

TIMES ASCENT

Potential beyond boundaries

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Xecute

In the fall of 2002, FranklinCovey teamed with Harris Interactive to administer an xQ™ Assessment to over 11,000 respondents representing executives, managers and front-line workers in ten functional areas in 10 major U.S. industries. Representing the 'Execution Quotient' of organisational performance, the xQ™ Assessment is a set of 30 questions that measures the extent to which people: ● understand the organisation's highest priorities, ● know what they are supposed to do to achieve them, ● are passionate about those

objectives, ● stay focused on them, and ● work collaboratively and creatively together to accomplish them. So how are companies helping employees raise their xQ levels?



Xtend



Yes Bank's HR programme, 'YES Entrepreneur in Action' allows an employee to take time off to pursue his/her goals for a year during which time the employee will focus on a project of his/her choice. Vigyan Gadodia's (the first 'Yes entrepreneur in action - 2006-2007') core area of interest centres around a mutually enriching business relationship between the rural and urban markets with the services flowing both ways. The choice of projects would need to be in consonance

with the bank's objectives. Ranjan Acharya, Senior Vice President - Corporate Human Resources Development, Wipro Corporation says, "Execution Intelligence has underlying various competencies that are developable like goal setting, communication, influencing skills, planning and organising etc. "Successful execution is about skill and will. While reinforcement processes provide the will, training provides the skill," feels Acharya.

the Xq factor

No imitation can possibly hold a candle to Leonardo Da Vinci's original classic masterpiece, the Mona Lisa. Vireen Naidu tells you why the real challenge lies in 'execution' and not merely the idea. So what's your execution quotient (xQ)?

Xcel

Patni has an organisation-wide process called SPARK (Systematic Pooling, Analysing and Researching Knowledge) to manage innovation and execution of an idea. "The SPARK methodology facilitates organisation-wide involvement in innovative idea generation leading to new service offerings," says Kalpana Jaishankar, VP-HR, Patni.

Stage 1: The ideas received through SPARK are processed through a multistage validation process.

Stage 2: The Intranet portal captures ideas and gives easy access to Patni employees to participate.

Stage 3: This activity is supplemented with the Business Analysis and Incubation Cell.

Stage 4: The Incubation Cell then develops the offering with supporting methodologies, white papers etc. The solution is test marketed later.

Stage 5: The Incubation Cell then evolves into a CoE (Centre of Excellence). In its new role, the CoE continues researching, providing consulting support and helping generate new releases of the offering.



Xplore

"Pressures could be immense and it's not necessary that a person with a higher IQ will be able to cope with such pressures; EQ, in all probability is a better differentiator," says Shyamala Deshpande, Senior General Manager (HR) and Training, Café Coffee Day, adding, "But a work

environment that empowers employees and fosters the use and growth of execution intelligence is your best bet."

"We have attempted to leverage the collective capabilities of our employees for better execution by setting up centres of excellence in India. This brings assured repeatability and predictable outcomes, two significant measures of xQ," feels Akila Krishnakumar, CEO of SunGard's offshore services division based in Bangalore. When SunGard hires employees from campuses, it spends six weeks working with them to unravel what 'best-of-breed' means and how it can be 'executed' to real time application. The best ones are nominated to internal focus groups based on their areas of competence.



Xceed

All the best ideas in the world amount to nothing, if there is no execution. Bala J Raman, Co-Founder and President, Congruent Solutions shares a case study, "Our process manager, T Sekar, came to me during June 2005 with a road-map of getting ourselves certified as a SEI/CMMI Level 5 company by the end of 2006. I helped the whole project by providing the necessary budget, helped raise their passion levels about partaking in such an exercise, and helped the process group with the right tools. Now, we are well on our way to being a Level 5 certified organisation by the end of this year. This is one example of a project being 'executed' by one of our managers, and showing evidence of his XQ!"



At the end of the day, it is every manager's dream to work with a highly motivated team of doers instead of theorists. So, it's high time you evaluate yourself on the basis of your xQ.
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