

Conference on ICT for Financial Inclusion

"Human Resources Strategy"

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NIA

ICT & HR anchors

Tagline stories

1. Ear-pierced interview candidate
2. Amrish Puri
3. icu

ICT congruent management generations

Gen 0 – Old dog new tricks

Gen 1 – Technology as driver

Gen 2 – Quality as driver

Gen 3 – Reengineering as driver

Gen 4 - Customer as driver

Gen 5 - Knowledge as driver




Gen 6 - Future as driver



HR Management tools at work in ICT environment

- Corrections and aspirations
- Disruptive technology
- $R=G$; $N=1$?
- Crowd Sourcing?

ICT redesign is broken down into 3 stages

	Awareness	Understanding	Implementation
Stage 1	 As-is process		
Stage 2		 Redesign options	
Stage 3			 Redesign solutions

Basic HR enquiries in ICT

1. Know-what (Content orientation)
2. Know-how (Operation orientation)
3. Know-why (Context orientation) and
4. Care-why (Accomplishment orientation)

ICT & HR Management

	Sense of Opportunity	Sense of Accomplishment
Task Activities	Choice	Competence
Task Purpose	Meaningfulness	Progress

Choice

Building Blocks	Team Actions	Personal Actions
Authority	Giving staff the right to pursue their task in their own way, including the allocation of resources.	Ask for the right to make your own decisions on matters that are important to your task.
Trust	Trusting staff's judgment; giving them space to exercise it.	Listening to own judgment
Security	Supporting members' experimentation; no blame or punishment for honest mistakes or failed risks.	Having the courage to try things you believe will work; not yielding to your own fears.
Purpose	Deciding upon a clear team objective or direction to guide decision-making.	Clarifying a clear purpose for your task activities.
Information	Sharing with team members all the information they need	Contacting people to request any information you need.

Competence

Building Blocks	Team Actions	Personal Actions
Models	Providing models of competence through training, mentoring, and partnership.	Networking to find models, mentors and training opportunities.
Positive Feedback	Helping members build on what they do well rather than mistakes & weaknesses.	Appreciating your own success;
Skill recognition	Giving staff credit for what is going well & attributing it to their growth or skill.	Recognizing the role of your own competence in what is going well.
Growth opportunities	Allowing members to "stretch" by gradually taking on more demanding or challenging tasks	Trying tasks that require you to use new skills or further develop old ones.
Non-comparative standards	Not putting members in competition.	Avoiding self-defeating comparisons to others; learning from the success of others without feeling threatened.

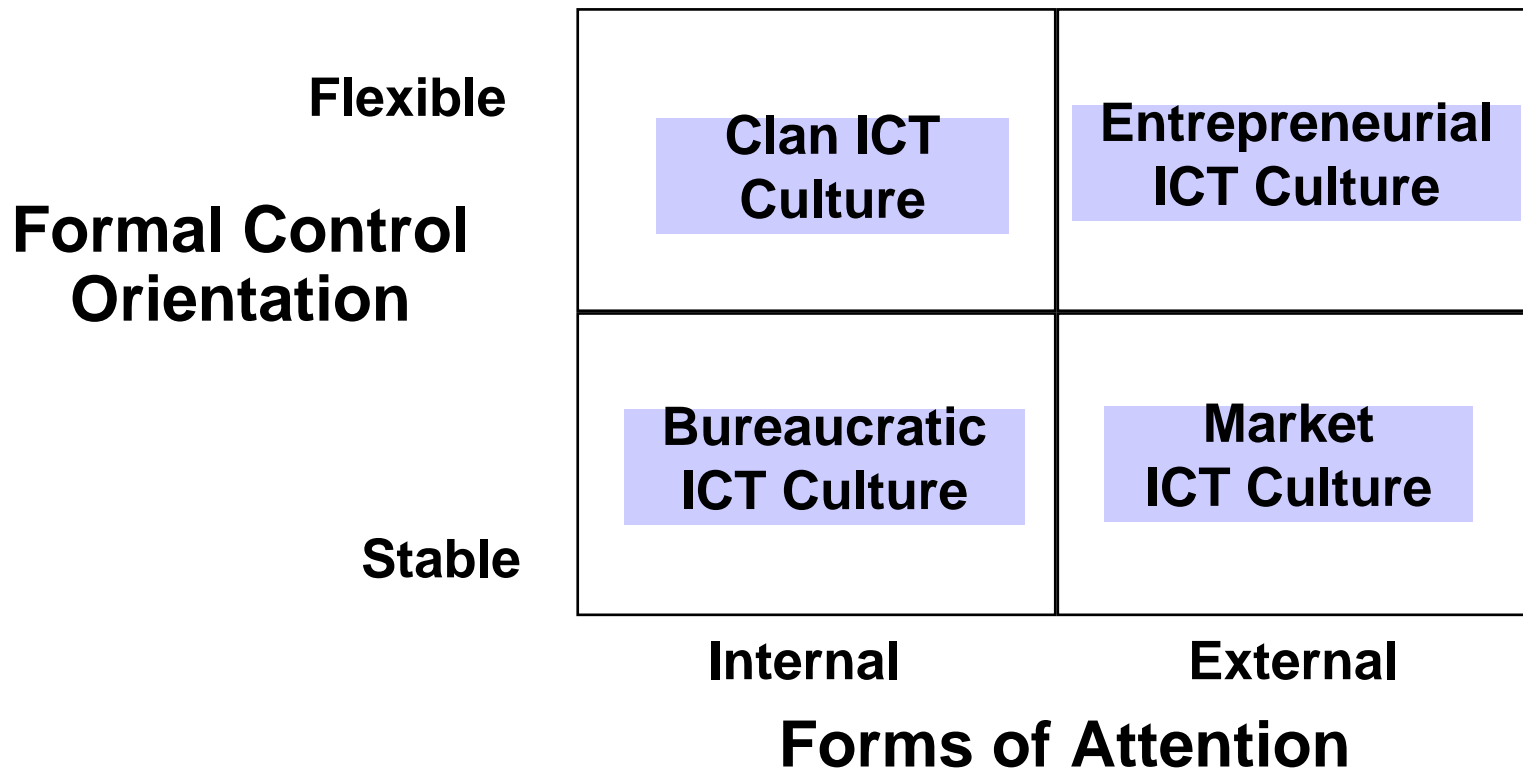
Meaningfulness

Building Blocks	Team Actions	Personal Actions
Non-cynical climate	Providing a non-cynical climate that encourages caring.	Seeking out supportive teammates who help you nurture your ideals.
Clear values	Developing a shared value system that identifies what is important.	Understanding your own values and passions & making them explicit.
An exciting vision	Developing an exciting vision of the future the team wants to create.	Buying in to the vision to make it your own. Proposing a vision if none exists.
Relevant task purposes	Adopting task purposes that are clearly related to the vision; protecting members from busywork tasks that have little value.	Making sure your task purposes contribute to the vision. "What can be done here that is meaningful?"
Whole tasks	Delegating to team members whole projects when possible, or at least, major identifiable portions of the whole.	Ask for responsibility for whole, identifiable tasks.

Progress

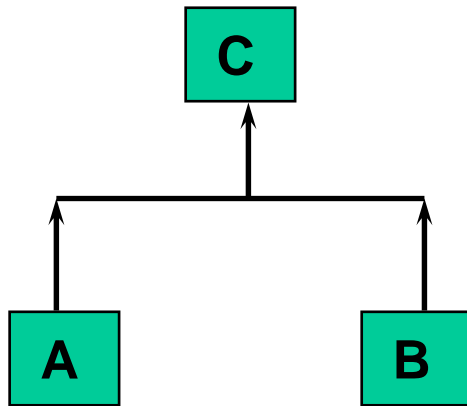
Building Blocks	Team Actions	Personal Actions
Collaboration	Collaborating with team members when coordination and support are needed.	Building collaborative relationships with others involved in your tasks.
Milestones	Providing a clear picture of the key events that will occur in achieving the task.	Developing your own picture of the milestones you will reach.
Celebrations	Drawing attention to members' task progress by celebrating important milestones.	Celebrating your own milestones achieved.
Continuous Improvement	Using feedback, looking for ways to help members continuously improve their task performance.	Looking for ways to improve your own task performance.

Framework of Types of ICT HR Cultures

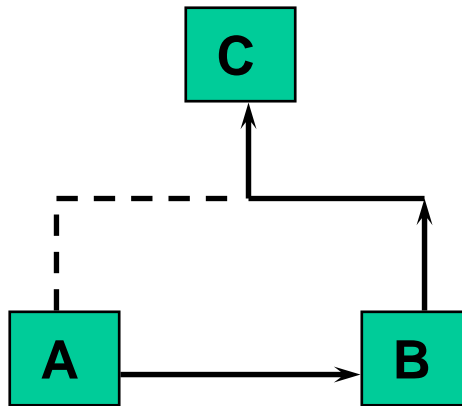


Types of Task Interdependence in ICT Design

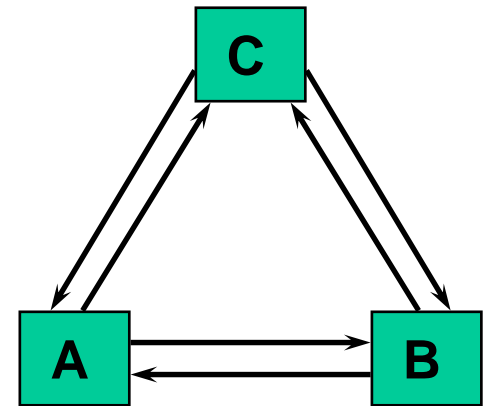
Pooled



Sequential



Reciprocal



**“Get that small-company soul and
small company speed - inside our
big-company body”**

-Jack Welch, X-CEO, General Electric