

## Service Document

This document will give you a detailed information about the variety of services offered by ATMC.

### **Organization Consultancy**

People in an Organization are influenced by shifts in knowledge, complexity, professionalism, technology, speed, competition and markets. Organizations that create the right environment of high self-awareness find its employees respond proactively to the harsh realities of change. Issues such as ego struggles, values, beliefs, emotions, motives, fears and varied interests will interfere with the success of an organization. Therefore, these concerns need to be researched, understood and worked upon through an appropriate intervention plan.

In Consultancy studies, these concerns are identified and a feasible module is developed. Data is collected once a module is implemented and the module redesigned and improved based on the data collected. Thus an organization development intervention is created to implement change.

### **Organization Diagnosis and Development Studies**

Organizations, like fingerprints, are always unique. Each has its own culture, traditions and methods of action, which in their totality constitute its climate for people. Organizational Climate has a profound influence on the outlook, wellbeing and attitudes of organizational members and thus, on their total performance. Therefore, an organization needs to take a long run view of its climate as an organizational asset. A sound and dynamic organizational climate will induce its employees to be productive and accelerate its growth.

The Organizational Diagnosis involves exploration of the organization climate through employee perceptions regarding their place of work. It also provides with a contingent approach to improve organizational effectiveness, Development of an Action Plan and Strategy for Intervention and its Implementation.

### **Organization Design and Restructuring**

Organization structures are created either by existing organizations or by individuals who create new organizations. The Organizational Design changes depending on the nature of issues in integration, control and departmentalization.

Growth leads to complexity, uncertainty and turbulence in the environment but at the same time provides impetus to reshape or restructure organizations. Discovery of doing things in a better way or dissatisfaction with the existing structure may provide occasions and opportunity to come up with new strategies and structures. Based on the Organization Structure, positions are enumerated in the Organizational Design.

### **Organizational Role Consultation**

Roles are sets of shared expectations about who should do what under a given set of circumstances. It is a complex and necessary Organizational component. While the Organization's definition of a role may be identical for two people, the way in which they work and their effectiveness and success may vary. It is

therefore important that the individual roles are clarified by operationalizing the interactions and expectations that govern their behavior.

The Organizational Role Consultation Study strives to help organizations to recognize the importance of organizational roles, clarify role expectations through role descriptions and ensure smooth functioning of every department through role clarification with reference to organization as a whole.

### **Compensation and Benefits Services**

An Organization's ability to attract, retain, and motivate the talent it needs in order to fulfill its business mission depends increasingly on flexible and competitive compensation strategies. We design conceptual frameworks for compensation policies and customize compensation structuring to match client needs.

Our Compensation and Benefits Services help you to plan and implement appropriate compensation and benefits programs. Various elements are taken into consideration, and harmony created between the various grades/levels and components. We also pay close attention to specific benefits, perquisites, rewards and Incentive schemes, Employee Stock Option Plans, Top Management Achievement Index, etc.

### **Creation of Policy and Procedure Manuals**

The objective of this study is to determine Company's policies and procedures, to develop its common understanding throughout the organization and to create a ready reference guide for employees.

The study purports to define fair, uniform and consistent set of Policies and Practices, to meet the customers, employees, and management's expectations.

### **Human Resource Outsourcing Solutions**

Businesses worldwide are turning to Outsourcing. Healthy and profitable companies are beginning to now view outsourcing as an essential part of their business strategy. Outsourcing is the transfer of non-core activities to an outside vendor so that the organization can focus on core activities, where it has a competitive advantage, differentiate itself from Competitors, and take advantage of the cost-savings from the outsourced functions. Also, companies undergoing critical changes such as merger, acquisition, management restructuring etc. can get the support they need immediately, through outsourcing.

Outsourcing assignments such as Recruitment and Selection Process, Training and Development Activities, Performance Management and Reward Systems (PMRS), Organizational Development Activities, Employee Feedback, Employee Counselling etc. are executed by L. R. Associates Pvt. Ltd.

### **Competency Mapping Studies**

Competency is defined as those characteristics of an individual that underlie performance or behavior at work. An individual's competencies are influenced by the organization structure, its environment, context, hierarchical levels and role clarity.

Competency Mapping aims at defining organizational elements, the employees' abilities and operationalizing their interface. Determination of actual and ideal levels of competencies to perform a job effectively provides valuable insights in designing HR processes, Road maps for individual development and career management.

### **Training Need Analysis**

Technological developments and organizational change have led to the realization that success relies on the skills and abilities of the employees and this means considerable and continuous investment in

training and development. To provide training to the employees it is necessary to assess the training needs. Training need analysis is the foundation on which the training activity of an organization would be built upon.

This exercise will help the training department in the process of designing training programs, designating participants, establishing priority of programs, their frequency, realizing the developmental gap between what exists and what is desired etc.

### **Management Education and Training**

Whatever the future holds, training and development is a field of constantly increasing maturity and professionalism. There has been more recognition of the need to complement the qualities and skills of employees with the needs of the organization. There is also a greater emphasis on improving performance rather than merely increasing individual knowledge. Individuals are being trained as members of a team so that they will learn to function together in their organizational relationships. Therefore, Employee training and development is not only an activity that is desirable but also an activity that an organization must commit its resources to if it is to maintain a viable and knowledgeable work force.

#### **Business Leadership**

The need for Business Leadership arises when Management gets contented with its Performance be it Sustained Profitability/ Break even operations. To create Business Leaders, the capacity to visualize reality and examine the potential of the organization needs to be experimented.

The program on Business Leadership has been designed to assess employees' approach and capacity to lead the organization in a competitive environment.

#### **Building Effective Teams and Conflict Management**

Breakthroughs and innovations by an individual today have given way to massive group efforts requiring high financial investment and complex research and technological facilities. Teaming up improves the morale of individuals by soliciting their ideas. However, individuals being unique have different beliefs, opinions and attitudes leading to conflict. It is impossible for any organization in today's competitive world, to remain in a conflicting situation and function smoothly to achieve its goals.

The Team Building & Conflict Management Program aims at providing an understanding of team, sensitizing team members to critical issues in teams and identifying and overcoming blockages of an effective team.

#### **Managerial Effectiveness**

At the core of every professional firm are its specialists who actually generate the service on which the firm's reputation rests. However, even the best performers cannot be inducted into accepting professional responsibility without due training and exposure. The solution is to develop the Effective Manager - a person with good "People" skills, an intangible vision, and a real desire to manage effectively.

The Managerial Effectiveness Program aims at enabling participants to understand organization processes; enhancing effectiveness of participants in functions they are presently engaged in and prepare them for higher responsibilities.

### **Performance Appraisal**

Performance Appraisal is the nucleus of people-development in an organization. It is a tool designed for the growth of people and success of an organization. Appraising people's activities and developing their potential calls for knowledge and skill.

At the Performance Appraisal program we endeavor to provide participants with an understanding of the concept of performance, and its appraisal. It also provides an insight into the techniques of managing and appraising performance to ensure excellence.

### **Performance Management, Goal Setting and Achievement Motivation**

Performance management is a strategic and integrated approach to delivering sustained success to Organizations by improving performance of the people who work in them and by developing the capabilities of teams and individual contributors. Organizations Goals provide a direction to employee behavior and guide their thoughts and actions and satisfy employee emotions and desires. A logical extension of goal setting leads to areas in planning, control, appraisal and performance management. Organizations need to train their employees to be more achievement motivated in order to set goals and achieve them.

The program aims at providing the participants an insight into the nuances of setting goals, developing the achievement motivation to accomplish them and instituting a performance management system to monitor and maintain success of the organization.

### **Time Management and Delegation**

Managing time is a tricky business. Individuals know - or they think they know - how they ought to spend their time, but few know how they actually spend it. The basic definition of a manager is one who gets things done through people. Their main task is to concentrate on delegating the "doing" to their subordinates thus investing their time into other activities.

The objective of the Time Management and Delegation program is to impart the knowledge of techniques of managing time effectively, to learn the art of delegation and to value time as an important resource.

### **Communication and Presentation Skills**

According to Peter Drucker, "your effectiveness (in the organization) depends on your ability to reach others through the spoken or written word." Successful performance often depends upon the ability to communicate or present your ideas assertively and effectively to subordinates, colleagues and superiors. The ability to create, develop and deliver effective presentations is a skill which can be learned through perseverance and practice.

The program aims at fostering Effective Communication that leads to harmonious relations, team work and increased productivity.

### **Participant Profiling**

Our training programs also provide a unique and effective process of Profiling the participants. Each participant is provided with an Individual Profile along with suggestions for improvement by Industrial Psychologists. This profile is based on the observation and interpretation of Participants' Questionnaire responses and interactions during the training program.

The profiles can be applied by the Individual and the Company for preparation of Development plans for themselves with respect to the concepts imparted during the training program viz. Leadership, Team Working etc. The process also provides a Group Profile of the participants as feedback to the Company.

### Specialized Support Services

#### Coaching Top Management

Performance coaching is a useful developmental application since feedback targeted on behavioral competencies or jobs skills helps each associate build an intelligent action plan based on the information. Coaching strategies and their accompanying skills are most notable in three critical leadership situations:

- Aligning individual and organizational goals
- Making performance analysis
- Managing Change

An effective coach involves professionals extensively in the implementation of change. Our team of behavior Psychologists assist in the improvement of executive managerial skills. Executives who have reached the top have unique expertise, are intelligent, ambitious, full of energy and yet to progress they may have to cope with obstacles and therefore need coaching.

#### Counselling

The term Personnel Counselling refers to the measures taken to facilitate the adjustment of the employee to his work situation. These measures are addressed to the mental and emotional state of the employee, his attitudes, feelings, and personal concerns.

The methods and techniques used in employee counselling vary with the objectives of the process and the underlying assumptions as to how they may be best achieved. Approaches, which depend upon guidance and advice, may utilize various diagnostic techniques including interest, aptitude, and personality interviews. Also through discussion with the employee, we explore attitudes through directive or non-directive methods, improve self-understanding, impart broader or more objective perspectives and stimulate motivation for achievement of set goals.

#### Human Resource Audit

Human Resource Audit is a systematic assessment of the strengths, limitations, and developmental needs of an organization's existing human resources in the context of its performance. The human resource process is dynamic and it should be continually redirected and revitalized to be responsive to the ever-changing needs through HR Audits.

It involves briefing and orientation of the Client Organization, designing audit procedures and developing plans and program of audit. Information related to HR is analyzed through surveys, questionnaire and interviews. In this process future needs are also identified and appropriate criteria developed for highlighting human resource priorities. A periodic and systematic audit helps human resource planners develop and update employment and program plans

### **Assessment Profiles**

Potential candidates for a Company or employees considered for a higher position within the same Company are assessed based on a series of tests and interviews. After the assessment, a report is generated by the Psychologists on the panel. This report enumerates the candidate's biographical details, provides assessment on the candidate's ability and aptitude to perform well on the mentioned job and the areas of deviation and compatibility along with the final comments. The process utilizes the expertise of Industrial Psychologists and behavioral experts who evaluate the candidate based on certain defined parameters.

## **Turnaround Management - The 360° Renovation Strategy**

Today in India, perhaps two-thirds of all sizeable organizations are becoming insolvent. The single greatest cause accounting for this is inappropriate management, characterized by such deficiencies as corruption, lack of professionalism, needless growth, excessive conservatism, bureaucratic rigidity, lack of proper systems, etc. Turnaround at this point can be very rewarding. To have a successful turnaround, requires enormous personal effort and the enthusiastic support of everyone involved from management down. The art of successful turnaround is the business of:

1. Identifying the strengths and capabilities of the incumbent management;
2. The potential value of the components which make up the business
3. Determining financial and human resources

A turnaround can be defined as "a process by which companies reduce their losses and achieve increased profitability". It is a process of converting an unsatisfactory result into a satisfactory result - a 'sick' company into a profitable company. The first 90 days of any turnaround mission is crucial in terms of defining the actions that will have to be implemented in order to restore the company to financial health and then communicate those to the concerned.

Key Signals to Turnaround Management 1. Employees are ignorant about the full business picture. 2. Department Managers and first line supervisors do not participate in the decision-making process. 3. Employees do not understand the nature of consumer product business where flexibility to respond to market changes is paramount. 4. Employees do not trust the company's intentions and motives. 5. Product mix is composed of low growth brands. 6. Work force is faction ridden with strong line loyalties. 7. 'Manager' and 'worker' relationship is "deal" based and not "principle" based. 8. Equipment reliability is

poor. 9. Packaging materials quality is poor. 10. Employees do not discern any stake or personal commitment to the company. 11. Competent people with potential are misled and weakened by an autocratic leadership style.

Often a company suffers a decline due to a combination of internal and external elements.

### **External Elements**

The external elements that cause business trouble are mainly market changes, customer preference changes, foreign competition, legal precedents, and the political climate. A major problem with these elements is their interaction with each other. A cultural/social change, for example, can result in a legal/political change. This, in turn, can affect the economic environment, leading to a shift in technological developments. The rate of technological development affects the status of the competition, which in turn influences the cultural/social environment, and the circle is complete. Since all businesses are similarly affected, they can survive only because of their ability of management. Foresight and flexibility will help management safeguard against these uncontrollable elements, using tactics such as promotion, education of the consumer, accelerated research and development, product improvements or elimination, changing expansion plans, and channels of distribution.

### **Internal Elements**

Though management is the force that drives the internal functions of finance, production, and marketing/distribution, these elements are at the root of the majority of business failures. Production techniques can become antiquated. Marketing/distribution can be in the wrong market with the wrong product. Finance can be unaware that the financial requirements of the other departments have changed. Poor information flow between departments is another signal of decline. The heart of any company is the synergy developed between the efficient operations of its various departments.

### **Assessing The Forces For And Against Turnaround**

In order to concentrate effort where it will bring the best return, you need to strengthen the positive factors for turnaround and weaken the negative influences. Clarify the current situation of your own organization and the desired future state that you seek. Then identify the relevant forces within the organization, distinguishing between driving forces that can be seen to facilitate turnaround and restraining forces that might inhibit turnaround. To use this approach follow these steps:

- List those individuals/groups who ideally need to support the turnaround.
- Select from this list those whose support is essential for the turnaround
- Judge the present/future level of commitment from each person or group within this critical mass required for the proposed turnaround to be successful.

### **Turnaround Techniques / Approaches**

The selection of a turnaround strategy should depend upon the situation, in particular the business's closeness to breakeven. Basically, there are two major approaches to turnaround:

#### **Surgical Variety**

This approach is sought in order to replace the Chief Executive of an ailing corporation by a new Chief. The product mix is revamped, obsolete machinery is replaced, research and development is stepped up, marketing is strengthened, controls are toughened, accountability for performance is highlighted, and so on. By doing so, though ailing companies can no doubt improve, the loss to the company is of commitment, skills, experience, know-how and productive capacities.

#### **Humane Kind**

This involves negotiated and humane layoffs and divestiture. It tries to create a strong work culture, and

generally creates a strong sense of participation in the employees. Management spends a great deal of time trying to understand what the problems are, takes all the stakeholders, including unions, into confidence and brainstorms together on what needs to be done to solve the problems.

### **The Five Generic Turnaround Strategies**

The selection of a turnaround strategy should depend on the situation - in particular the business' closeness to breakeven. If a business is far below breakeven, an asset redeployment strategy is warranted. Such a business must recognize that it should be smaller than it once hoped it would be. If a business is moderately below breakeven, a selective product/ market strategy is called for. Here, the business probably does not have enough idle capacity to allow major asset disposal, nor can it prosper simply by cutting costs. If a business is very close to breakeven, a cost-cutting strategy is appropriate. Such a strategy often will be sufficient to push the business to acceptable profit levels without exposing it to undue risks. The market share of a business might be another factor affecting its choice of turnaround strategy. High-share businesses might rely on attempts to exert their relative market power by following the more offensive strategy - Selective product/ market strategy.

#### **1. Restructure Leadership and Organization / Culture**

Changes in leadership usually occur during the preparatory stage. This change seems to be made for both symbolic and substantive reasons. Replacing managers stimulates change by; unfreezing current attitudes; breaking mindsets conditioned by the industry; removing concentrations of power; and providing a new view of the situation. Replacing leadership often creates the level of stress or tension needed to stimulate organizational change.

#### **2. Cost Reduction strategies**

A cost reduction strategy involves reduction in administrative, R&D, marketing and other discretionary expenses. Controlling costs appears to be the key to successful turnarounds. Defensive tactics include reducing expenses, receivables, inventory levels, and personnel. Offensive tactics involve the installation of proper management controls to either eliminate past errors or prevent them in the future.

#### **3. Asset Redeployment Strategies**

An asset redeployment strategy involves disposal of assets, primarily fixed assets. The goal is to improve capacity utilization and employee productivity. Common redeployment strategies include: relocating plants affording better-cost advantages and merging branch operations. Production economics can also be improved through capacity increases or decreases.

#### **4. Selective Product / Market Strategies**

This strategy is 'entrepreneurial' in nature. It involves short run changes in the firm's marketing mix aimed at increasing revenues. Defensive strategies include reducing marketing expenses or divesting certain products. Offensive strategies involve increasing process, promotion, quality, or customer service. Combining offensive and defensive product/market activities form parts of successful turnaround strategies.

#### **5. Repositioning Strategies**

These strategies aim at ensuring that the turnaround is permanent by repositioning the firm either in its current markets or in new ones to ensure future growth and profits. Repositioning starts by redefining or refocusing the mission of the firm. Defensive activities involve repositioning the firm using its current products. Offensive repositioning activities involve diversification efforts to expand product lines or to enter new business areas via (most popular listed first): acquisition, internal development, joint venture, or vertical integration.

Interventions To Turnaround Strategy Right management and improved marketing helps the employees

acquire information, skills and commitment through complete involvement. The specific interventions of turnaround strategy are:

### ***Communication and Information Sharing***

Since employees do not have an integrated picture of business and plant operations they do not tend to see what their actions are contributing to. To overcome this problem, communication forums need to be started e.g. daily management meetings, supervisor-workers group meetings, meetings with the Union Committee and periodic plant-wide and company-wide information sharing meetings. This helps to build awareness, clarify purpose and intentions, and evaluate the suggestions and action plans that are being considered to achieve ends.

### ***Result Orientation***

Management should focus on communication and demonstrate through consistent actions that productivity process and quality improvements along with waste elimination are vital to plant's long-term survival. Each executive and department must be asked to evolve a list of tasks that would result in cost and /or quality improvement. A master list of focus areas along with a timetable should be compiled for the whole plant and communicated widely.

### ***Training***

In most Organizations, no system exists for the employees to find out 'first-hand' how their products are received in the market place. Employees do not adequately understand the products and the processes on which they are working everyday. To correct this situation, massive doses of professional and managerial training need to be provided based on individual needs - regardless of levels. Job rotation should be pursued aggressively. All these activities help people improve their capabilities and leads to a feeling in the employees that the company is genuinely interested in their development and is willing to spend money on any meaningful activity.

### ***Manufacturing Systems Improvement***

The major reason for system reliability to be low is because of poorly conceived manufacturing and packaging equipment. Following should be the course of action: - Improving the design and layout of equipment - Improving the quality of support services. This leads to an improvement in the working environment and a belief among the employees that for improvement you need not always work harder but often need to work smarter.

The Successful Turnaround Formula: Standard actions to recover the profitability

1. Observation of current scene and needs while reducing the stress by building confidence in the eventual success.
2. Defining sources of the dangerous condition with clear identification of proven solutions.
3. Correction of the problem(s) and ensuring no re-occurrence.
4. Education of management (and key staff) to enhance skills to meet current demands.
5. Assist top management to adopt policies that will detect and prevent situations from recurring.

### **How to Manage Your People**

There is evidence that people can be trained to increase some of the skills that good turnaround managers demonstrate. Useable tools of diagnosis and decision-making such as SWOT (strength, weakness, opportunity, threats), action research, brainstorming, survey feedback, and so forth can readily be taught to turnaround managers. Turnaround managers can be trained once we understand better their

personality traits, abilities, decision heuristics, and management techniques that can contribute to effective turnaround management.

The impact of turnaround on all groups varies according to their degree of involvement and their vested interests. You therefore need to identify all such stakeholders. They could include Shareholders, Employees, Unions, Suppliers, Customers and the local community.

In stable business environments the concept of turnaround is alien to all stakeholders. People are damaged by seeing their colleagues sacked and jobs cut seemingly arbitrarily, in the wake of badly managed surgical turnaround the resistance to further change will be high.

The knowledge base is becoming one of an organization's major assets so it is vital to engage the hearts and minds of the workforce not just their hands. A token shareholding given to staff to make their interests similar to those of shareholders will not suffice; they need to be involved in all significant decisions. "The empires of the future are the empires of the mind" (Winston Churchill).

### **Conclusions and Implications**

Turnarounds offer splendid sites for studying processes by which Organizational leadership acquires charisma. Turnarounds may also examine the improvisation by management of an intuitive sort of action research leading to effective change-agentry, and transformational processes that rejuvenate decayed organizations by getting employees to unlearn learned helplessness and learn a constructive sort of opportunism. They are also arenas where attitudes, values, beliefs, and action heuristics undergo a sea change in a relatively short period. Thus, they offer fascinating arenas for studying this phenomena and social information processing for collective change.

## **Our Services**

### **Organization Consultancy**

- Organization Diagnosis and Development Studies
- Organization Design and Restructuring
- Organizational Role Consultation

- Compensation and Benefits Services
- Creation of Policy and Procedure Manuals
- Human Resource Outsourcing Solutions
- Competency Mapping Studies
- Training Need Analysis

### ~ **Management Education**

- Business Leadership
- Building Effective Teams and Conflict Management
- Managerial Effectiveness
- Performance Appraisal
- Performance Management, Goal Setting and Achievement Motivation
- Time Management and Delegation
- Communication and Presentation Skills
- Participant Profiling

### ~ **Specialized Support Services**

- Coaching Top Management
- Counselling
- Human Resource Audit
- Assessment Profiles