HUMAN RESOURCE DEVELOPMENT (HRD)
CHAPTER 11 Module B ABM By Ashish Sir PART 3

Harris: Life Positions

People make basic assumptions about their self-worth as well as about the significant people in their environment called as life positions

1. I am ok you are ok

2. I am ok you are not ok

3. I am not ok you are ok

4. I am not ok you are not ok

Life Position	Description	Behavioral Characteristics	Psychological Impact
I'm OK, You're OK	Positive outlook towards oneself and others; fosters healthy relationships.	Trusting, cooperative, and problem-solving.	Leads to strong relationships and effective communication.

I'm OK, You're Not OK	Self-centric view; may result in criticism and conflict.	Critical, blaming, and argumentative.	Can strain relationships and lead to lack of trust.
I'm Not OK, You're OK	Low self-esteem with admiration for others; may result in dependency.	Dependent, insecure, and overly admiring.	Leads to low self-confidence and over-reliance on others.
I'm Not OK, You're Not OK	Negative outlook towards self and others; leads to pessimism.	Pessimistic, withdrawn, and unmotivated.	Results in isolation, lack of motivation, and poor social connections.

Team is a group of individuals with a ***high degree of interdependence*** for achieving a common goal.

The terms group and team can be used interchangeably

Group dynamics term was coined by **KURT LEWIN**.

It refers to-

1. Internal nature of group

2. How group is formed

3. Structure and process of group

4. How the group functions and

5. **Affect** individuals and organization

Stages in group formation: there are 5 stages:

"First Storms Need Clear Performance"

- **F**irst = Forming (Awareness)

- **S**torms = Storming (Conflict)

- **N**eed = Norming (Cooperation)

- **C**lear = Conforming (Adjustment)

- **P**erformance = Performing (Productivity)

1. **Forming (awareness):** group members with **varied experiences get to know each other** to understand team's goal and their roles.

2. **Storming (conflict):** among the members, **through this conflict team attempts to define itself.**

3. **Norming (cooperation)** - norms are laid as to **how the task will be accomplished** like the manner in which the team will behave and the rules and regulations the team will follow

4. **Conforming (adjustment)** - adjusting one with the **team expectations and norms**

5. **Performing (productivity)** - members behave in **mature fashion and focus** on accomplishing their goals.

Self-awareness

- **Understanding self** helps in self-development and using one's potential better. It is always useful to do **SWOT analysis** of self to

understand the strength, weaknesses, opportunities and threats.

- The concept of **JOHARI window** well explains the self-awareness - a concept by **Luft and Ingham.**

There are two dimensions:

1. How much of one's behavior is known to him or her
2. How much he or she feels others know him or her

These two dimensions give for windows called

Open Area (Arena):

Definition: Information about you that is known both to yourself and others.

Examples: Your skills, interests, and behaviors you openly share.

Goal: Expand this area through open communication and feedback.

Blind Spot:

Definition: Information about you that others know, but you are unaware of.

Examples: Habits, behaviors, or traits you exhibit that you don't notice but others do.

Goal: Reduce this area by actively seeking feedback.

Hidden Area (Facade):

Definition: Information you know about yourself but choose not to share with others.

Examples: Personal fears, insecurities, or hidden talents.

Goal: Decrease this area by being more open and trusting.

Unknown Area:

Definition: Information that neither you nor others know about you.

Examples: Untapped potential, undiscovered talents, or subconscious traits.

Goal: Minimize this area through self-discovery and experiences.

	Known to self	Not known to self
Known to others	ARENA	BLIND
Not known to others	CLOSED	DARK

Size of arena for open space is critical for improving effectiveness

More the person feels, more people know about him or her, more better conducive environment becomes and stronger the self-concept.

Emotional intelligence

Daniel Goleman researches indicated that there is link between IQ with the other characteristics that one brings to life

- Other characteristics termed as emotional intelligence like abilities such as being able to motivate oneself and persist in the face of frustration, to regulate one's mood, keep away stress, to hope.

Five components of emotional intelligence are:

1. **Self-awareness:** ability to recognize, understand, one's mood emotions as well as their effects on others

2. **Self-regulation:** ability to control or redirect disruptive impulses and moods and propensity to suspend judgment - to think before acting

3. **Self-motivation:** passion to work for reasons that go beyond money or status and prosperity to pursue goals with energy and persistence

4. **Empathy:** ability to understand emotional make up of others and skill to treat people according to their emotional reactions

5. **Social skills:** proficiency in managing relationships and building networks and ability to find common ground

Morale

- Morale is a **mental state and spirit of a person** or group **which depends on a no. of intangible factors.**

- High morale *contributes significantly to the achievement of organizational goals.*

- It is reflected through confidence, cheerfulness, discipline and willingness to perform assigned tasks.

- **Positive morale is highly dependable on employee motivation, reward and recognition.**

- *Poor morale impacts every aspect of the business.*

Talent Management

- Talent management refers to **anticipation of required human capital for an organization and planning to meet those needs**.

- The term was **coined by McKinsey's in 1997.**

- Talent management is the science of **using strategic human resource planning to improve business value** and to make it possible for

companies and organizations to reach their goals.

Activities to recruit, retain, develop, reward and make people perform, are part of talent management, as well as strategic workforce planning.

- It is desirable that a talent-management strategy should have link to business strategy to function more appropriately.

Objectives

- To **increase ability of an organization** in recruiting, retaining and produced talented employees.

- Talent management helps an organization to **improve customer service, productivity, profitability, market capitalization.**

SUCCESSION PLANNING

> Succession Planning is the mechanism to identify and develop new leaders to replace the old leaders on their exit.

- These new leaders can **preferably be, internally from the organization**. It is also called *talent-pool management process.*

- It is **different from replacement planning** which focus on identifying back-up candidates for select senior management positions.

- A good succession plan is aimed at ensuring that internal employees should be available to fill each key role within the organization.

- Activities in succession planning including recruitment of good employees, development of their knowledge, skills and abilities and

prepare them for advancement or promotion in more challenging roles.

Objectives

- Meeting career development expectations of existing employees

- Improve commitment and retention of existing employees