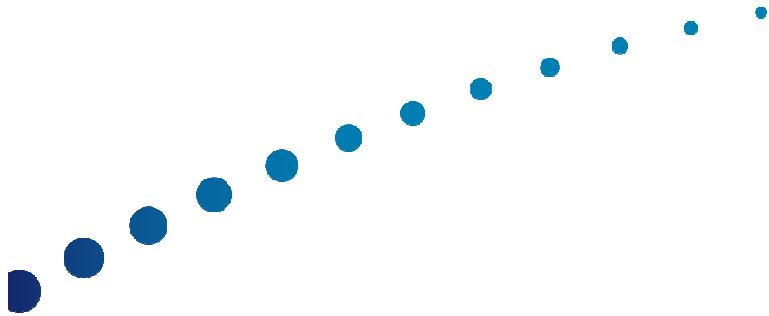




Institutionalizing People practices to create a fair organization



Dr. Pallab Bandyopadhyay
Director HR
Citrix India

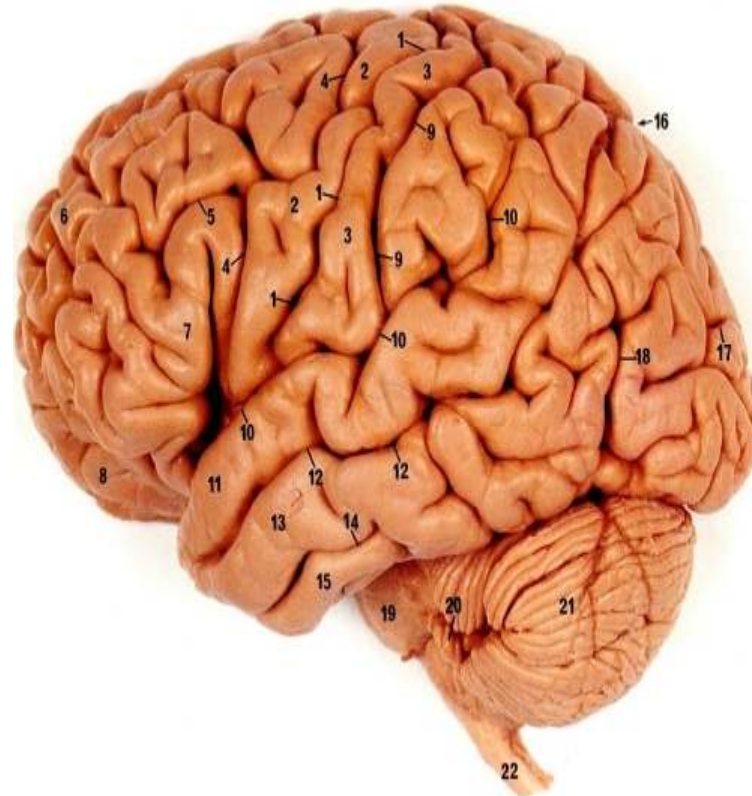
Creating a fair organization



Citrix Confidential - Do Not Distribute

An organization

Social arrangement which pursues collective goals, controls its own performance, and has a boundary separating it from its environment



Wiki,2010

Research Evidences...

The construct of trust in employment relationships was ultimately refined to entail three dimensions: harmony, reliability, and concern (HRC).

Trust Me: A Scale for Measuring Manager-Employee Trust

Shay S. Tzafrir, Simon L. Dolan

Management Research: The Journal of the Iberoamerican Academy of Management Volume: 2 Issue: 2 2004

Perceptions of servant leadership correlated positively with both leader trust and organizational trust. The study also found that organizations perceived as servant-led exhibited higher levels of both leader trust and organizational trust than organizations perceived as non-servant-led.

A correlation of servant leadership, leader trust, and organizational trust

Errol E. Joseph, Bruce E. Winston

Leadership & Organization Development Journal Volume: 26 Issue: 1 2005

...Research Evidences

For practicing managers, the results underscore the importance of maintaining trust by constantly meeting expectations. While they may be forgiven for one-time mistakes in maintaining trust, they cannot be repeated without severely damaging the trust in the relationship. Also, employees need to be convinced that the erring manager or colleague has done his/her very best to prevent the violation.

Why don't I trust you now? An attributional approach to erosion of trust

Type: Research paper

Author(s): A.R. Elangovan, Werner Auer-Rizzi, Erna Szabo

Source: Journal of Managerial Psychology Volume: 22 Issue: 1 2007

It is suggested that managers should pay special attention to impersonal forms of trust, i.e. to the institutional dimension of organisational trust. Above all, institutional trust and its development could be seen as a strategic question for companies.

The role of trust in organisational innovativeness

Riikka Ellonen, Kirsimarja Blomqvist, Kaisu Puumalainen

European Journal of Innovation Management Volume: 11 Issue: 2 2008

OCTAPACE – a model of Organizational Culture

Training instruments in HRD & OD

by Dr. Udai Pareek

Trust is reflected in maintaining the confidentiality of information shared by others, and in not misusing it.

It is also reflected in a sense of assurance that others will help, when such help is needed and will honor mutual commitments and obligations.

Trust is also reflected in accepting what another person says at face value, and not searching for ulterior motives. Trust is an extremely important ingredient in the institution building processes.

The outcome of trust includes higher empathy, timely support, reduced stress, and -reduction and simplification of forms and procedures.

Such simplification is an indicator of trust and of reduced paper work, effective delegation and higher productivity.

International Coach Federation (ICF)

Establishing Trust ... with the Client - Ability to create a safe, supportive environment that produces ongoing mutual respect and trust

- Shows genuine concern for the client's welfare and future,
- Continuously demonstrates personal integrity, honesty and sincerity,
- Establishes clear agreements and keeps promises,
- Demonstrates respect for client's perceptions, learning style, personal being,

A Brain based model for building trust

Status

- 1) conventional workplace practices as performance reviews and "feedback" conversations, and
- 2) the fact that threat *and* reward responses related to changes in status can be triggered "even when the stakes are meaningless,"

Certainty

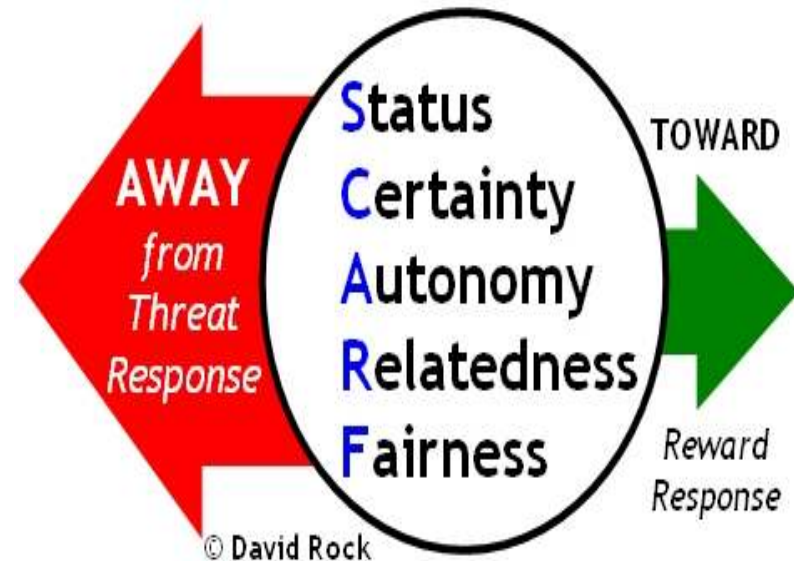
"when perceived uncertainty gets out of hand, people panic and make bad decisions."

Autonomy

Relatedness

Fairness

SCARF Model of Social Threats and Rewards



Rock, D., "Scarf: a brain-based model for collaborating with and influencing others, Neuroleadership Journal, 2008

Dealing with Politics & Favouritism

Enhanced psychological contract through

- Distributive justice
- Procedural justice
- Interactional justice

Leading to

- Team work
- Transparency
- Trust

10 steps to destroy Trust

CC the boss on all mails

Individualized decisions

Preaching-Practicing Gap

Inflated goals, unsure projections to create momentary happiness

Relationship based decisions vs. Competency based decisions

Random changes

Lack of communication

In and out groups

Personal power vs. Social power

Lies of commission or omission

Trust is not an option... it's a matter of survival

Questions?

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