

The Tale of Two Managers: A Value-Based Saga

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ABSTRACT

Human resource development managers are concerned about recruiting competent and value-based people in organizations. Values can be seen at the individual, organizational and corporate levels and also in a national context. Culture and society play an important part in shaping values and behavior. This paper relates the cases of two managers, born in different periods of time, having particular generational values, and consequently different dominant work values and personality traits. The interviews with stakeholders and other role holders also echo the same. Amongst a cross-section of employees, it is seen that some values are commonly found, whereas other values are unevenly distributed. Personality attributes, as propounded by organizational experts - like Type A personality traits, proactive personality constructs, core self-evaluation, risk-taking and high-flyer dimensions - are seen in varying degrees in the employees. Again, there are issues like integrity, loyalty, and whistleblowing which are prevalent in a skewed manner. Organizational commitment is seen as responsible for bonding. Stories about the founder have kept the organizations surging forward. All these artifacts are seen suffused with values.

'Once you recognize the value of human life, you will be able to understand human values' (Balaji, 2001, p.167).

Keywords: Human Resource Development; Values; Behavior; Personality Traits; Commitment; Storytelling

INTRODUCTION

Human Resource Development & Values

*T*hose were the days when we had virtuous employees, top management bestowed their unconditional affection on the employees, and all organizational aspects were inclusive. There are instances, even today, of such virtuousness; it could be culture – specific! As a management function, Human Resources Development [HRD] is not only concerned about the acquisition of knowledge, skills, and abilities which is mandated by all, but it is equally concerned about generating moral, ethical, social, humanistic and spiritual values in them. HRD is not merely a tool or instrument to produce only workforce for the organization, but also to fit them in a learned and knowledgeable society. Mere professional knowledge and expertise are not enough. HRD should be actually a mission, a movement, and much more than a mere profession or a vocation. HRD should aim in creating an *integrated personality* and aim at the simultaneous development of the physical, mental, aesthetic, affective, artistic and intellectual, innovative, imaginative, and intuitive faculties endowed to the human beings. HRD... should synergistically blossom and sublimate... to discover the supreme reality and achieve self-actualization. HRD should aim at a higher objective of bringing about a new species of human beings with human values for their all-round development with commitment to themselves, society, their country, and the world at large. Intellectual growth must be combined with socialization. These call for self-discovery, self-confidence, self-estimate/evaluation, self-motivation, self-learning, and self-reliance (Rao, 2004).

Values: Concepts

Values are important to the study of human beings in an organization because they lay the foundation of understanding people's attitudes, behavior, and other's perceptions. Individuals enter an organization with preconceived notions of what "ought" and "ought not" to be (Robbins *et al.*, 2009). According to the definition by

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Anton Pavlovich Chekhov

Managers Tale:

The Manager's Tale Patrick Reedy,2016-03-03 What does being a manager mean to those who do managerial work and why has becoming a manager become so attractive for so many people How does pursuing a managerial career fit with the wider project of constructing a life and a sense of self This illuminating and thoughtful book answers these questions by considering the extended life histories of ten managers allowing their own voices to be heard The Manager's Tale uses the ideas of Heidegger Sartre and Ricoeur to show that who a person is can be seen as a narrative accomplishment a result of the stories we tell ourselves and others Within this framework the manager's stories are revealed highlighting the complex ways in which dominant expectations of what it means to be a successful individual in the modern world influences what sort of person we strive to be

The Lazy Winning Project Manager Peter Taylor,2024-12-12 Fully updated to reflect developments in artificial intelligence AI remote working and more this book brings together two well loved titles to address emerging trends and challenges in project management and personal development offering a unique and comprehensive reference book for a new generation of project professionals In the ever evolving world of project management The Lazy Project Manager has been a guiding light for those seeking efficiency through unconventional strategies as well as honesty and a whole lot of fun With The Lazy Winner Peter Taylor brought his straightforward and humorous approach to personal productivity and success Now Peter has combined these two books to ensure a comprehensive guide for professionals seeking both project management excellence and personal fulfilment the goal of a great work life balance But this book goes beyond evergreen principles adding rich content on The effectiveness of the productive lazy approach in harnessing the power of AI demonstrating that project managers and individuals alike can leverage this hot technology Ways to manage projects remotely and strategies for individuals to thrive in virtual work environments all using the productive lazy approach New and updated case studies showcasing how the productive lazy approach has been successfully implemented in project management scenarios and personal development journeys The preferences and strengths of the new generations within the workforce and how the productive lazy approach aligns with their expectations and workstyles Project management professionals worldwide from new starters learning the ropes to seasoned pros looking for fresh inspiration will welcome the latest insights and tested strategies from a project management legend

Becoming a Manager Linda A. Hill,2019-02-26 Making the leap to management and leadership In your career or anyone's there is one transition that stands out as the most crucial going from individual contributor to competent manager New managers have to learn how to lead others rather than do the work themselves to win trust and respect to motivate and to strike the right balance between delegation and control Many fail to make the transition successfully In this timeless indispensable book Harvard Business School professor and leadership guru Linda Hill traces the experiences of nineteen new managers over the course of their first year in the role She reveals the complexity of the transition highlighting the expectations of these managers their subordinates and their

superiors We hear the new managers describe how they reframed their understanding of their roles and responsibilities how they learned to build effective cross functional work relationships how and when they used individual and organizational resources and how they learned to cope with the inevitable stresses of leadership Hill vividly shows that becoming a manager is a profound psychological adjustment a true transformation as well as a continuous process of learning from experience
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Lineback,2014-08-19 This digital collection curated by Harvard Business Review offers seminal ideas by leadership expert and Harvard Business School professor Linda A Hill It includes three of her most popular books Becoming a Manager Being the Boss coauthor and Collective Genius coauthor as well as the influential 2011 Harvard Business Review article Are You a Good Boss or a Great One which Hill coauthored with Kent Lineback Hill is an in demand teacher and mentor to professionals worldwide on the topics of managing change cross organizational relationships global strategy innovation talent management and leadership development This collection offers the best reading on how to be an effective leader and a better boss resulting in enhanced personal and professional success and a better performing organization All four works included in the set are influential in the field of leadership and have been embraced by practitioners everywhere who use Hill s advice to become better at what they do Linda A Hill is Professor of Business Administration at Harvard Business School and the faculty chair of its Leadership Initiative She has chaired numerous executive education programs at the school Hill serves on numerous boards of directors boards of trustees and advisory boards and her work and ideas are featured regularly in international media

[Theorising Occupational Therapy Practice in Diverse Settings](#) Jennifer Creek,Nick Pollard,Michael Allen,2022-11-29 Practice theory provides a way of understanding everyday life but until now its application in occupational therapy has not been much developed Theorising Occupational Therapy Practice in Diverse Settings draws on practice theory to explore the conditions for occupational therapy practice in a variety of clinical and non traditional settings With examples from around the globe the chapters of the first section unfold practice theory perspectives of occupational therapy history the management of occupational therapists in health systems professional roles and working contexts A bridging chapter reviews this development and sets out some of the global social phenomena that shaped occupational therapy including colonialism and social inequality The authors look forward to where the profession finds itself at present in terms of social and health needs power structures occupational therapy theory and emerging areas of practice The second section of the book considers how occupational therapists are responding to the challenges facing the profession in relation to issues of access resources and change A final chapter reviews how occupational therapy can meet the health related occupational needs of individuals communities and populations throughout the 21st century While acknowledging the complexity of occupational health and social needs the book enables readers to relate occupational therapy aims and objectives effectively to pragmatic strategies

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