job
- Disparity in rewards and recognition or non clarity in measures of competence
- High connection of competence to materialistic gains within the organization
- No clear measurement strategies and not aligned to organizational growth

In social organizations the issue of competence mapping is extremely challenging. It is difficult to demarcate specific jobs and specific competencies since employees will have to do multiple jobs and play multiple roles. They will have to anchor strongly in the vision and see their role from a holistic point of view. The competency has to be aligned to the vision and uphold the values the organization lives. The HR will have to identify the key foundational orientations that employees need to possess to be a part of the organization. The focus on competency development and management has to become a part of the organization right from recruitment, work plan, rewards and

recognition, performance management, career development and so on.

Further the HR has to focus on building the capacity of the employees to integrate the skills making it a part of their personality. They also need to be matured to continuously be more context sensitive and have the capacity to quickly discern the choice of using the most appropriate competency in handling various situations in their life. A true work on competency is a highly integrated, deep and continuous process that will evolve the human beings rather than as mere employees. A competency development activity of this kind will then be a contribution to the individual and become an activity to enhance the consciousness of the world.

**Reflections:**

- What are the foundational competencies that my employees need to possess to fulfill the organizational vision?
- To what extent are the employees aware of their own competencies and the gap between what is required and what they possess?
- To what depth does my organization do competency mapping and management?
- What methodologies are adopted to ensure there is education and not mere skill development in enhancing the competencies?

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## ***Belongingness Dimensions – Organizational Spirituality and Social Entrepreneurship***

The last decade signifies entry into consciousness era, an era that has the Generation Y and Z as the members of the organization. This era intends to work on holistic paradigms where relationships and inter connectedness have become important. The Gen Y and Z are in the mode of enquiry and balance of work and life. Gen Y have been identified to possess qualities like Confidence, Sociability, Morality, Street smarts, Diversity, Collective action, Heroic spirit, Tenacity, Technological savvy, Lack of skills for dealing with difficult people, Multitasking, Need flexibility and so on. They have been raised by parents who nurtured and structured their lives; they were drawn to their families for safety and security. They were also encouraged to make their own choices and taught to question authority. (Executive Office, Talent Management Team, United Nations). For Gen Y, salary and status were not high on the priority list, according to the study by Talentsmoothie ([www.talentsmoothie.com](http://www.talentsmoothie.com)).

Added to this the world today is dynamic and reeling between paradoxes. Be it political, social, economic, the context is varying at a speed that was never conceived before. The social issues too are growing deeper questioning some of the fundamental institutions connected to life. In this paradoxical environment the Gen Y and Z employees looking into social issues emerge from a deepened enquiry mode. Their methodologies connected strongly to technology and digital world would emerge from a different paradigm than what has been so far in the last several decades. No longer are social entrepreneurs in India emerging from social work backgrounds alone or as an alternate career choice. People from all walks of life especially from IT sectors after making a good stint and acquiring financial security are moving into social sectors with a choice that invokes their social responsibility. This is slowly changing the operation principles and paradigms within the social organization. This also has a deep impact on the culture on which the emerging social organizations stand.

For the futuristic social organizations of consciousness era the sustaining culture emerges from the space of Spirituality. While Intelligence and emotional dimensions have been the forte, the future leans more towards spirituality. Spirituality is the most controversial

and misunderstood and misinterpreted word in management. Dr. J.M.Sampath (2012) has explained spirituality as “a process that enables one to live in sync with the universe wherein there is complete surrender in which one experiences total empowerment. It is a state in which one acts with complete awareness within and outside, to align with any given context, to do what one needs to than what one wants to, with a single focus to nurture universal wellbeing”... He elaborates that “Spirituality is not religion. It is not an orientation. It is not any cult or group thought that we belong. It is not about the form but the essence of the human being. It is a state of being which is well integrated into personality allowing flow and reflection process”...

Social entrepreneurship is in reality a chosen profession which stands to benefit society giving a deep selffulfillment for the individuals. The sustainability lies in its deep connect and alignment with the Universe and the consciousness ways. The nearest to this was a parable I came across in the book Discovery

*A woodcarver called Ching had just finished work on a bell-frame. Everyone who saw it marveled at it, for it seemed to be the work of spirits. When the Duke of Lu saw it, he asked, “What sort of a genius is yours that you could make such a thing?”*

*The woodcarver replied, “Sir, I am only a simple workman. I am no genius. But there is one thing. When I am going to make a bell-frame, I meditate to calm my mind. When I have meditated for three days, I think no more about rewards or emoluments. When I have meditated for five days, I no longer think of praise or blame, skillfulness or awkwardness. When I have meditated for seven days, I suddenly forget my limbs, my body; no, I forget my very self. I lose consciousness of the court and my surroundings. Only my skill remains. In that state, I walk into the forest; stop at the tree which will give me the bell-frame. I see the bell-frame in all its perfection. Then my hands go to the task. Having set myself aside, nature meets nature in the work that is performed through me. This, no doubt, is the reason why everyone sees that the finished product as the work of spirits.” (Sampath.J.M, story 76. Discovery - 3rd edition, Insight Publishers, Bangalore, India, 1998)*

The HR person in social organization has a significant role to understand the changing paradigm and carefully nurture the following elements in the organizational culture –

- A deep sense of mindfulness in every action of the Leaders and members
- A sense of unshakable trust in the vision and values of the

organization and ability to be trustworthy

- The thought that each of them are there to serve the vision rather than the outcome of vision serving their own needs
- Being connected to self at a deep level and having individual evolution as an aim of learning and development
- Being able to set aside ego and respond from conscious rather than react from ego to the changes, feedback and innovation that happens in the organization
- Having a deep sense of gratitude for all resources one has and for the society which is accepting the support and service
- Believe oneself and be able to connect the cause and effect of every action at individual and group level

#### **Reflections:**

- To what extent do I trust myself and the consciousness around me?
- To what extent does ego play its part in every transaction in my organization? Is vision larger than self?
- To what extent are the employees accepting flow and welcome changes in everyday functioning?

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## ***Belongingness Dimensions – Story telling and documentation***

When people within the organization believe in the organization and its vision and values, the belongingness is stimulated automatically. What can bring that belief and trust? We have already looked at the nine dimensions of belongingness in our earlier articles. Along with the nine dimensions one that brings in a psychic connect, is the history of the organization. History always has played a key role in instilling pride and connectedness. The history of the organization is nothing more than significant stories and learning that is extracted from the experiences. These stories are powerful means of communication for employee engagement as well as employee belongingness if used properly.

Story telling especially in the East has always remained powerful means of disseminating values from one generation to the next. Ancient stories and parables have been storehouses of learning. The Zen, Sufi, Biblical stories, Jatakas, Panchatantra, Hindu mythology, Aesop's fables and Chinese literature have used stories to facilitate better human understanding and thereby a deeper enquiry into the values. The Panchatantra, famous for stories on values was originally in Sanskrit language written anytime between 100 BC and 500 AD. They were formulated by a teacher called Vishnu Sharma, to teach worldly wisdom to the four dull-witted sons of a king in South India. Originally the famous Jataka tales which has many animal characters in it were actually the happening in the ashram amongst the teacher and students. But for easy dissemination of the learning, those were documented in the form of stories and later on converted with animal characters that people love most.

'The human heart seeks the truth in which alone it finds liberation and delight. Alas, the first reaction to truth is hostility and fear. But, caught in the trance of 'Once upon a time' the message gets across to listeners, because one can oppose the truth, but who can resist the story?' Vyasa, the author of the Epic Mahabharata says, "If you listen carefully to a story you'll never be the same again. It is because a story will worm its way into your heart and break down the barriers to reality" (Mellow 1987 P.xxi). Richard Bandler and John Grinder who are pioneers in the area of Neuro-Linguistic programming in their book 'Frogs into Princes' prefer using metaphor artistically 'I don't have to listen to clients' woes,

and I get to tell very entertaining stories. Clients are usually bewildered, and often infuriated, that they have to pay me to listen to my stories. But the changes they want occur anyway...another way to make sure there is no dependency. You do things covertly that they don't have the faintest idea what you are doing and the changes they want occur any way' (Bandler, 1979).

The social organizations documentation and communication of the experiences of the organization becomes a powerful communication for employees to understand the spirit and values of the organization. It's interesting to note something significant about memory of the people. When they are with themselves they recollect a lot of good as well as difficult incidents. But when it is shared memory difficult incidents spreads faster than a positive incident. Therefore, it is HR's accountability in an organization that the values of the organization are disseminated through the real life experiences preserved in the form of stories. No one can deny the power of grandparent bedtime stories and narrations leading to development of core beliefs and values within the person.

The activity of documentation of experiences in a social organization is usually taken for granted and limited to some report writing. But if done well with structure, meaning, symbolism and understanding it can become a powerful disseminator of insights and wisdom stored in the minds of the people who have walked with the organization. More important is also the spaces where the same can infiltrate into the psyche of the culture of the organization. The documentation and dissemination of stories can leave behind

- Strong internal advocacy for the organizational values
- Feeling of connect, pride and ownership with the organization
- A deeper meaning and understanding of the people and the processes within the organization
- A touch with the insights and wisdom from the experiences of the people
- A deeper understanding of the success and failure factors in the field that the social organization is engaged
- An opening of possibility of change and realignment of the vision and values where necessary with the changing times
- A forewarning of the possibility of repetition of the history and therefore the outcomes which can be averted effectively

- An excellent possibility of connect with the head and heart of the employees and the teams
- One of the most powerful reflection exercise for the employees to learn from experiential process

Storytelling and documentation is just not a compendium of happenings and incidents within the organization connected to the environment, but it is the structured form of narration connecting the

- vision, purpose, goals of the organization at various times
- values, processes, strategies and actions that were taken
- the reason and extent of clarity that made the leaders take decisions
- implications of each of those decisions on the organization, person and the environment

Dissemination needs to be in multiple modes appropriately knitted into the subtle fabric of organizational existence through oral, written, visual, symbolism and many other mediums strung together and dropped appropriately through mindful processes. The idea is to leave behind the essence and meaning of existence that has evolved within the organization rather than mere memories and experiences. There is no one good day to sit and document. It is a constant process that is a part of organizational existence and growth.

#### **Reflections:**

- How much do I know of the origin, thought and feelings that makes my organization?
- What would be the best and the most difficult moments and insights that I would want to share about my organization to people?
- How much organizational time is devoted to reflection and documentation of experiences?

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## ***Belongingness Dimensions – Marriage of Corporate CSR and Social Organizations***

CSR – Corporate Social Responsibility, a boon for the social organizations has several impact spaces. This has to be seen both from the perspective of the corporate which have to work on enhancing their social responsibility as well as the social organizations who are the beneficiaries of this movement. The new Bill mandates that every company having a net worth of Rs 500 crore or more, or a turnover of Rs 1,000 crore or more, or a net profit of Rs 5 crore or more during any financial year must constitute a CSR committee consisting of three or more directors, with at least one independent director. This committee will formulate a CSR policy for the company and recommend the expenditure to be incurred on CSR activities. At least 2% of the average net profit of the company made during three previous financial years must be spent on CSR activities.

It is interesting to trace the way society has been taken care of by the largest influencing bodies in history which has been changing over a period of time. Centuries back, the kings played a key role in ensuring that society's needs are met. Then arrival of the religious institutions that played a large part and still continues to play in running institutions and supporting education and healthcare extensively. Followed by this were the governance bodies and today the Corporate have also been made a part of it. The Corporate are the largest bodies influencing a lot of lives currently and can make a difference by joining hands with the social organizations.

The understanding of the intent and the careful planning of the implementation has to happen in the HR of the corporate as well as the social organizations who are the agency to ensure the benefits are properly passed. The act defines CSR as activities that promote poverty reduction, education, health, environmental sustainability, gender equality, and vocational skills development. Companies can choose which area to invest in, or contribute the amount to central or state government funds earmarked for socio economic development.

This initiative has the potential to reach out to over 3 million NGOs that exist in India. But there is a large perception that most of them are disorganized and lack efficiency in functioning. This calls for social

organizations to become strong in their systems and processes; they need to accept and understand the need for accountability in every action, time and effort; they need to learn to evaluate and balance the head and heart (emotions and tasks). Further there are pockets and small scale work that most social organizations are involved in and scalability is a huge issue. They have to be willing to look at large scale interventions and effectively absorb and manage the funds that will become available. The initiative has the power to strengthen the social organizations in terms of scale and sustainability. But will the social organizations accept and learn to function differently is still an unanswered question. To what extent will they be willing to look at the monetary dimension and connect reach with value for money the way corporate envisages is not yet known.

While we have thousands of years of history where philanthropy and happiness in this world are equated through socio religious learning, Indian corporate are yet to have a holistic view of how they can impact society. The danger is for it to get reduced to a set of activities that will serve the purpose of adhering to the bill rather than seeing it as an inner connect of the people to the larger consciousness and a process of evolution. This will call for their active participation and deep seated vision and planning connected to organizational vision and values. Otherwise it can be reduced to a mere checklist exercise. The corporate have to work on matching the inner beliefs and spaces of vacuum experienced by the employees and connect them to spaces of fulfillment through the experience of joy of giving in person and material. It can also be a deep exercise to connect and bond the employees at heart level. When they get involved the corporate has to do their due diligence to ensure they work with high impact credible organizations.

The social organizations too has for long shun anything that is so called 'corporate' in terms of culture and efficiency. There have been two worlds existing – be it stream of education, people, orientation, philosophy, culture and so on. Now a marriage of these two has to happen for both to support each other and evolve together. The larger idea is to ensure they both accept each other and learn the best practices from each other. It's important that each of them do not end up trying to convert the other becoming judgmental and proving either orientation as wrong. They need to accept each other and appreciate

the benefits each can bring to the project on hand and ensure the benefit is reached out to the needy. It is no surprise in some ways they are of opposite to each other but the 'Poornam' or whole can happen only when the opposites merge. No one single person is more important than the other and each are required for fulfillment of purpose of the other. Therefore there has to be –

- Clear planning from the corporate linked to their organizational vision and values the areas where they can reach out and support society
- Deep connection and mapping to the employees willingness to participate and the social organization's requirement
- Developing systems and framework that will measure impact, reach out and development by the social organizations for the funding, effort and energy invested by the corporate
- Ability of the social organizations to formulate clear and detailed proposals that match the requirements of the corporate in the local areas and approach them building a viable relationship that is mutually beneficial.
- Willing to meet mutual expectations in terms of financial accounting practices and processes of implementation.

It has to be inclusive inter-dependent relationship build on trust and integrity to ensure the intent and essence of CSR initiative is met completely.

#### **Reflections:**

- To what extent do the processes in my organization qualify for corporate funding?
- How can I extend benefit to the CSR that the corporate has to fulfill and also ensure the need of my social organization is met?
- To what extent are the employees aware and are participative in the CSR initiative?

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## ***Belongingness Dimensions – Accounts of accountability***

One of the major issues in HR especially in a free flow social organization is all about accountability – internal as well as external. The question is usually, who is the final peg in every task that is taken up in the organization. Many a time, it is escalated till it reaches the dead-end of top. But those organizations cannot be called agile organizations. Being agile not only requires responsibility but also high level of accountability. But, the common place discussion is all about responsibility and not so much on accountability. The difference between responsibility and accountability is huge.

Responsibility is the ‘response’ ability – ability to respond to situations, people, task and issues. Accountability is the ‘account’ ability – ability to account for everything that happens to the situation, people, task and issues. When it is accountability there are no grey areas. It is in absolute – a two pronged answer of either yes or no. Responsibility is more about responding which can have varied level and intensities. It has shades of grey that are debatable.

The shades of grey makes responsibility issues more complicated. There are two kinds of responses with fine distinction – reaction and response. These two words are interchangeably used many a time. Reaction is often seen in a cause and effect relationship; an instantaneous reply to the stimuli. While, Response seems to be a thought out reply with balance of intelligence and heart to the stimuli. Life coach Bob Proctor said, “When you REACT, you are giving away your power. When you RESPOND, you are staying in control of yourself.” A reaction could also be instinctive and immediate reply; while response is planned and timed reply. It is interesting that both reaction and response do not anywhere explicitly talk about being accountable. People can choose to react or respond but may not take accountability for the consequences that may follow the reply. Nevertheless, response is considered as higher order reply compared to reaction.

While there are ways in which responsibility can be taken, there are many ways in which people do escape responsibility. To aid the escape there are some very close friends as detailed by Dr. J.M. Sampath, managing director of Arpitha Associates

- Excuses
- Reasons
- Because
- Rationalization and
- Yes...But

These friends, he says, are so close that when you own them up, you automatically disown the problem and pass the issue to someone else who is available. In an organizational context it becomes an automatic 'passing the buck' game. Everyone seems to be action oriented but no one is accountable for the consequences of the action. The buck does not seem to stop with anyone until it is escalated and cannot go any higher. Even at that space it can easily move on horizontally from field to field. Social organizations work continually and people are very engaged in continuous dialogues but who is actually accountable is yet to be determined.

These five friends are extremely loyal and they have an important role to play and that is to ensure your ego is protected. In a social organization where layers are more flat, multi – role and multi – task is required, the grey shades of responsibility only grow higher. People who perform also tend to develop the 'holier than thou' attitude. The orientation is that of "I'm doing everything possible but it's the others who are wrong. Until they change and stand corrected I will not be able to show any impact." It would be like -

*This is a story about four people named Everybody, Somebody, Anybody and Nobody. There was an important job to be done, and everybody was sure somebody would do it. Somebody got angry about that, because it was Everybody's job. Everybody thought anybody could do it, but nobody realized that everybody wouldn't do it. It ended up that everybody blamed somebody when nobody did what anybody could have done (Sampath. J.M. story 92 Discovery – 3rd edition, Insight Publishers, Bangalore, India, 1998)*

Accountability on the other hand is all about specifics and traceability to the last point. It is an orientation that calls for –

- Owning up of the consequences of every action from self
- Taking action from end to end including all follow ups to complete the action
- Being proactive to pre-empt the blocks and take corrective action as a response
- Ability to move comfortably in the organizational hierarchy to

achieve the goal and ensure its in linewith the organizational vision

- To find alternatives and options and make informed choices that will lead to decisions that are value adding.
- There is high level of clarity in each action irrespective of it resulting in success or not. Therefore every action can be substantiated very well.
- Ability to face hurdles and blocks standing strong with perseverance till the goal is achieved.

Whether within the organization or with outside stake holders, social entrepreneurs need to be accountable. In the issue of CSR, the corporate organizations would demand accountability from the social organizations. The impact studies would be of quality when they reflect the accountability in the efforts. The sustenance of a thought, idea, institution lies in the extent of accountability that each of us can take as social entrepreneurs for what we offer to the society. Many of us wish to be responsible citizens but how many of us are willing to be social entrepreneurs with accountability? The HR of the social organization needs to drive accountability within the organization and not mere responsibility.

#### **Reflections:**

- What does accountability mean to me to be a social entrepreneur?
- To what extent do I use the five friends in my everyday life?
- On a scale of 1 to 10, to what extent do I take accountability for myself and the society around me?
- What are the actions in my everyday life that show I am accountable for my vision and goals?

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## ***Belongingness Dimensions – Winning, a process of problem solving***

Problem solving is an integral activity in a social organization. Representing the causes of many in the society and ensuring the misalignment in the society is addressed, a social entrepreneur is engaged in problem solving on an ongoing basis. According to Asoka Innovators of public, social entrepreneurs find what is not working and solve the problem by changing the system, spreading the solution, and persuading entire societies to move in different directions. They are individuals with innovative solutions to society's most pressing social problems. They are ambitious and persistent, tackling major social issues and offering new ideas for wide-scale change. ([https://www.ashoka.org/social\\_entrepreneur](https://www.ashoka.org/social_entrepreneur))

There are different ways, in which the problems are addressed – from activism to negotiation. They are the stimulation for several change makers to join and support the causes that needs to be addressed. Usually these social entrepreneurs present user-friendly, understandable, and ethical ideas that engage widespread support in order to maximize the number of citizens that will stand up, seize their idea, and implement it.

There are different ways in which a problem may be addressed; from activism to negotiation. While problem solving may be the issue of the field people in the social organization, building the fundamental orientation to problem solving has to be taken up by the HR of the organization. At an organizational level this orientation has to be integrated into the culture such that whether internal or external problems, all are addressed with similar orientation.

Largely there are four fundamental orientations –

1. Win – Lose
2. Lose – Lose
3. Lose – Win
4. Win – Win

- **Win – Lose:** This is a typical orientation which runs with the belief that “winning means only one and at any cost I have to win”. It also emerges from the belief that “if there is a wrong it is because of

others and I need to set it right; that is the winning”; “If I have to win others will have to lose”. This orientation is the most common in the world. This causes unwanted competition between the social groups/ society and the social entrepreneur. It also creates a space where people take stands and would want to ensure they are better than the other. This orientation may leave behind negativism or revenge and remain unresolved completely until both are pushed to lose – lose situation.

- **Lose – Lose:** This is usually the resultant of the Win- lose and lose – win orientation. When the competition gets bitter and either side is strong and they are not willing to understand or accommodate the other’s perspectives, over a period of time the entire effort is rendered waste. Both the parties lose. There is dissatisfaction, disharmony and a lot of frustration as a result. This usually operates on the belief “its fine if I don’t get what I want but I will never allow the other to get anything out of this”; “If I can win I will try all means, if I can’t I will not allow others to win”; “it is fine even if we cannot do the project but I will not tolerate the other winning and I losing”.
- **Lose – Win:** This is an interesting way in which the social entrepreneur is willing to just give up and allow the other person’s perspective to prevail. It is done when there is a defeatist attitude and ‘nowhere to go’ situation is perceived. The belief that rules could be “anyway I can’t win let them at least have their way”; “I will just put down all my cards so they will feel bad to fight and win against me”; “ If I can’t win at least I have to make them feel so bad that they have won”. This is a self destruction path and closes the space for negotiation.
- **Win – Win:** This is the most difficult yet most productive orientation. Both perspectives are examined with openness and focus deriving the best of both. There is a higher level of satisfaction possible and the result will have the best option from all dimensions. This also brings in higher level of ownership, accountability and adherence to the solution and its implications. The belief that guides could be “winning does not mean one, both of us can win together if we are willing to choose the appropriate option together”; “ the issue has to be addressed with what needs to be done than what I or the other person want to do”; “for peace

and harmony to prevail, I have to ensure the best parts of the perspectives are chosen and negotiated”; “I have to put down my ego and go by the appropriateness of the context and situation if we have to have win-win”.

The often considered as utopian paradigm of win-win was answered in a parable that I read long back -

*A farmer, whose corn always took the first prize at the state fair, had the habit of sharing his best corn seeds with all the farmers in the neighbourhood. When asked why, he said, “It is really a matter of self-interest. The wind picks up the pollen and carries it from field to field, so if my neighbours grow inferior corn, the cross pollination brings down the quality of my own corn. So I am concerned that they plant only the very best.”*

Sometimes our own insecurity within comes in the way of choosing win-win. It is very easy to get into two opposite sides and compete; but it takes a lot more effort to stand in humility and reflect objectively on multiple perspectives and choose the best option. It is the responsibility of HR to ensure that the problem solving processes within the organization is guided by win-win orientation. The HR of the social organization has to instil the win-win orientation as the core fundamental orientation which will be used in both internal and external problem solving situations.

#### **Reflections:**

- As a social entrepreneur how much of win-win do I use in my problem solving?
- What are the predominant orientations of problem solving within the organization?
- What does win-win mean to me in life as a social entrepreneur?

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## ***Belongingness Dimensions – Employee engagement***

Employee engagement is the commitment the employee has to the organization and its goals. This commitment means engaged employees actually care about their work and their company. They don't work just for material considerations alone, but work for vision and evolution in life. This means that they are willing to stretch and go beyond their work expectations. They will own up the organization and their work. "This is about how we create the conditions in which employees offer more of their capability and potential."

–David Macleod

When employee engagement is high, they put forth a lot more effort to own up their tasks, achieve quality, and deliver results. The popular belief, so far, has been that putting appropriate systems in place can enhance workforce efficiency. While systems and processes do enhance efficiency, focusing on the people factor and their level of engagement with the organization can bring in workforce effectiveness, which is beyond efficiency. This engagement connects to the extent of -

- employees feeling mentally stimulated
- high trust and communication amongst the employees including management
- employees being able to be child-like and open minded in work and people connect
- employees feel high energy to complete the deliverables and contribute further
- level of pride an employee experiences being associated with the organization
- extent of connect and passion that the employees show in their work
- willing to stretch and pull others with them in the journey to reach organizational vision
- extent to which employees generate love and affection in their working teams
- willingness to stretch, support, stand by each other in crisis, new ideas, tragedy and happy events within the organization
- Rejoice, encourage and stimulate each other to give their best to work and vision
- Decisions reflecting vision beyond self in work teams

Usually in a social organization where the engagement with the outside society is very high, the people within the organization are taken for granted. Tried and tested ways of yester years become the organizational culture without a serious thought to the present realities and what the employees truly need. The Generation Y and Z who are the current set of employees seek different levels of engagement. The Gen Y and Z are those people who seek choice and meaningful life. Therefore their decision to work in development sector is more a matter of choice and not out of desperation for livelihood. So they will stay only as long as they see active and meaningful engagement. They are also the people who try out innovative processes and are willing to move into varied areas. They are ready to explore and experiment. They are not caught in the need to settle down for routine life and steady income. Money has a transient value and therefore no longer money and incentives are prime motivators or decision factors connected to job and profession.

In the light of this, employee engagement cannot be seen as a set of motivational activities that needs to be done periodically. Instead, it has to be seen how much dialogue, active involvement, feedback and follow through are present within the organization at Intellectual, emotional, social, physical and spiritual level. The people managers have to elevate to the position of conscious keepers and monitor these areas of the organizational culture constantly. Motivation as a focus has no value. Instead stimulating various actions in each of these areas and formulating activities that will naturally draw the employee into the organizational processes are of more value.

- In Intellectual sphere the extent to which knowledge and insights are discussed, articulated, shared, new knowledge development, activities that develop innovation and creativity, pet projects and so on
- In the physical sphere the extent to which employees meet, interact and work together at physical level are included - activities like sports, games and fitness, events that involve physical presence and working together.
- In social sphere the extent to which the employees are connected to the society and others in making a difference – common functions, events, campaigns, governance meetings and CSR activities.
- In emotional sphere the space that employees have to personally

- share, relate to each other like canteen, coffee breaks, family events, space for expressing emotions, get together, annual events to bring out talents, connect with music and arts and so on
- Spiritual sphere is often confused with religion. In the name of developing secular work spaces we have largely forgotten the self and consciousness connect. Gen Y and Z to a large extent seek this connect. Spaces which allow self development, meditation, group healing spaces, fulfilling life dreams, and ability to stretch and reach out to others through energy and so on

In a social organization many of these may be a part of work process but they should be carefully built into the organization as internal processes too. Gen Y and Z are also people who seek a fair balance of three things - head and heart; self and group work; outcome and process. So the activities should have a blend of all these three. Most of the times the engagement activities relate to annual meet, employee benefits, training programs and reward schemes. The significant value adding effort would be to see to what extent are the employees engaged in self and group processes through the day in delivering their work outputs. The possible areas of effort would be -

- The people managers have to first formulate and map various individual and group activities in the organization to different spheres - intellectual, physical, social, emotional and spiritual
- A clear mapping has to be done of the work, position, role and engagement levels in various spheres
- Employees have to be fitted into this mapping and the space where it is low has to be tapped. Efforts at engaging the employees in those spheres have to be planned.
- This has to be aligned to talent management, team work and learning and development processes.

With every team, context and work composition, the spheres of engagement may vary and it has to be perceived with the fluidity it provides. The essence of each activity is more important than the form in which it is presented. Engaged employees become the partners in building organizational excellence.

#### **Reflections:**

- What are the activities that stimulate engagement in my organization?

- To what extent am I willing to stretch and reach out to people within the organization?
- What factors stimulate my engagement and what factors block my engagement with the organization?

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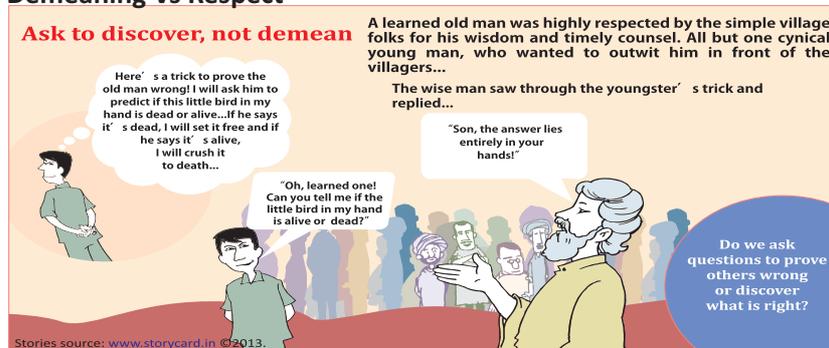
## ***Belongingness Dimensions – Inclusive culture***

One of the critical dimensions of organizational culture is the extent to which it is inclusive rather than exclusive. Inclusive culture is one in which diversity is respected and the best of each person is integrated into the organization. There is a respect for diversity and what each one brings to table. The learning orientation is an inbuilt dimension of inclusive culture. Many social organizations while they want to fight battles are sometimes unknowingly gripped with the battles internally. These battles stem around the issues of integrating diversity into the organization. The key role of HR and leaders as conscious keepers is to recognize these internal issues, resolve and dissolve them quickly if the efficiency of the organization has to be maintained.

Respect and Integration are features that show the extent to which diversity is accepted in the organization culture. Whenever employees do not accept all and get into judgments there are certain values and behaviour that they display in the culture. This article deals with some of those significant dimensions.

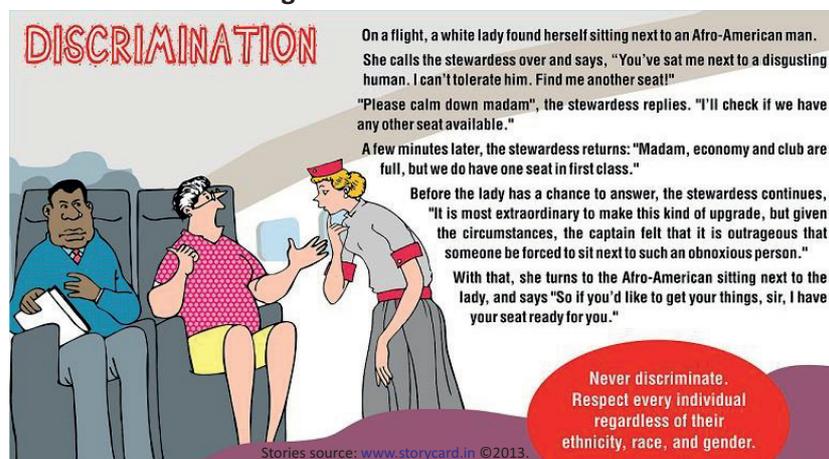
- Demeaning Vs Respect
- Discrimination Vs Integration
- Giving critical feedback without empathy Vs Effective feedback with emotional consciousness
- Underestimation Vs Listening and respecting competence
- Defense and offence in receiving feedback Vs open minded response
- Comparison between employees and task Vs Conviction in one's vision
- Person Vs process based culture
- Suspicion Vs Trust

### **Demeaning Vs Respect**



Many a time in meetings and discussions questions are asked not to gain clarity but to showcase and test how much others know. When the person is not having the same view point, they are being demeaned, laughed and in the name of proving someone wrong the best of the projects and decisions are sacrificed. This behaviour over a period of time results in a closed, non communicative, passive culture.

### Discrimination Vs Integration



There is a need for the ego to be constantly fed. Cliques based on gender, language, ethnicity, economic status, positions are all a bane to inclusive culture. This divide does not permit smoothness in respect and communication. When there is either inferiority or superiority complex the merit for who is saying it is much higher than what is being said.

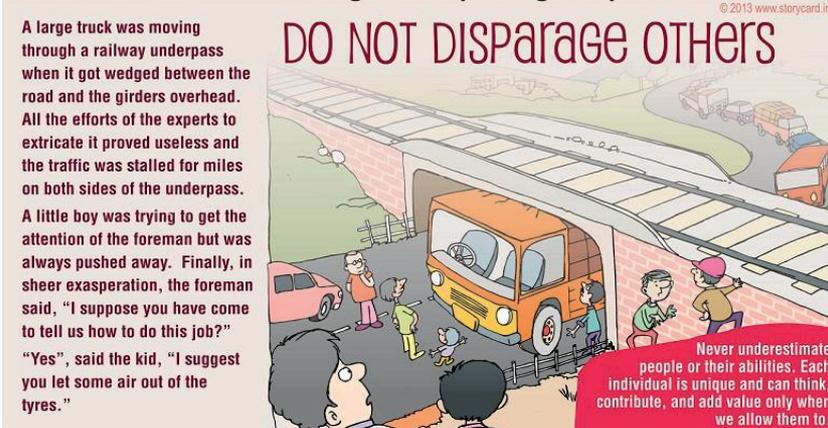
### Giving critical feedback without empathy Vs Effective feedback with emotional consciousness Defense and offence in receiving feedback Vs open minded response

*A man began to give large doses of cod-liver oil to his Doberman because he had been told that the stuff was good for dogs. Each day he would hold the head of the protesting dog between his knees force its jaws open and pour the oil down its throat.*

*One day the dog broke away and spilt the oil on the floor. Then to the man's great surprise, it not only lapped up the oil that spilt on the floor but came back to lick the spoon. That is when the man discovered that, what the dog had been fighting was not the oil but the manner in which it was being given.*

Most of the time employees do not reject feedback but the way it is being given to them. When the intention of giving feedback is for them to improve, then it has to be given in the way they are willing to listen. The art of effective giving and receiving feedback is a good indication of Inclusive and accepting culture. The ability to learn from each other also increases instead of wasting valuable time in defending and offending each other with words. Employees would trust and believe that feedback is an opportunity to learn and grow.

### Underestimation Vs listening and respecting competence



Stories source: [www.storycard.in](http://www.storycard.in) ©2013.

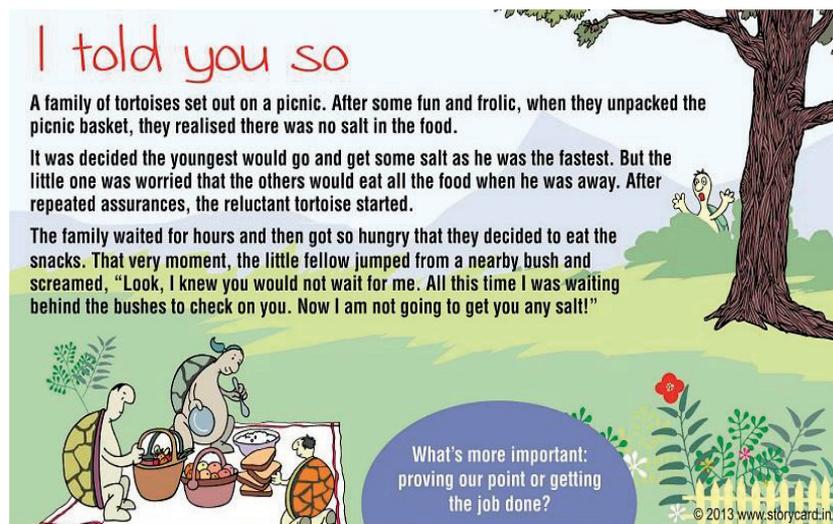
When the culture thrives on inclusiveness, all employees are accepted as important for the organizational functioning. Divisions based on hierarchy, tenure, gender, age, region, education and so on will not come in the way of listening to what others have to say and contribute. What is said will be more important than who is saying it. That way, employees discuss solutions much faster and there are lesser human issues intertwined with technical issues. This builds high level of team work and team spirit.

### Comparison Vs Conviction

In an inclusive culture employees are not affected by the virus called comparison. The employees feel they are unique and have the space and freedom to be themselves and are respected for who they are. The pseudo behaviour is cut down, masks are off and therefore there is less stress in work culture. Diversity is appreciated and the best of every person is seen as a resource. There is a learning opportunity when

people are not afraid of difference of opinion and viewpoints. They are not afraid to be different and learn from others. Along with the inclusive culture if efforts can be put to align employees to organizational vision and values, the sustenance will go a long way.

### Person Vs process based culture – Proving Vs Problem solving



Stories source: [www.storycard.in](http://www.storycard.in) ©2013.

When the culture is inclusive, it is process based. They do not get into proving anyone right or wrong. There is deeper level of support and everyone sees what needs to be done to get the job completed. But many a time employees unknowingly contribute to the failure of a person or a project just to prove their judgments. 'I told you so' seem to be the best four words of power. The person becomes more important than the process. There is a higher need to maintain the image of self and the growth of the organization becomes secondary. Employees need to get out of that and move to Vision larger than self – do what is appropriate and further the vision to have a nurturing inclusive culture.

Social organizations with constraints of resources on all accords cannot afford to be infected with internal battles. The culture has to be carefully watched and moved to be more inclusive. This will be a continual effort with higher level of awareness and reflection. Stories source: [www.storycard.in](http://www.storycard.in) ©2013.

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## ***Belongingness Dimensions – Body, Mind and Soul Connect***

The scope of learning and development in any organization covers Body, Mind, and Soul and connect to individual excellence. Many a time it is left at the mind level and health is taken care of through insurance and curative processes. The true role of HR is in the space of preventive care and education on health inclusive of physical and mental health. The organizational excellence is directly influenced by the wellbeing of the employees of the organization. If any dimension of body, mind and soul are imbalanced it affects the wellbeing of the person and thereby his/her capacity to pursue excellence. Therefore the approach of HR has to be one that will enable holistic well-being.

**Body:** The health dimension deals with preventive care. While a lot of social organizations work in health care, pretty less is being done with regard to organizational health in social organizations. The amount of field work that is done by the employees is large. Being funded the amount of comfort and infrastructure is greatly compromised. They have to take the stress and strain of travel that are usually not easy ones. Many of them reach to the nook and corner of the villages and this call for long hours of exposure to the vagaries of the environment. Some social organizations work in the high risk health zones like HIV, cancer and so on. It is important for the HR to ensure the safety and health of the employees as its critical activity. This will require education on health care, frequent health checkups and support to handle health issues. The employees on field work require education to handle physical stress and regular practices that will help them keep their immunity high. Yoga and pranayama have proven beyond doubt in their capacity to maintain health and wellness. Nutrition and regular eating habits have to be appreciated and be made a part of organizational culture. Occupational health issues have to be identified and preventive mechanisms should become a part of induction process itself. If social organizations can also ensure health insurance as a part of its financial planning it will go a long way in caring for the employees.

**Mind:** Mental health of the employees is most taken for granted in the East. The attention to mental health is given only when it reaches abnormality levels and action is inevitable. Until then all minor issues of imbalance of mind are handled within peer group using unstructured

counseling methodologies. The stress of the urban life style, uncertainties of the project life cycle in social organizations and the situations faced at work can leave many employees in depression and low morale. It is critical to have mechanisms that will identify the state of organizational mental health. Preventive processes of de-stress has to be planned and a healthy emotional environment has to be maintained. The organization culture needs to have a space for expression and sharing of thoughts, feelings and emotions without it becoming a ritualistic periodical activity. Meditation and reflection with intake of nutritious simple food will prevent stress and balance mental health.

**Soul:** While body is taken for granted and mind is forgotten, soul is lost most of the times in organizational culture. It is unfortunate that the spiritual dimension of organizations today needs to be awakened and attention to the same has been called for in most organizations. In corporate organizations, words like love, service, humility, submission, acceptance have entered work sphere ...Strong spiritual evolution, traced by Michael Ray and others in relation to the new paradigm in business, shows one sect of people who are innovative, adaptive, creative, trustworthy, dedicated and committed. It indicates customers who are more intelligent; more refined, and have an ability to appreciate more products and services on one side and customers who are less in need of unnecessary material, less tolerant of unsustainable growth impacts on the environment and society (Loverde, 2002). Spirituality as an inner growth and part and parcel of business and life itself is actually not new for the east. Last century has seen a lot of slow changes and while knowledge base in science grew, the soul connect became a lot distant. This has led to 'human doers' than 'human beings'. Social organizations which deal with society need to be anchored strongly in love, service and larger well-being. It's much beyond merely a job and if that is not a part of the culture there is a serious question on the sustainability and stamina of the employees of the organization. Many organizations in the name of secular have got distant from human processes and human connect too. Religion, rituals, forms of worship, symbols have all been confused with spirituality. Spirituality is being closer to being a human and is governed by appropriateness. It is an essential part of learning and development to ensure maturity and evolution of individuals as a part of organizational excellence. A true spirit of spirituality lies in

- being value based
- willingness to make a difference to oneself and people around
- willingness to give and live with gratitude for what we receive
- willingness to stretch and live in an inclusive culture with equanimity
- live a life fulfilling purpose and vision beyond self

These have to be a part of the organizational culture and processes that establish equanimity.

Appropriateness is to be focused in every transaction. The role of HR would be as a conscious keeper constantly observing and gently pushing people and process towards higher realms of spirituality.

#### **Reflections:**

- What are the activities that ensure body, mind and soul enhancement within the organization?
- To what extent is the body, mind, soul connects monitored and managed?
- What are the specific actions taken in learning and development to enhance spirituality within the organization?

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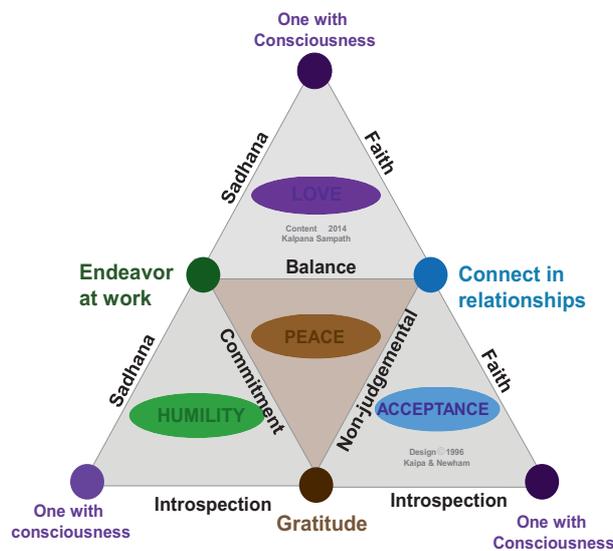
## ***Belongingness Dimensions – Quality of Life - Quality of Being***

Last 31 chapters have been a dialogue with Belongingness and HR role in a social organization to stimulate and enhance belongingness. Recapping the meaning of Belongingness – ‘The feeling of belongingness is a state of being in which one experiences value for oneself, being cared for with a space to express the same and continually evolve fulfilling the purpose of existence and beyond’. The need to belong is innate and perennial in its existence. But it needs constant stimulation and sense of fulfillment to meet the expectations of the need to evolve. The generation Y and Z professionals look for self fulfillment and actualization through their work and contributions. Therefore, the focus has to be Inside – out rather than Outside – in.

The HR professionals in the organization who are accountable for the quality of life of every employee therefore have to move into a newer paradigm of Quality of Being. Quality of life from yester years has been usually connected to Job flexibility, compensation, comfort and infrastructure and very less about job meaning, job satisfaction, job fulfillment. An employee with higher level of meaning and purpose in life, feeling fulfilled at work is likely to be more at peace and happiness than an employee devoid of these but just a high pay packet and excellent physical comfort. The discussions in the previous series have highlighted each of the spaces that would impact the employee self fulfillment and actualization process. The CORDS – convergence and connectivity, openness and innovation, relationship and recognition, development, sensitivity and sustainability as the Organizational climate dimensions provide the environment and space for the employee to connect their self and organizational evolution to fulfill the need for growth and development.

Quality of life for the employees in the consciousness era could be viewed as a process in the model below. Tetrahedron has been adopted as a design methodology to connect the four cornerstones of life; six bridges as processes and four outcomes. The outcomes *Acceptance, Humility, Peace and Love* are those that are experienced by others when they are in interaction with the culture of the organization. The processes to experience these as outcomes are to be built within the person, namely, *faith, introspection, non-judgmental attitude,*

commitment, *sadhana* (relentless pursuit) and balance between work and relationships in life. The *endeavor at work and connect in relationships* from the key dimensions whose interplay affects the quality of life directly. Employees in the consciousness era seek inner fulfillment which is to be one with the Universe and live in harmony within oneself. *Gratitude* is the minimum that one needs to have to attempt being human and connect to Universe. The model below depicts the connections.



While this may seem as a personal journey of individuals, it is also the important for the organizational processes to be aligned to create the environment and possibilities for the individuals to do this journey.

As explained in the previous articles the nine dimensions of Belongingness fall under three aspects.

1. Maintenance aspects:
  - a. Professionalism
  - b. Reward and Recognition
  - c. Material comforts

The maintenance aspects are those that are the minimum essential for the employee to feel connected and belonged to the organization. They may not contribute or enhance but they are essential elements that constantly stimulates the feeling of belongingness.

## 2. Compliment aspects

- a. Values
- b. Ownership
- c. Emotional Satisfaction

The compliment aspects are those that contribute substantially to sustain the feeling of belongingness. They being softer and intangible dimensions grow gradually into the psyche of the employee and strengthen the bonds of connectedness. These have the capacity to even overrule the maintenance dimensions.

## 3. Enhancement aspects

- a. Shared Vision
- b. Exploration and development of potential
- c. Value for contribution

The enhancement aspects are those dimensions that grow and evolve the employee's connectedness and feeling of belongingness over a period of time. Without these it is very difficult to stimulate the feeling. These nine dimensions are connected to the six processes of the individual journey.

- The *organizational vision* has to instill the **commitment** of the employee and allow for *sadhana*. When the vision evolves continually, the pursuit evolves too. **Sadhana** is beyond relentless pursuit with a deep purpose that drives the efforts. *Professionalism and recognition* gives space for everyone to realize their potential.
- The foundational elements of *learning and development* activities should instill the ability in the individual to introspect periodically and live a life of awareness. **Introspection** brings in awareness and in turn innovation and evolution.
- The sense of *ownership* and focus on *emotional satisfaction* needs to instill the **faith** within individuals that they are safe and secured with connects that go beyond the work sphere. The purpose connects them all at a heart level.
- The well established professionalism and *value for contribution* allows people to accept everyone and see their value to realize the organizational vision. The ability to be **non-judgmental** and support each other becomes a reality.
- The *alignment of values* with well established *material comforts*

enable the employees to **balance** the demands of work and relationships.

The HR professionals are only the facilitators in the process of enabling organizational and individual excellence that is evolutionary in nature. When the employees feel they are growing and evolving they connect and feel belongingness.

**Reflections:**

- To what extent do the three aspects exist in my organization?
- What are the processes that enable me to have a continuous check on the nine dimensions within my organization?
- What are the specific actions taken in enabling evolutionary excellence amongst the employees in my organization?

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## Notes



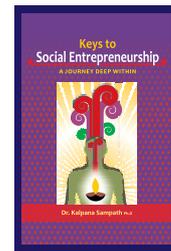
Centre for Social Initiative and Management (CSIM) is a pioneer in offering social entrepreneurship training programs in India that ensures, and enhances the quality of delivery in social change agents. A project of Manava Seva Dharma Samvardhani Trust that was established in 1999, CSIM was launched in 2001 in Chennai by Mr P N Devarajan and a group of socially committed individuals. Currently CSIM has extended its branches to Bengaluru, Bhopal, Coimbatore, Devrukh and Hyderabad. CSIM offers a wide range of training programs that advocates the principles and practices of social entrepreneurship. CSIM also offers CSR consulting to Corporate Houses to evolve a strategic plan that suits the needs of the Corporate and its stakeholders. [www.csim.in](http://www.csim.in) CSIM has launched the Social Audit Network (SAN), India in 2011, which is the Indian chapter of Social Audit Network, UK. SAN, India has audited over 40 social enterprises including CSR projects across India over the last few years. [www.san-india.org](http://www.san-india.org)

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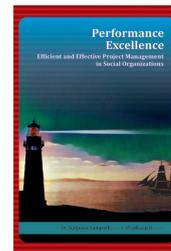
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