



Empower, execute and excel

■ BY ANKUR PODDAR

According to Kruger and Smit in their book "Basic Psychology for HR Practitioners", an individual's job satisfaction is a direct result of his or her ability to execute tasks. This attribute is more apt for the brigade of young management trainees (MTs) belonging to the Gen-Y, and occupying a major section of the mainstream workforce.

We are living in a world of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity), which suits the personality traits of this millennial segment. They chose to pave their career by treading unexplored areas and untested waters. They are impatient, unconventional and prefer risks over rewards. The fact that a lot of Gen-Y management graduates are getting into unchartered territories with new profiles, speaks a lot about their tendency to explore, experiment, and execute. They are keen to invent new business offerings and improvise current business technologies. They respond very well to challenging assignments which require high degree of execution. For them, an unknown territory or unchartered path presents a sense of adventure which they love to engage in.

Gone are the days when the designation enticed people, today's generation is more concerned about the role and the kind of responsibilities it will entail. What matters to them is their ability to

make an impact and thus create visibility for themselves. During the campus selection process, it is evident that the 'profile' offered by the company, which primarily influences the choice of the candidates while decision-making.

In fact, a lot of FMCG majors engage MTs by assigning them early ownership based responsibilities to drive business. They provide on-the-field sales exposure to MTs during their training phase. They are assigned sales representatives' roles for outlet-to-outlet selling with defined targets. Although grilling, it also becomes highly gratifying for them to operate on ground zero and be part of frontline operations. They don't seem to enjoy the classroom training programs as much as they enjoy on-the-job training, which gives them real-time practical exposure.

Several managers, who have been functional guides for these trainees, share that Gen-Yers:

- Expect a clear direction in terms of deliverables backed by complete empowerment
- Value coaching and mentoring over supervision
- Love discussions, dialogues and constructive arguments
- Are passionate about results and most of times end up exceeding their targets
- Have the inner zeal to excel and exceed the expectations and make a mark for themselves
- Multi-talented and multi-taskers, they are agile towards the

changing business environment

These kind of Gen-Y associates do not believe in just completing the task, most of them go beyond and take up additional projects, which would add value to the company. When they come for their formal reviews, their presentations and thoughts are laden with recommendations and suggestions. They evaluate the current processes with a critical outlook and do not accept the norms easily. Many a times, they would like to see some quantum changes in some of the existing work practices. They don't seem to believe in following a set template or standard pattern. Rather, they would try and leverage their resources to come up with creative and unique solutions.

They have the knack to identify diverse opportunities where they can make an impact. In fact, when some of these ideas are implemented and scaled up in the organization, it gives them a real sense of pride.

This generation is so well networked within their peer group that information for them is just a click away. They are experts at accessing multiple information sources.

It will therefore, not be wrong to say, Gen-Y is trained to compete for excellence and not just survival!!

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