



## THE CHANGING FACE OF HUMAN CAPITAL IN THE ERA OF CONSCIOUSNESS - DEVELOPMENT PATH FORWARD FOR HR.

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*The evolution process of the management thought has moved and brought the organizations into era of consciousness. The knowledge worker of the knowledge era has also journeyed into a paradigm which is new and challenging. There are clear evidences that indicate the ushering in of the era of consciousness in the concepts that are researched. The people potential of the organization is now termed as the 'Human Capital'. This paper examines the critical features that the era of consciousness brings to the organizations and its Human capital in the light of the changes already researched and experienced in two critical HR processes - Organizational climate and Feeling of Belongingness. Through research in Indian knowledge worker context, five dimensions in organizational climate and nine dimensions in Feeling of Belongingness and discussed. The implications of these changes are discussed with respect to the development perspectives in HR, particularly Employee development, Leadership development and Team development. Unless the canvas and the context are not understood in-depth, development cannot be value adding and evolutionary.*

*Keywords: Leadership, Consciousness Era, Knowledge worker, Organization Climate, Organization Change, Belongingness.*

The role of human beings in organizations has been a major focus area of managements, especially when it comes to development. From being seen as 'human resources', they are now being seen as 'human capital'. And, the journey has been a long one.

In the Agrarian period physical labour was the main resource. In the Industrial Age skilled labour was sought. Therefore human development efforts focused mainly on expertise in handling machinery and production. Subsequently, in the information age intellectual capital formed the main resource. The focus and importance on people and their development increased, leading to competence-building activities; bringing knowledge, learning, re-engineering, systems and processes into focus, hence making, today's buzzwords: 'change' and 'customer satisfaction'.

It is also becoming more and more evident and clear that we are standing on the threshold of the knowledge era, and we can already see the consciousness era emerging in the horizon. At this significant juncture, what perspective does the future hold in terms of people development for HR professionals?

### **Significant features of Consciousness Era**

The era of consciousness or 'era of concepts' as some call it, has 'transformation' and 'evolution' as the buzzwords. Here cultural capital will be the predominant feature and creativity, alignment of vision and values, customer collaboration and so on will become the essential elements in organization culture. Emotional intelligence will be an expected competence in every manager (Barrett, 2001)

*"As the level of consciousness enhances it will no longer be the survival of the fittest, but the survival of the wisest." (Sampath J.M, 2000)*

What does it mean to have the level of consciousness enhanced? The word 'transform' emerges from 'trans' meaning 'to go beyond' and form implying 'going beyond the form'. There is a significant movement from being 'form centered' to being 'essence centered'. This new era intends to work on holistic paradigms where relationships and inter connectedness have become important... Books that are being popular and movies that are making news are evidences of acceptance of complexity and subjectivity of the world, yet pushing a synthesis of rationality and intuition. For example: The Harry Potter (Rowling, 1998), 'what the bleep do we know' (movie by 'Captured Light and A Lord of the Wind films production'- [www.whatthebleep.com](http://www.whatthebleep.com)), 'Indigo' (movie by 'Emissary productions' – [www.indigothemovie.com](http://www.indigothemovie.com)).

Recent research in understanding of children indicates the rise of 'Indigo Children', who show the capacity of human beings to be connected to the consciousness at a different level (Carroll and Tober, 1999). Carroll was the first to bring to light this phenomenon. The children of the new age are called 'Indigo Children' because of the predominance of indigo color in their auras. There are a host of websites that has collections from counselors, parents, pediatricians and educationists on the powers of indigo children, recorded with relevant case studies. There are already special courses in educational institutions meant to cater to the special talents of these children. Carroll and his wife Jan Tober propound ten common behaviour traits to identify the Indigo children.

1. They come into the world with a feeling of royalty (and often act like it).
2. They have a feeling of 'deserving to be here', and are surprised when others don't share that.
3. Self-worth is not a big issue; they often tell their parents 'who they are'.
4. They have difficulty with absolute authority (authority without explanation or choice).
5. They simply will not do certain things; for example, waiting in line is difficult for them.
6. They get frustrated with systems that are ritualistic and don't require creative thought.
7. They often see better ways of doing things, both at home and in school, which makes them seem like 'system busters' (non-conforming to any system).
8. They seem antisocial unless they are with their own kind. If there are no others of similar consciousness around him or her, they often turn inward, feeling that no other human understands them.
9. They will not respond to 'guilt' discipline.
10. They are not shy in letting you know what they need. (Carroll and Tober, 1999, p.1)

Though the 'aura' concept requires higher scientific rigour, it nevertheless is a powerful indicator of the emergence of the consciousness era.

Further indicators are the increase in the competence and skill levels in people related to technology. The technology interface has increased, making things simple on one side and complex on the other. The polarities are glaringly visible.

The strong spiritual evolution, as traced by Michael Ray and others in relation to the new paradigm in business, shows one sect of people who are innovative, adaptive, creative, trustworthy, dedicated and committed. It indicates customers, who are more intelligent; more refined, and have an ability to appreciate more products and services on one side and customers who are less in need of unnecessary material, less tolerant of unsustainable growth impacts on the environment and on the society (Levered, 2002).

There are varied and interesting types of research happening in the areas of neuroscience, brain functions, impact of sounds and vibrations and quantum physics. (Sources: [www.hado.net](http://www.hado.net) / [www.futurelab.org.uk](http://www.futurelab.org.uk)) Therefore, there is a shift in the Business paradigm. The business paradigm would less and less thrive on mere competition. Clarity on Vision and Values would be the key factors. Alignment of vision and values would determine the long-term sustainability of the organization. 'Change' would be a way of life. Technology has shrunk the distances and increased the speed of communication. The globe will soon be more perceived as one big world of business. Each part of the globe would specialize in one key part of business, leading to synergy as well as super specializations. While China and Japan are showing expertise in manufacturing, India is specializing in service and support. The

West specializes in packaging and marketing (Sampath, 2000). On one end there is increasing competition, but it is well understood, that the best exist. There is an awareness of all market possibilities and therefore the businesses are bound to be responsible and alert to survive. They cannot be just 'Responsive to change', but they have to be 'leading the change'.

*"If you & I don't think beyond what has been thought, this world will not progress" (Sampath, 2004).*

## **The organizational HR scenario in the wake of the era of consciousness**

Two significant questions are explored in this paper –

- What does the era of consciousness hold for HR initiatives?
- What would be the impact and what should be the development perspectives in the beginning of the era of consciousness?

The perspectives that HR initiatives are faced with in the beginning of the era of consciousness is discussed in the light of two critical areas that affect the employees the most in giving their best to the organization.

- Organization climate and culture
- Feeling of Belongingness

### **Organization climate and culture**

Organizational climate is one of the most important concepts to enter into the theory of organizations in this century (Guano, 1973). Modern industrial organizations consist of many individuals performing various roles, and bound by a set of policies, traditions or conventions, some clearly laid down, some implicitly understood. The various styles of functioning create an internal environment within each organization, which is unique in itself and creates an identity for the organization. This internal environment, called the organizational climate, refers to the human environment within which an organization's employees do their work. It may refer to the environment within a department, a major company unit, or an entire organization. The climate cannot be seen or touched, but it is like the air in a room; it surrounds and affects everything in the organization. Organizational climate continuously influences members of the organization. Organization climate, being established as measurable, was also researched to find out its areas of influence on the employee. The studies have been context specific, such as in Hospitals (Wallace, Invancevich and Lynn, 1975), University Dorms (Moos, 1978), Schools and Colleges (Halpin and Crofts, 1973), Catholic Dioceses (Schneider and Hall, 1972), Government and Business Organizations (Schanke, 1983; Solomon, 1986). Studies relating organization climate to other human factor related issues have been as under:

- Steiner (1965) and Pels and Andrews (1966) studied the relationship between organization climate and the creativity of professional employees.
- Litwin and Stringer (1968), through their research, suggested that organization climate may have differential effects on individuals, depending upon the motives of these individuals. They demonstrated that people with a given motive work best in climates conducive to that motive.
- Schneider and Bartlett (1968, 1969, and 1970) suggested that an individual's readiness for particular organizations is a function of his previous general experiences and experiences specific to organizations.
- Hall and Schneider (1973) proposed relevant climate characteristics for providing opportunities for psychological success to be –
  - Independent setting of work goals - Supporting studies are from McGregor (1960, 1967); and Argyrols (1957, 1964).
  - Determining one's own means of attaining work goals.
  - Challenging work goals - Supporting studies from Atkinson (1958)
  - Personally valued work goals

A review of the literature given above goes to show that ‘Organizational Climate’ has had a major impact on employees and it is the all-pervading support for employees to get the best out of them.

Studies on HRD climate reveal a clear change in the expectations. The factors, which were considered to be motivating, have turned to be the maintenance factors. Therefore the so called ‘good’ climate of the Industrial era is the minimum expected by knowledge workers (Sampath, Kalpana, 2005). In the era of consciousness, virtual working relationships would be the feature and therefore the orientation towards climate would be more towards the intangibles than merely the tangibles. The kind of climate that would facilitate include In short “CORDS” -

1. Convergence and connectivity
2. Openness to new ideas/ innovation
3. Relatedness and Receptivity
4. Development and speed of knowledge updation
5. Sensitivity (Sampath Kalpana, 2005).

### **Convergence and connectivity:**

Vision plays a key role in the convergence of organizational resources for optimization. The purpose should draw people’s passion with a deep sense of meaning. Vision is not just an objective or a goal but something more than that. It is the power of attempting to see the future...the ability to think about or plan the future with great imagination and wisdom. It is different from goals and objectives. For instance, an objective is a part of a goal, every goal comprises of many objectives. A few goals together form a vision. Goals can differ from person to person. But when one talks of a vision, there is ‘ultimateness’ to it. It is what one wants to achieve in a long, long time... at least not immediately. Having a vision is not limited to individuals alone, even organizations need to have a vision, as is evident in grandiose organizational mission statements.

The strength of the vision would have to be so strong that it would naturally attract the right people into its fold. In the era of consciousness, the ‘power of intent’ would be operational to a high degree. Therefore, connectivity would happen based on the convergence of the vision. The convergence cannot happen unless the individuals have clarity on their Life Vision. Only when they feel the purpose within can they actively engage and participate in the Organizational Vision. The Culture should provide an ongoing articulation of journey in Organizational Vision.

### **Openness to new ideas/innovation**

The definition of innovation would change along with the speed of change. There would be quantum jumps in innovation and these would break the paradigms of industrial and knowledge eras. Experiments are equally on to prove connectivity in mental vibrations related to meditation (Source: Vivekananda Kendra, Bangalore).

*“I don’t know it, does not mean, ‘it’ does not exist” (Sampath, 2004).*

Technology on one end has brought in super specializations but has also connected the world closely. Innovation is gradually becoming global and the emergence of concepts like Indigo children has pushed creativity to unimaginable heights at a younger age. ‘Learn to learn’ would be the only way to survive. Continuous innovation and change would be the key features. Knowledge is available at finger tips. Therefore the innovation/newness would be in the people’s ability to pick up existing pieces of information and create the new one. Innovation strategy itself would gain importance. The culture will have to work towards integrating Innovation as a way of life and adopting processes of innovation.

## **Relatedness and receptivity**

With the emergence of global organizations and by being virtually connected, the human interface is slowly reducing towards being transactional. Therefore, the people in organizations are connected as well as independent. Though they work in teams, the composition of the team is continuously changing and evolving. Relatedness would happen due to strong ties out of realization of 'purpose'. Globalization is shrinking the globe. Communication has given instant connectivity to people. Physical presence is no longer a criterion for working in a team. In the light of this scenario, the vision should be strong enough to connect teams as though they work on a mission with great intensity of purpose.

## **Development and speed of knowledge updation**

Development, like innovation, has to be continuous. With the information explosion, knowledge is easily accessible. It would depend on the ability of the people to absorb two pieces of information and create a third one. Development has to necessarily mean the ability to 'learn to learn' on an ongoing basis. Therefore the process of clarification, application and integration would have to be a part of the organization culture. Information explosion has also narrowed down spaces and created specialists in every field. These specialists will have to develop holistic understanding in order to be value adding. Development perspectives in an organization have to be evolving. It has to be grounded in the foundational human principles and should have the capacity to transform the people in the organization. Development and knowledge updation would be a way of life in the organization and no longer a set of activities that the HR would execute.

## **Sensitivity**

The care and concern that people express to each other in vertical organizations have gone through a major shift. The climate today demands a deeper understanding of the individual space that people demand. While people demand freedom of choice, they also demand care and concern. The need for context sensitivity and care has increased along with increased dynamics. With high mobility and outburst of communication channels, the meaning of 'long-term' has undergone a shift. With fast growth being the norm in most of the organizations, there is a need for 'instant gratification' with respect to everything in life. On the other hand there is a rise in expectations and ability of people to connect to each other. This brings in a need to re-define 'sensitivity' and the factors that contribute to it.

The above five dimensions of Climate enable 'flow' within the 'structure' which is the paradigm of the era of consciousness.

## **Employee Belongingness**

'Belonging' as an element that affects an individual in an organization was identified in the motivational theories (Maslow, 1943). It has been viewed as an affiliative element that makes people want to identify, affiliate, relate to others from the perspective of bonding. It has also been studied under various processes as socialization, commitment, and hygiene factor of motivation, job satisfaction, mentoring and identification. The route taken significantly indicates that the study of Belongingness has been based on its manifestation. (Steers & Porter, 1979; Adams, 1965; Parsons, 1943; Danziger, 1971; Rousseau, 1998; Sherif & Sherif, 1969; Brewer and Gardens, 1996; Fogel & Lyra, 1997; Coleman, 1990; Senge, 1990; Sheldon, 1971; Mowday, Steers and Porter, 1979). Several studies on commitment to organization and factors that bring in commitment have been researched (Dressler, 1999; Brief and Motowidlo, 1986; Organ, 1988; Meyer and Allen, 1997).

A knowledge worker, as an individual is just not a need fulfilling entity but a living, dynamic, evolving human being. While the need fulfilling activities are a part of the human being, it is directed towards the ultimate process of evolution. The dualism in the Western approach has not permitted the holistic perspective of the evolving individual to be taken into account. In its attempt to understand the Self, the Western approaches have addressed the dualism of the ego level and the existential level through psychology. Therefore a 'stimulus-response' theory is operative. The Eastern approach on the other hand has been working on understanding the mind, bypassing ego-centricity and aiming at the concept of transcending the Self. (Wilber, 1977, 1993).

The quest, therefore, for a human being is the evolution of his own consciousness. This journey is continuous and eternal (Yogananda, 1998) Most of the need fulfilling activities do not seem to motivate after their purpose is over if they are not in the line of evolution of one's consciousness.

Thus 'feeling of belongingness' is much more than an affiliate need. It is internal, tacit and grounded to what the individual human being is seeking for himself. The gratification of what the individual seeks leaves behind a sense of deep internal satisfaction leaving a pathway for further evolution. This is felt at the feeling level as 'Belongingness' resulting in a bonding that also evolves continuously. This makes belongingness not a destination, but a continuous evolving process.

The key characteristics of the feeling of belongingness are:

- It is manifested as a feeling element.
- It is subjective and specific to individuals, through a generality can be derived at the form level.
- It is dynamic and changes as the individual evolves.
- Since it is integral to an individual, the factors only stimulate and manifest the feeling.
- The factors should be present to constantly stir and evolve along with the individual evolution to bring in belongingness.

But, with the changing paradigm of organizations and the profile of the employees, the need to focus on the factors that bring in belongingness has become imperative. Belongingness cannot be seen from its manifestation perspective, but has to be understood from the causative perspective.

Several studies in the last decade indicate that the employees in the era of knowledge have their own identity and expectations. They are the knowledge workers. (Drucker, 1959). In the era of consciousness, these features are only more evolved and predominant with larger individual capacities. Therefore, the motivational dimensions would logically be different too. One of the studies undertaken on their feeling of belongingness has identified nine dimensions that they seek from organizations (Sampath Kalpana, 2000). These are:

1. A clear and clarified organizational vision
2. Professionalism
3. Rewards and recognition
4. Exploration and development of potential
5. Sense of ownership
6. Alignment of personal and organizational values
7. Material comforts
8. Emotional satisfaction
9. Value for contribution

The findings of the study revealed that organizations do not focus on some of the dimensions like clarity on vision, alignment of values, emotional satisfaction as much as they focus on material comforts, rewards and professionalism. While the knowledge workers have moved in the journey of evolution, the organizations have not moved similarly. The paradigm of the Industrial era is still ruling many organizations.

## **Implications of the HR Development Perspectives**

The changing phases of culture/climate, profile of employees and business paradigms indicate a need for serious shift in HR development perspectives. These shifts are discussed at the fundamental level of philosophy that would guide HR to formulate its development perspectives. Three areas of development are discussed in this paper - Development of Employees, Leadership and Team

## Development of Employees:

Competence building has been one of the thrust areas on development. The general belief on competency building has been to be able to map and provide skill training to enhance the required competency. But mission link is at a different level of thought.

*“It is important to know what I am capable of. It is even more important to know what I am using my capabilities for” (Sampath, 2004)*

Competence mapping is important only to the extent of knowing the capabilities of people. But beyond that it is more important to know what they are using their capabilities for. For example, if a person has the competence to communicate well, the person can choose to use it for nurturing, or lobbying, or simply to get what the person wants. Merely developing the competence does not determine the way in which it would be used. But developing people to be fine human beings would pave the way automatically for competence to be used for a ‘transformational’ process. This has to come through a reflective process aiming a change at a causative level. In the era of consciousness, the ability of people to reflect, go deeper with a good understanding of themselves would be needed to unleash their special talents and capabilities. Any change that would be brought about at a belief level would be welcomed, since it will encompass all other areas of development.

*“According to an ancient Indian fable a mouse was in constant distress because of its fear of the cat. A magician took pity on it and turned it into a cat. But then it became afraid of the dog. So the magician turned it into a panther whereupon it was full of fear of the hunter. At this point the magician gave up. He turned it into a mouse again saying, “Nothing I do for you is going to be of any help because you have the heart of a mouse.” (Sampath, 1998 Discovery, p. 67).*

Development, therefore, cannot be at merely ‘competency’ levels. It has to be a process of capacity building in true evolutionary terms. Development largely refers to ‘change’, a change that is consistent and ongoing. For such a change, a development process should address the values at a belief level. A value is a belief upon which a man acts by preference (Allport, 1961). When the change is at belief level, it is lasting and transformational in nature (Sampath et al, 2006). A belief change is possible through a process of values clarification. Development should enable a process of clarification and continuous evolution.

In the era of consciousness, while the power of intent is evident, its manifestations are well perceived. Therefore, development needs to focus on individuals. . The growth and progress of an organization in the era of consciousness largely depends on the capacity of its cultural capital, i.e., its people. Therefore, there has to be a serious thought, strategy and design build before any development activity can be implemented. The ROI (Return on Investment) has to be clear and precise. This would not only call for innovative ways of calculating the ROI, but to design excellent integration and application mechanism for each of the training instituted (Sampath Kalpana, 2004). It has to significantly relate to their areas of work. All training should be aligned to the vision of the organization and be instituted in accordance to the values held by the organization. The clarity on this has to be well communicated to the participants of development activity. Development then has to be transformational in nature. Adult teaching should be grounded in adult’s experiences and that these experiences represent a valuable resource, is currently cited as crucial by adult educators of every conceivable ideological hue. (Jarvis, 1987)

## Leadership Development

The philosophy on which Leadership development perspectives needs to be based are

**Clarity on Vision (purpose) and Values (process) with an ability to learn to learn forms the foundation for individual and organizational excellence.**

The latest theory on leadership development highlights the importance of developing the competence of ‘context-sensitivity’ in today’s leaders. Context-sensitivity cannot be attained without clarity of purpose and process. While purpose is spelt through ‘vision’, process is spelt through ‘values’. Purpose gives a sense of direction to the leaders. “The vision of an organization is a concise word picture of the organization at some future time, which sets

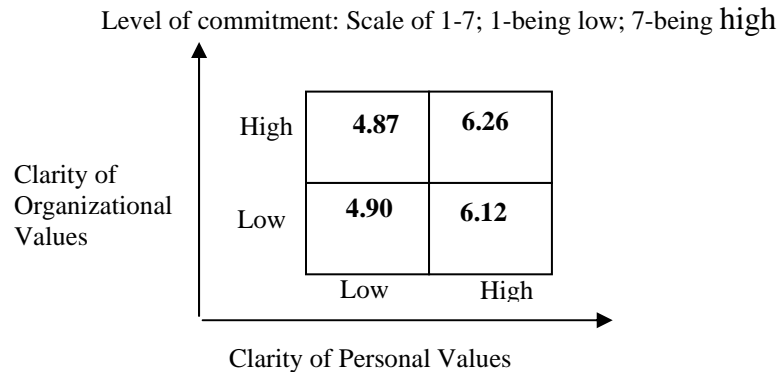
the overall direction of the organization. It is what the organization strives to be. A vision is something to be pursued.” (Abraham, 1995, 1999). Most of the leaders have knowledge about vision; they also formulate their vision; but how many of them have the clarity of the vision is something that is not really known. Clarity on vision gives the leader an opportunity to make appropriate choices. The ‘appropriateness’ relates to the context. Therefore, when the context continuously changes, clarity enables the leader to be more responsive to the context without losing the direction in which the leader and the organization need to travel.

Values are defined as “those beliefs that the leader has within his/her self which govern the behaviour in any given context” (Sampath J.M., 1999). In the words of Kevin Wheeler, Director of National Semiconductor University, “We believe that a set of guiding principles must be firmly in place if a company is to prosper.” Indeed all companies have guiding principles whether or not they are explicitly stated. However, implicit principles can be counter-productive if they are in conflict with the vision.” (Abraham, 1995, 1999)

Alignment cannot be achieved without clarity. The following data indicates the need for not only clarity on organizational values but also the need for clarity on personal values.

## **Personal & Organizational value system**

(Source: B.Z. Posner and W.H. Schmidt, Journal of Business Ethics)



When the level of commitment was measured the data that emerged indicated that when clarity on organizational values was high and clarity on personal values was low, the commitment actually came down to 4.87 from 4.90. But when the clarity on both was high, commitment levels went up to 6.26. Hence, in a leadership position, clarity and alignment of vision and values at an individual and at an organizational level need to be high to travel on the path of excellence.

### **Leadership development should be a process of realization**

*“To tear down a factory or to revolt against a government or to avoid repair of a motor cycle because it is a system, is to attack effects rather than causes; and as long as the attack is upon effects only, no change is possible. The true system, the real system, is our present construction of systematic thought itself, rationality itself, and if a factory is torn down but the rationality which produces it is left standing, then that rationality will simply produce another factory. If a revolution destroys a systematic government, but the systematic patterns of thought that produced that government is left intact, then those patterns will repeat themselves in the succeeding government.” (Pirsig, 1974 p.88)*

For lasting change Leadership development cannot be aimed at effects. It has to address the cause, the core dimensions and prepare leaders to make better choices. The beliefs need to be reflected upon, not behaviour alone. Schon (1983) has highlighted the need to question beliefs as an important part of adult learning. Brookfield (1995) has suggested that knowledge constructions can be refined, deepened and corrected through reflection.

When leadership needs to be responsive to the ever-changing environment, their learning has to be formative and changes have to be deep. The process has to give that space to the individual Leader to be open and reflective.

### **Leadership development is valuable only when it is well-integrated into the realities of life, which include businesses too**

In 1996, 1,700 business books were published in the United States. Each year over US\$60 billion is spent on management training in, and by, organizations. Each year billions of dollars are spent on management consultants (Eg: 1996 estimate was US\$43 billion) (Pfeffer & Sutton, 2000). The focus is not the amount, time and energy that go into these, but how much of these are used. ‘The problem was not analysis; it was implementation.’ (Pfeffer and Sutton, 2000) The knowing-doing gap applies to leaders too. If integration of learning has to happen, leadership development has to be through a multi-source, multi-methodology, integrated model.

The Leadership development initiative therefore needs to be based on the understanding that any organization to excel needs to have three critical pillars – Vision (purpose); Values (process) and a Learning culture. The basic competencies to be developed to connect these pillars are Innovation; Farsightedness; Focus; Clarity;

Conviction and Alignment of vision and values. The results expected would then be Value-addition, Quality and Leadership with Evolution as the final outcome (Sampath.J.M.2003)

In the era of consciousness, a change from within is the focus of development. To enable this, Transformational leadership has emerged as the leadership style more capable of succeeding and therefore surviving well into this century. These leaders would identify the core values and unifying purposes of the organization and its members, liberate their human potential, and foster plural leadership and effective satisfied followers (Hickman, 1993).

The works of Bass (1985) and his associates (Avolio, Waldman and Yammarino, 1991; Bass 1998; Bass and Avolio 1994) indicate the shift from Transactional leadership style to Transformational leadership styles. The qualities earmarked for a transformational leader are:

- Ability to empower followers to do what is best for the organization.
- Be a strong role model with high values.
- Listen to all viewpoints to develop a spirit of cooperation.
- Create a vision, using people in the organization.
- Act as a change agent within the organization by setting an example of how to initiate and implement change.
- Help the organization by helping others contribute to the organization (Northouse, 2001).

The characteristics identified for these leaders demand them to be constant learners, with a keen focus on vision, and be living examples of the values they proffer. They should be able to understand and develop their followers with a wisdom that emerges from life. Paradoxically, the average age of the leadership is continuing to come down in organizations. But, these characteristics call for a different level of maturity in leadership. They have to be continually evolving to walk their talk. While in the industrial era the leaders as policy makers wielded power, in the era of consciousness, leaders with depth of understanding and shortest response time would be sought. Any policy will only last till it serves the purpose and it would then change and evolve continuously. The leader with greater depth of clarity on the organizational vision and values would be able to decipher the intent behind every policy instituted in the organization. Leaders would understand that employees prefer spaces of self – governance rather than command and control.

Therefore, any leadership development should focus on building the capacity of leaders through a maturity process. Giving them several skills and enhancing their competencies alone will not equip them adequately to be nurturing and evolving. Processes of deeper reflection, clarification and self-focus would have to become an essential part of leadership development.

## **Team Development**

Team development in the era of consciousness needs to be a process of ‘alignment’ and ‘synergy’. A complementary team profile will not enhance the capacity of the Team. “If every brick is baked well and strong, a wall made out of many such bricks would be very strong”. For alignment and synergy, every member of the team should understand themselves at a deeper level.

In the era of consciousness, every team though is governed by the larger organizational purpose, is also governed by its own project purpose or a mission. Team co-ordination cannot be brought unless the project purpose is not well clarified. If this clarification were not done, there would be dissonance. Any dissonance is unacceptable to people in the era of consciousness. There is higher awareness of the self and therefore lesser tolerance to dissonance. Teams can no longer work on principles of collaboration and cooperation, where two plus two need not be four. Individuals value themselves and their perspectives highly. Therefore they believe in convergence and synergy, where the individual identity is not dissolved but is enhanced. Since the time period of a team’s existence is highly dependent on the achievement of its objectives, team formation needs higher levels of clarity and awareness.

Team development therefore should clearly be a follow up of the self development processes. It should focus on 'aligning the people within the team' and link it to the capacity building and project achievements of the team. Vision and Values alignment, Emotional satisfaction, value for individual contribution and exploration of potential are the basis on which the Team's development should be designed.

## The Last Word:

The paper has been built over a period of reflection, research, experimentation and integration of the current scenario and an evaluation of HR development methodologies. There have been ongoing efforts from HR to build its people at various levels in most organizations. But how many have been 'problem solving' strategies and how many have been 'capacity building' strategies, is a question every HR Head needs to ask him/herself. If it is 'capacity building' then a deeper study of the era to come and a depth in designing interventions is necessary. It would be an understatement to make, that greater the 'capacity building' strategies, lesser would be the requirement for 'problem-solving' strategies. A proactive process is always better than a curative process. A proactive process involves a change that is evolutionary and closer to nature. While the era of consciousness seem to hold drastic changes, it also sounds myriad opportunities for the HR fraternity to learn, evolve and grow in their role of enabling others to learn, evolve and grow.

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