
Mother way of HRD

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Abstract:

In 80's, HRD was promoted as philosophy but the era of LPG brought cut throat competition and compulsion for management to adopt HRD as necessity to ensure production in large quantity while maintaining high quality and low cost. Erosion in social values promoted the **philosophy of dog eats dog as** success is measured in terms of materialistic achievement and not in spiritualistic achievement. This has created indirect pressure on HR managers to create such HRD tools which are able to extract maximum output from employees instead of promoting good career, better training and enjoy-full professional life, and balance between optimum output and better professional life remained out of context in the race. Opposite to this philosophy, if we look at the capability, credibility and commitment level of our mother, we find that she is the saga of love and commitment who has numerous qualities / attributes which are desirable in an ideal HR manager like trust building, handling disputes diplomatically, performance management, managing change, succession planning, training & development, communicating from heart to heart, team building, showing care, concern and love etc. The aim of this paper is to make a conceptual study of numerous qualities of mother and correlate them with the principles/ practices of HRD for better understanding and adoption in professional life of HR managers so that an ideal family like workplace can be created where employees take care of company and company take care of employees. Findings shall be quite useful for HR professionals who dream to make their professional life successful and company as the best place for work.

Key words: SWOT analysis (Strength, weakness, opportunity and threats); LPG (liberalization, privatization, and globalization); HRD; capability, credibility, commitment.

Main content:

There are several misconceptions about **HRD** and one such misconception is that “Management is getting work done from people” and HRD is a tool to extract more and more work from employees willingly. Even some of the trade unions leaders raise eyebrows and consider **HRD as concept to make man as economical slave who surrenders himself before the management to earn increments and promotions. Rao (1998)** says that organizations are created for business and service and not for HRD. No doubt, but in my opinion, **HRD is a process to develop hidden potential of people by following humanistic way** so that people can bring their best for the organization as people and organization are complementary and supplementary to each other and people exist because of organization and organization exist by way of people **and HRD is a development process of the people, for the people and by the people. People will bring out latent potential only when there is talent nurturing climate in the organization and HRD is a link between employee and top management so that nurturing climate can be created in the organization.** The first organization for an individual is family and the first HRD manager is mother who nurtures and builds the children in an atmosphere of fearlessness by showing warmth and based upon individual needs of each child.

HR team develops a marriage like relationship with the top management and looks as close as like husband-wife relationship that love each other, respects each other and present themselves as role model before children (employees) that it becomes difficult to distinguish between HR and top management. The side effect of distortion of relationship between employee and management is first borne by the HR people because employees consider them as agent of the management rather than their advocate. This article is a modest attempt of understanding mother’s way of developing the child and managing the family which can be learnt by HR manager to make a balancing act between managements’ expectation and employees’ potential and limitations so that the organization can grow like family. The following attributes of mother can be learnt by HR people in the organizational context:-

1. **Developing Trust:** Trust is an emotional bonding between two people and mother is the most trustable person in the family who not only manages several things in the family but also binds members of the family in kite like situation where kite is in the air but remain connected with ground through a seemingly invisible thread. On several occasions, she is required to perfectly strike a balance and make difficult decisions and everyone in the family blindly trust her decision. The best HR Manager is the one who is able to trust the abilities of the people whether be the employees or the management and create an environment of trust between employees and management.
2. **Wearing multiple Hats:** An HR manager needs to head several responsibilities (representative of the management, advocate of employees etc.) in one go like a mother who wears multiple hats and do different roles like a dedicated wife for father, loving mother for children, doting daughter in law for grandparents, a respectful sister in law for brother in law etc. Her skills and expertise to strike a balance between these roles are unquestionable which is felt only when she is out of station or unwell.
3. **Handling disputes with Diplomacy:** Diplomatically, mother handles the expectation of all four tiers of the family, in-laws (Board of Directors), Husband (CEO of the family), children (employees), relatives and servants (other stake holders) and equalizes the balance between their interests within the available resources without hurting any of the stake holders of the family. One can hardly see any difference / dispute and even if exist/ likely to exist, gives a **patience listening** (one of the important attribute of an HR manager) and most of the times **she is able to resolve the disputes / minimize the differences even**

better than a Vice President (HR)/ General Manager (HR) of a company who normally knee down themselves before the top management leading to distrust of employees towards HR Management resulting into militancy of Union and poor IR scenario.

4. **Performance Management:** There is a general tendency in the organization to perform a yearly performance appraisal exercise and decide increments and promotion on the basis of confidential performance appraisal where at the end of the day when employee finds that he is not eligible for increment and promotion, he finds cheated and loose the trust in HR system of the organization. Opposite to the performance appraisal exercise carried out in the organization, mother has enough faith in her children and has high expectation from them. She allows them to find their own way while completing their task but at the same time continue to monitor their progress. The children may not have worked perfectly and have several weaknesses and might make plenty of mistakes but she converts it as part of their learning process to ensure that children reach to the expected level.

These unspoken expectations are never communicated through pressure, and threat as normally done by the HR but a supportive environment is created by her with patience to ensure that children find their own way of the life to develop a sense of accomplishment and pride.

5. **Continuous monitoring of performance to manage change: Change is inevitable. Change is the only constant factor in life whether is an individual or family or organization.** Formally, the HR does the job of performance rating annually but it needs to monitor employees performance on daily/weekly/monthly basis and make adjustment in professional requirement of people as like mother who is able to go with flow in managing the change process of the family nicely, whether it is the time of retirement of in laws retiring and planning to stay at home full time or husband deciding to change the job/getting transferred or even when kids are transiting regularly from one phase to another (a baby to school boy and school boy to college going), she is planning and foreseeing needs. She is one who teaches values and importance of schooling and able to motivate a baby child to go to school willingly by using **carrot and stick policy and daily reviews her action and takes necessary corrective and preventive actions** just expected from HR manager to understand motivation level of employee and remove resistance of change syndrome created by employees during transition of an organization from one phase to another. HR needs to review the effectiveness of its action on day to day basis.

6. **Adaptability leaving the ego:** There is saying, change, change, change...else change will change you. Adaptability means changing as per needs to have better control of things. A successful HR Manager may have a lot of ideas about various HRD initiatives which can change the organization culture and working pattern of employee but can't do everything because of financial constraints or lack of management approval like a mother who has several things for her child but can't do due to several constraints. But rather than reserving the ego in her mind and sticking to the original plan, she makes a new plan and makes an attempt to achieve the same objectives for the larger interest of the family which otherwise could have been. She believes that failure or non completion of the objectives does not mean that she has failed but only thing she could not do SWOT analysis and could not form proper strategy in the change scenario / environment and devises new strategy. As Darwin said, neither the biggest nor the strongest will but those who change themselves according to environment will survive.

7. **Easy availability for help:** Gone are the days when HR manager were looked as administrator of 1950's and agent of the top management to help them to make employees as slave-drivers. Today's business environment has become competitive and employees are more sensible and needs to be handled softly and

management needs to have supportive behavior to manage knowledge employees. Every employee will face emergency one or other time and HR is expected to come forward to rescue the people. If HR is able to come out of the comfort zone and develops communication from heart to heart instead of brain to brain and mentor the people, employees will have trust and will feel free to communicate openly with HR and take their help in trouble which will give an extra ordinary place to HR in the system like mother to whom everyone in their emergency immediately approaches her.

8. **Succession Planning:** Like acquisition of right person for the right job by HR managers, for smooth transition of family values, mother remains vigil to select the right girl for the son and right boy for the daughter and at one hand she welcome the entry of daughter in law in the family and gradually allows her to take over for **smooth Handing over-takingover of family values/ assets & liabilities** and enjoys the life, and on the other hand ensures easy departure of daughter as brand ambassador of the family to some other family just like separation of employees from the organization to some other organization / society as brand ambassador.

Mother too hires the people like servant, child care servant, maid servant etc. and not only rewards their good behavior but sometimes crack down on their undesirable behaviour and even fires them like an HR Manager from whom it is expected to give credit to employee when it is due but punish and fire too to such employee who intentionally neglect their duties and fails to pull own weight or carry on activities against the interest of the organization as it is not proper to carry dead wood or rotten apple along with other apple.

9. **Budgeting within the budget:** This is a unique quality of mother. Like an organization, where budget is finalized by the top management and Board of Directors, in families, budget is finalized by the Father / in-laws but a certain portion of the budget is fixed for day to day expenses of the family and a prudent mother prepares her own budget within the allotted budget and not only forecasts but also generates some surplus for future requirements even after investing in household expenses, children's fees etc. which she uses in the period of recession. She is budgeting for the unexpected, and remains one step ahead. Using the budget judiciously without compromising on training and development activities of the organization and generating some surplus is considered as one of the best distinguishing features of the HR Managers.

10. **Training & Development with passion:** Mother is the first teacher of the child. HR Managers who behave in maternalistic way develops personal touch with every single employee as happens in family where mother takes care of every child. Mistakes and failures are dealt with properly and not dwelt on and necessary training and support is provided to employees based upon personal needs of employee. **Motherhood teaches us passion where** one is ready to willingly accept discomfort and make any kind of sacrifice/do anything to help people to improve and shine. It empowers the people and develops belief in themselves to cope up with changes. Mothering way of training and development symbolizes the intuitive and creative aspects of humanity which encourages the HR managers to take caring interest in every individual and carry out SWOT analysis of KSA of every individual and find ways to train employees so that they become self-responsible and are able to complete the tasks. In such an environment, everyone explores his best ability sincerely and responsibly and connects the learning with organizational tasks.

11. **Understanding others' Perspective:** Looking the world from others' eyes and how to remain happy in the face of adversity is an important characteristic of an HR Manager. Motherhood provides a kind of strength to serve with smile even in adversities and she can do anything to protect the child. This quality of mother inspires us to look at from the perspective of others and remain committed to see positive aspects of the life and look for possible ways to overcome obstacles and face the challenges with smile. HR manager

hold a critical position and needs to serve with smile and work as ultimate mediators to fill the gap between the brains (top management) and the muscles (employees) of the organization to ensure better results while being dependent on both the groups because organizations are undergoing through several changes.

12. Communicate from the heart: Among one thing which distinguishes human being from animal is the communication and mother is the first person in the life of a child who not only teaches communication to child but also communicates from heart to heart. She teaches the child like how to listen, how to ask questions, when and how to react etc. How to read body language and understand, what somebody is saying and what is not told, how to get attention of somebody and how to express one's own view. HR needs to develop relationship with groups of people, like employees, superiors and other stake holders etc. While communicating with people, he has to remain courteous and clear in communications and should encourage two way communications. HR people need to love to communicate with employees as mother communicates from heart to heart (not from brain to brain) to build long term relationship which can come only when the words spoken match body language and facial expressions as rightly said by Valmiki in Ramayana (Kishkindha Kand) that "*na mukhe netreryorvapi lalate bhroshta; aneysvapi ka gatresu dosh samviditah kvachit*. **HR people who are shrude in communicating with employees or not willing to listen to them or does not listen own inner message often fails badly in their professional life.**

13. Team Building: Specially, in families where there are 4-5 children, mother develops a positive competition among the children with comparison of each other saying like keep silent, how your brother is doing well etc., the result of which is that other children strive to be a better one. Every child is in sibling race to become a good child of mother. Small line appreciation equally applies in day to day life in the organization to encourage people to strive to be a good employee resultantly better result as team. Can HR create a positive competition in the organization?

14. Creating a sense of empowerment: A HR manager needs to empower people for the benefit of the organization. Just because a HR manager is nice in behavior does not mean that he is good. An HR manager needs to be truthful and trustworthy like mother with whom child is willing to share the problem and she listen and guides him and delegates the task which will adversely not affect him and If things goes wrong, she backs the child in the same way as expected from an HR Manager and if things goes well, she delegates a more challenging tasks. She appreciates him in public but reprimand in private.

It is rightly said that people don't leave their jobs, in fact they leave their bosses but no body leaves his mother. Mother gives extra attention and takes extra time to ensure care of the child. Can the HR mangers can go little extra miles to take care of their employees.

15. Creating a motivational environment where employees take responsibility: Unconditional support is a unique HR tool of mother who makes sure that the children attain the result what is desirable but allows them to select their own path, how they want to do. Children feel that idea was their own. For example, if she wants that her child should eat a vegetable instead pizza, burger, she would inquire him whether he would prefer carrots, spinach or squash and she presents in such a way that he picks up one vegetable and prepare such food and presents in the way that child eats it as his own choice. HR manager should understand strength and weakness of people and can use such technique / create such situation so that employees feel emotionally attached with their own job/ decision. In such environment, people will go to extraordinary miles for the organization because they know that superior stands behind them, if they commit mistake while taking reasonable risks.

16. Ensure to be role model to maintain discipline: An HR manager who ignores his private action cannot succeed in the professional life and needs to be role model like mother. Like a mother, it is expected from HR managers to keep his liking and disliking under the carpet and set highest standard of ethics and action which motivate employees to take intelligent and smart risk which could contribute in personal and professional. Through the passion, energy and commitment toward the family mother goes beyond call of the duty and emerges as a role model and children consider her each action as proved truth and gets motivated to manage risk of life intelligently. An HR manager needs to show same kind of passion, energy and commitment towards the organization.

To ensure discipline in the family (like where to keep clothes, ensure to remove shoes before entering the house etc.), mother always maintains self discipline and remains sincere, committed to achieve goals of the family like an eagle that keeps its eyes firmly fixed on the dead animal below though flying high. On a similar page, good HR people not only themselves remains self disciplined but understand motivational level of employees and ensure discipline in the organization and at the same time understand when in exceptional case, follow up of strict rules may be ignored to maintain the spirit of the goal/ in the larger interest of the organization.

17. Care, concern and love: Mother develops skill of the child through **care, concern and love** so that child is able to face challenges of the life. This goes unsaying that like a mother, a good HR manager needs to stand at the back of employees and foster care and concern and takes steps to develop their skills so that they can face challenges of the professional life. An HR manager who throws the people to swim in the sea without providing training and other support cannot be said to be a good HR manager. It is open for an HR manager, sometimes, to be a bit tough on employees to groom their skills like mother does for her children. The basic force behind all success is love. Love is a universal principle and the natural tendency of human being. Remember, whatever you give to the people, the same will be returned to you because universe is round in shape. The only thing, the time of return may vary depending upon the orbit of action. As HR manager, if we give unselfish love and care to our people, they will return the same kind of love and care to the institute but if we use them for sake of the institute, they will use institute for sake of them. Can we develop love and care like mother as love and care passed on to own people develop emotional attachment with the institute which will be further passed on to external people (customers) and stake holders will get more satisfaction.

Mother is saga of love who has an endless love and concern towards every member of the family but her concern is always slightly remains inclined towards the children. She is the only person in the family who is not having any defined working hours and flexible and adjustable towards requirement of other members of the family. In an organization, if an employee gets fed up with the behaviour of superiors/responsibilities/expectations, he plans to terminate his relationship with organization by tendering his resignation but it does not happen in the family because mother is teaching the lesson of honesty, sincerity and faithfulness among children and able to moderate behaviours of others family members so that every member of the family finds respectful position in the family and children get environment to grow within family which no theoretical model teaches to HR graduates. If her job needs to be rewarded in terms of money, probably, there is no money which can match the reward of her service provided with love and concern though most of the time it remains unnoticed and unacknowledged.

Can HR managers in the organization develop the same sense of concern, care and love towards employees and stand in their faovur, if required, and becomes their advocate before the management in the interest of the mother organization and perform the role without expectation of any compensation or reward like MOM

because HR manager is not the administrative manager of the CEO. A good HR manager provides ultimate safety net for its employee just like mother.

18. Promotion of OCTAPACE culture in the organization: Mother way of HRD helps in thinking and acting in keeping mind the current economic situation, personal capabilities of people, productive capability of the organization and not just to dwell on what ideally should be there, ignoring the status quo which ultimately develops/ promotes OCTAPACE culture in the organization where people do not feel pressurized and instead feel motivated and willing to take responsibility and completes their task without or very little supervision. People who are aware that they have been given freedom to work, whether be a senior executive or the junior most staff; they will take charge of their own and will take care of things naturally within their frame work of responsibility and work in a more efficient way.

Limitation of motherhood principles:

Mother works hard get up in the morning before anybody else in the family and goes to the bed at late night just after everybody (as expected from HR managers in their professional life to be in office just before everyone to ensure to maintain attendance and punctuality / discipline in the organization), statue of care and concern for family members (care and concern for employees), teaches values to children (training and development of employees) and key person to bring perfection and harmony in the family (like industrial harmony and peace). Mothering is felt by everyone in the family but unfortunately, sometimes mother is taken for granted and do not get recognition by members of the family just like in some organization HRD is recognized as integral part for the development of the organization but actions of the HR managers are lost under the shadow of top management. Top management while feeling waves of HRD in their organization also need to give due recognition to their HR people just like family members needs to give due recognition to mother while feeling presence of motherhood. Mother is saga of dedication and one of the great personality in the world who does hard work, **motivates family members to** take up new things and does everything for the family without asking for reward and promotion and sacrifice her life but probably the same level of sacrifice without reward and recognition cannot be expected by the organizations from HR people. The top management has to give their due recognition to avoid their divorce and remarriage with other organization.

Conclusion:

There are number of management theories but mostly they are not away from critics and mostly fail to be successful as these are based on the idea of taking over threadbare control over the people and extract output as much as possible. Employees of modern age are not fearful like their ancestors used to be due to authoritarian leadership of those days and now they have woken up and questions the actions of leadership. Confucius, a Chinese philosopher said that "no ruler could preach virtue without walking his talk". How the management can expect that its employees will admire and respect them and dedicate themselves towards the organization if they are not respected and loved by their management and connected with them. People are more efficient when allowed to think freely and the motherly way of thinking takes into consideration humanistic values and reduces stress and people becomes more efficient as they are able to think and develop own leadership. **Mother is the best HRD manager and motherly way is the best HRD practice.** HR manager is the important person in the business hierarchy. Practical thinking and practical manner of doing the job like mother way will help in developing trade and business and every HR manager should strive to attain it. *People say, I like my job, but I hate my boss, I hate my HR, but is there anybody who says I don't like my mother?*

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