



Rethinking the Organization: Organizational Goals and HRM Practices for effective Transformational Change

Part: A. 1

Name of the Organization: ----

Name of the Department: ---

Name of the Person: ---

Age --

Designation: ---

Marital Status ---

Experience: overall experience---

S. No	Company Name	Designation	Grade
1	Present company ---		
2	Previous company--		

Qualifications:

Graduation	
Post Graduation	
Additional Diplomas	
Others	

Trainings Undergone

S. No	Name of Training	Duration	Location
I			
II			
III			

When are you likely to get your next promotion? Please check your response (√).

2 years	3 years	4 Years	5 years

My future plans are:

A.

B.

Contact Address:

Tel: _____

Fax/E-mail _____

Do you wish to receive the final report/result (Please tick √)

Yes/No

PART A.2

Generally, any performance is measured by some or all of the following Outcomes—though their considered importance may differ from company to company.

Please indicate the order of priority of these performance outcomes, as you understand, for your company is.

6	Knowledge Management measurement tools* are used in our company to monitor maturity levels of Knowledge Management practices (*CMM, PCMM, Intellectual Asset Monitor, Skandia Navigator, EFQM Excellence Model, Technology Value Pyramid)					
7	Our company is very bureaucratic to change its practices and priorities based on new knowledge and insights					
8	Our company is linked to a wide range of external networks (industry, govt., academia, R&D etc.) and uses its contacts to gather useful knowledge and skills					
9	Our company is lacking in Business Intelligence to make informed decisions					
10	In our company technology is employed to create knowledge based institutional memory which is accessible to the stakeholders					
11	Knowledge flows freely throughout the company levels without hindrance and hoarding					
12	Our employees consider that sharing knowledge is detrimental for their career					
13	In our company, employees are encouraged to organize into 'knowledge groups'					

II. How critical are the following factors for effective knowledge management in your company? Please check (√) your responses on the rating scale below

Not at all Important (1) -----Most Critical (5)

S. No	Critical Success Factors(CSFs)	Ranking(√)				
		1	2	3	4	5
1	Customers					
2	Employees					
3	Systems and Processes					
4	Business Intelligence and Competitors					
5	Business Environment					
6	Technology					

Competitiveness

Competitiveness is the ability to provide products and services more effectively and efficiently than others with sustained increase in productivity to offer more value to customer. Competitiveness refers to performance that is earned rather than borrowed. The competitive company proactively serves customers by offering a unique value that cannot be duplicated by other players in the market.

I. How do you rate your company w. r. t. Competitiveness? Check (√) your response

Note: SD= Strongly Disagree; DA= Disagree; U= Uncertain; A= Agree; SA= Strongly Agree

Sl. No	Questions	SD (1)	DA (2)	U (3)	A (4)	SA (5)
1	Our company very often initiates market-related activities (e.g. competitive price, quality, delivery time etc.) ahead of other competitors					
2	Our company's principal/target market demands high quality standards on our products/services which we are not able to satisfy					

3	Our employees exhibit precision, analysis, and attention to details of products/services in serving customers					
4	Our employees need more empowerment to deliver superior value to the market					
5	Our company benchmarks with other successful companies to create competitive advantage					
6	A higher degree of strategic-fit among the operating processes is necessary for our company to be more competitive					
7	Our company is the first to introduce new products/services in to the market					
8	Better value to customer is transferred through our company's operational excellence					
9	Our company leverages business environment by networking with other players					
10	Our company is successful in predicting competitor's market activities					
11	Our company makes use of new technologies and processes for better integration with stakeholders (e.g. R & D, vendors etc.)					
12	Customer loyalty towards our products/services is low					
13	Our company employs next practices rather than best practices alone to keep ahead of competition					

II. How critical are the following factors for effective Competitiveness of your company?

Pl. check (√) your responses on the rating scale below

Not at all Important (1) -----Most Critical (5)

Sl. No	Critical Success Factors (CSFs)	Ranking(√)				
		1	2	3	4	5
1	Customers					
2	Employees					
3	Systems and Processes					
4	Business Intelligence and Competitors					
5	Business Environment					
6	Technology					

Corporate Entrepreneurship

Corporate entrepreneurship centers on re-energizing and enhancing the ability of a firm to acquire innovative skills and capabilities. It is a process that goes on inside an existing firm, regardless of its size, and leads not only to new business ventures but also to the development of new products, services, technologies, administrative techniques, strategies and competitive postures and more wealth creation.

I. How do you rate your company w. r. t. Corporate Entrepreneurship? Check (√) your response

Note: SD= Strongly Disagree; DA= Disagree; U= Uncertain; A= Agree; SA= Strongly Agree

Sl. No	Questions	SD (1)	DA 2	U 3	A 4	SA (5)
1	Our company is known for innovative solutions to customer problems					
2	Our company is very knowledgeable of the customers' expectations of our products & services					
3	In our company there is less encouragement to think & work on alternative ways of doing things better					
4	Our company is beset with non productive rules and procedures that slow our performance					
5	Venture Team/Team Work in our company creates a feeling of ownership among employees					
6	Managers at all levels create a work climate which encourages experimentation, and mistakes are considered a necessary part of improvement					
7	Our company believes that leveraging uncertainty and innovation are the keys for wealth creation					
8	In our company employees do not have free time (budgeted time) to focus on thinking fresh or experimenting with new projects					
9	There are several options within the company for individuals (or Teams) to get financial support for their innovative ideas & projects					
10	In our company Business Intelligence is made available to employees to trigger thinking of new products/services					
11	My company lacks technical know-how to develop new products/services					
12	There are considerable opportunities among employees in our company for generating new ideas even across departments or functional boundaries					
13	Our company is slow in leveraging business environment for its advantage through social networking, IPR, venture capital etc.					
14	In our company employees have practiced at least one of the following: Innovativeness, risk-taking, proactiveness					

II. How critical are the following factors for effective Corporate Entrepreneurship & Wealth Creation in your company?

Please check (√) your responses on the rating scale below

Not at all Important (1) -----Most Critical (5)

S. No	Critical Success Factors (CSFs)	Ranking(√)				
		1	2	3	4	5
1	Customers					
2	Employees					
3	Systems and Processes					
4	Business Intelligence and Competitors					
5	Business Environment					
6	Technology					

Socio Technical Systems

Socio Technical Systems (STS) refer to optimization of human element with the Technical Systems. STS support all the operations of a company to maintain consistency, predictability and sustainability of various functions. Systems help to align actions and behaviors with strategy throughout organization, and channel individual and group efforts towards organizational goals.

I. How do you rate your company w. r. t. Socio Technical Systems?

Please check (√) your responses on the rating scale below

Note » SD: Strongly Disagree, DA: Disagree, U: Uncertain, A: Agree, SA: Strongly Agree

Sl. No	Questions	SD (1)	DA 2	U 3	A 4	SA (5)
1	In our company the process of Customer Relationship Management(CRM) is standardized to capture customer knowledge from all the stakeholders					
2	In our company proper systems are not in place for sharing employee experiences					
3	In our company, exit-interviews are standardized to gather and retain the explicit & tacit knowledge of employees leaving the company					
4	Our company has Quality certifications (TQM, CMM, PCMM etc.) that have helped to achieve a commanding respect in the industry					
5	Social and technical systems in our company need to be improved to reach high productivity consistently					
6	We are not having enough safeguards in our systems to maintain confidentiality and prevent leakage of business information					
7	Our company's organizational structure is centralized to encourage innovation within the company					
8	Wealth creation through new products (certain %) as a policy has encouraged employees to generate new ideas, products/services					
9	Our company has a formal policy & process for conducting and evaluating experiments for generating new products					
10	I have nothing to complaint about the current HR systems in the company					
11	In our company standard operating procedures are used for all important business processes					
12	Our company's HR systems are effective in contributing to employee job satisfaction and performance					
13	Our company discourages moving managers to different functions to foster all-round learning					
14	Our company has well-integrated systems for easy flow of information to the right part of the organization at the right time					
15	Company knowledge protection systems are in place within the company					
16	Our company has incorporated 'excellence model' to ensure operational excellence for providing competitive edge					

II. Rate the effectiveness of the Socio Technical Systems in our company in contributing to the following?

Please check (√) your responses on the rating scale below

Very Low (1) -----Very High (5)

Sl. No	Organizational Causal Goals and HRM Practices	Ranking(√)				
		1	2	3	4	5
1	Knowledge Management					
2	Competitiveness					
3	Corporate Entrepreneurship					
4	Wealth Creation					
5	HRM Practices					

HRM Practices

Strategic human resources management is the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals. The various HRM practices are designed and implemented to enable an organization to achieve its goals

I. How do you rate your company w. r. t. HRM Practices?

Pl. check (√) your responses on the rating scale below

Note:

SD: Strongly Disagree; DA: Disagree; U: Uncertain; A: Agree; SA: Strongly Agree

Sl. No	Questions	SD (1)	DA 2	U 3	A 4	SA (5)
1	In our company HRM practices provide resources and facilities for individual and collective (team) development of employees					
2	In our company Chief of HR (and HR Department) is ignored in key strategic planning process					
3	Our company HRM practices provide competitiveness as they are unique/different from other companies, hence cannot be copied by others					
4	In our company HRM practices are linked with outcome goals* (*Outcome Goals: Profit, market share etc.)					
5	In our company HRM practices are congruent with causal goals** more than outcome goals (**Causal Goals: Knowledge Management, Competitiveness, Corporate Entrepreneurship & Wealth Creation and Socio Technical Systems)					
6	In our company HRM practices support employees to become intrepeneurs					
7	In our company HRM practices are instrumental for developing firm-specific knowledge					
8	We need better HRM practices to convert our company into learning –driven organization					
9	In our company employees have the appropriate competencies to meet the organization’s causal goals					
10	In our company individuals with innovative ideas/projects receive additional reward and compensation beyond the standard reward system					

11	In our company HRM systems are designed in tune with individual differences among employees in achieving individual and company goals					
12	In my company human capital is being accounted in the balance sheet					
13	Working in this company has a great deal of personal satisfaction for me					
14	In our company all employees need to be well-oriented in the philosophy, ethics, values, and business priorities of the company					

II. To what extent the current HRM practices in our company contribute to the following?

Please check (√) your responses on the rating scale below

Very Low (1) -----Very High (5)

Sl. No	Organizational Goals	Ranking(√)				
		1	2	3	4	5
1	Knowledge Management					
2	Competitiveness					
3	Corporate Entrepreneurship & Wealth Creation					
4	Socio Technical Systems					

III. How do you rate individual HRM practices of your company in the achievement of the following?

Pl. Distribute scores of 1 to 5 across the Causal goals as to how each individual HRM practices are important to each of the Causal goals.

For example, how important each of the Individual HRM practices are to Knowledge management, competitiveness, corporate entrepreneurship & wealth creation, socio-technical systems

Give (1) for very low importance and (5) to very high importance, in that order

S. No	HRM Individual Practices	Knowledge Management	Competitiveness	Corporate Entrepreneurship & Wealth Creation	Socio Technical Systems
1	Recruitment and Selection				
2	Training and Development				
3	Rewards and Compensation				
4	Performance Appraisal and Management				
5	Career Growth				

IV. Causal goals and HRM Practices are instrumental to achieve outcome goals. You had indicated the importance of outcome goals in Question 14 (Part A-2).

Please indicate the importance of each Causal goal given below in achieving the outcome goals.
 Pl. Distribute scores of 1 to 5 across the outcome/performance goals as to how each causal goal is important to each of the outcome goals.
 For example, how important is knowledge management for achieving: profit, shareholder value, customer value, employee value, stakeholder value
 Give (1) for very low importance and (5) to very high importance, in that order

Sl. No	Organizational Causal Goals & HRM Practices	Outcome / performance goals				
		Profit Maximization	Shareholder value maximization	Customer value maximization	Employee value maximization	Stakeholder value maximization
1	Knowledge Management					
2	Competitiveness					
3	Corporate Entrepreneurship & Wealth Creation					
4	Socio-Technical Systems					
5	HRM Practices					

V. HRM Individual Practices are instrumental to achieve outcome goals. You had indicated the importance of outcome goals in Question 14 (Part A-2).

Please indicate the importance of HRM Individual Practices given below in achieving the outcome goals.
 Pl. Distribute scores of 1 to 5 across the outcome/performance goals as to how HRM Individual is important to each of the outcome goals.
 For example, how important is Recruitment and Selection for achieving: profit, shareholder value, customer value, employee value, stakeholder value
 Give (1) for very low importance and (5) to very high importance, in that order

Sl. No	HRM Individual Practices	Outcome / Performance goals				
		Profit maximization	Shareholder value maximization	Customer value maximization	Employee value maximization	Stakeholder value maximization
1	Recruitment and Selection					
2	Training and Development					
3	Rewards and Compensation					
4	Performance Appraisal and Management					
5	Career Growth					