Dimensions of human development

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THE perception about management consulting, human resources and organizational culture is poetic to say the least. The cutlery of the terms used in human resources or by consultants is vast and quite often is taken as 'fashion' rather than its actual, logical construct. World over, Human Resources Development has been a growing area. In Pakistan, it is getting its due attention, at least as electives in business schools.

Presently, the field of human resources is being ruled by the fifth letter of the English alphabet. 'E' is everywhere, including in e-commerce, e-economy, e-education, e-tailing etc. However, the most used HR buzzword 'empowerment' too begins with E. And it is with this that we begin our journey to explain the three Es HR dimensions, namely: Enlightening (E1), Enabling (E2) and Empowering (E3).

The focus here is on producing 'Empowered Individual — E3', defined as a person who continuously adds value in the compatriot environment for all those involved. The other two Es are supporters or the core and intervening competencies that would eventually yield the named individual. These leading relations lay its foundation in the set of three criterion-characteristics of an empowered individual.

The first and vibrant characteristic of such an employee is having a 'clear vision, mission and conscience' and the ability to 'optimize strengths or gains'. Vision is the long-term focal point while mission is goals and objectives that are to act as means to the vision. Conscience is doing right things, right and importantly not just having consideration for rights but also the realization of responsibilities of oneself. On the basis of such formation, an empowered individual essentially has to optimize on the personal strengths. Optimization is the key assumption in this process and the notion is neither to exploit strengths nor to undermine it.

To view this type of output, it requires some 'Enabling (E2)' forces and responsibilities.

Abundance mentality is long-term orientation and giving up the fear of scarcity. It is actually cropping a positive mind-set that every morning is not a Sunday. Failures can be turned around and results may take time. Also, every thing in life is not just a click away from us. This exactly is the vision; knowing the position where an employee is standing, where he is supposed to reach and how many rows or steps are to be crossed to accomplish the vision. Lateral thinking is the key!

Learning and change, and self-management are required to optimize personal strengths and gains. Learning and change is more of an attitude. A person has to apply the strengths — making mistakes is part of life. But these should be corrected. This should help in avoiding under-utilization of strengths. Self-management is vital to save strengths from exploiting them. It is also a physical competency; taking actions and ability to manage plans in a befitting manner.

being supportive to others. Without empathizing, relations cannot be developed. Every human is different in at least one-way and hence there is the need to understand the other while rapport-building. Without such effort, one would expect other to behave as the mirror image of oneself and the likely result would be a mere conflict.

Benevolence alongside **assertiveness** would

ing relationships. It is vital because it takes concentrated efforts to reach a blind trust stage and maintaining it is no different.

The third facet of an empowered individual (E3) is *enhanced professional accomplishment*. The individual under this context becomes an integral part of the organization, and he or she has an utter desire to be competent and technically at par. The excellence accom-

and should be aspiring enough to transform to others in a work setting. Technically, energy has to be according to the demanded pace of the work.

Leadership plays an anchor role — in fact the actual professional development starts with leadership. An empowered individual assumes leadership role without being asked for it. Doing so requires developing others and breaking the fear of others. But a true empowered will have this insecurity dilemma as the last thing on mind (if at all) and he or she would articulate an atmosphere of respect where acquisition of wisdom will be a norm.

Teamwork and **synergy** are mandatory by time. It is very hard to find an organization in this age without this concept. The issue however is of having a successful teamwork. Remember, the emphasis is on developing and interdependence, putting the big picture, for not at all is possible without 'team involvement' and 'exchange of ideas'. Given these two parameters, the famous and likable concept of 1+1=11, or synergy, shall be well within the reach.

The enabling forces and its three set of intervening competencies (intrapersonal, interpersonal and

of the individual under discussion, relates to internal capabilities. Therefore, we have to look for Intrapersonal Intervening Competencies that shall be fuelled to nurture these characteristics in a value additive employee. The intrapersonal intervening variables to consider are *discipline, abundance mentality, learning* and *change*, and *self-management*.

Discipline relates to managing behaviour, it is a psychological competency that shall tune 'doing things right' concern. But it should be 'managed' rather than 'controlled' so that the behaviour does not conflict with the personal likings. Instead it should work in compliance with the ethics

empowered individual is embedding **mutually enriching relationships'**. Relationships begin with interactions and to be effective they have to be mutually enriching. It has to be conducted in a manner that a relationship bond will grow over time, consistently providing win-win solutions to participants and giving added expression of confidence with each move that is on board.

Enabling (E2) forces required to build such concrete trustworthy relationship pertain to the set of interpersonal components. The *intervening competencies* to consider are *empathy, benevolence, service* and *assertiveness*.

Empathy is understanding and

bring the mutual factor in relations. Working benevolently in the sense of generosity is important to advance the harmony and trust. But this aggressiveness should also be backed up by assertive dialogue. Simply put be confident when dealing the relations. This is not a technique to self-defense because it is working both ways — when imposing and when receiving. Ultimately, it allows an individual to pursue one's right without devastating others. **Service** as doing things for others or doing positive favours, giving candid advises and taking plus out of those is needed to maintain the inspir-

plished is also not the result of interdependent constructive efforts on part of the organization and employees.

As this very aspect suggests, the *Enabling* (E2) drivers required to generate competent individual, relates to the **professional intervening competencies**. The ingredients to consider are *energy, leadership, teamwork* and *synergy*.

Energy is not muscular; it is a psychological initiative. It has to start flowing from the deep inside and carry on to the tangible moves. Vitality has to be gained with spirit

professional) are process oriented. However, this is not the starting point.

Having the enlightenment within is the blessing and the essence of a learned personality. This is at the very basic and individual level and requires number of *core competencies*. These are multistage competencies and an appropriate usage combination is needed to mould in a situation at hand of an empowered state. The most known core competencies that should be considered are *faith without bias, self-awareness, intelligence* and *intuition, imagination, emotions* and *sensation, memory* and *thinking, drive* and *charisma*.

Faith without bias is not an easy

task. Faith or believing in oneself is a corner stone that would keep things moving. Hard work and efforts do not pay off at the spur of moment. Disappointingly, we as humans would either curse our fate or single out a third factor as the definite blame and give up hopes. Bias is natural to come and is part of human nature. But keeping it aside is part of enlightened human nature.

Self-awareness is the process of constant monitoring. No one can be everything to everyone and to distinguish between what is my aptitude and what is not is of colossal importance. There has to be a direction to excelling.

Strategy

Intelligence and intuition work in tandem. No doubt that a person's inborn trait, physical and mental, and various other psychological factors determine the type and extent of intelligence and intuition. Anyhow, the mind is a wonder machine and both of these competencies can be guided and improved upon.

Imagination is artistic and everyone possesses it in a different mosaic. And applying imagination to serve the tense conditionality requires instant behavioural modifications.

Emotions and sensation is perceptual and feeling covered. Giving patronage to discrete thoughts always is a great job. But then, it is emotion that makes us human and not robots.

Memory and thinking are the competitive edge of enlightenment. Memory is the ability to recall knowledge when needed most and the capability to use it in different context. Memory just does not come by educational and job experience, but one's degree of observational learning, developing precise inference and recalling in similar circumstances as well. Thinking is by far and large the greatest function of humankind. We can take a rational step-by-step approach to narrow down the alternatives making it understand to a vast audience. we can also take an all-sideways approach, taking brain into different modes and producing when nothing works.

Drive is the most critical of any competency. Motivation, perhaps the most talked and sold-out subject in management, has acted as the airhostess of ulterior motives giving the business-class services to the impure minds. When a person is motivated and not content, he or she will be deeply led by the attribution estimate error. A success would be 'mine' and failure would be 'because of x, y and z'. With success, it will push a person to get more of a same and would make him or her do things out of ethics and morality until achieved. Failure can turn a person into a criminal at worst. Whatever the case be, at the end an expected response could be 'I do not think I have been rewarded fairly.' Contentment is the name of accepting things as they are, but hoping that it is. Acceptance and agreement of both good and bad, is demanded to reach the state of mental peace. When a person is motivated, coupled with contentment, he or she struggles and then evaluates the result on true notions. That person does best to eradicate the pitfalls on the next attempt. The most sensitive link here is that of contentment-conscience. Since the absence of contentment makes the right and wrong indifferent, the concept of clear conscience (doing right things right) would remain a fantasy. Therefore, any effort to bring in empowerment without ensuring contentment would be a fairy tall affair.

Charisma shall be developed for professional and mutual relationships without the sacrifice of ethos. By itself, charisma is an artificial substance and may prevail temporarily. Real charisma is hard to define. Ideally it should form on the basis of respect and trust in a way that no one would second-guess you, given morals maintained.

In the end, *enlightening through enabling to empowering* is a fabulous HRD exercise on paper. The empowerment concept has been misused for ages in local settings. Practically taking an individual through each component and each stage of three Es demands mental toughness, total dedication and picking the pros and cons at the every crest of implementation. Assuming fate to be favourable, hard work, honest direction and self-belief should, hopefully, deliver the goods! ❑