

## WHAT DO COMPANIES EXPECT OF YOU ?

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Very few periodicals we have in this country or abroad that do not have a column : What the Stars Foretell. The future-readers tell you 'your' future and 'you' think they do !

The point is that whatever they say is too general to be of any practical value. What you need is something more personal, more specific.

When you take a position in an organization, you would like to know what is expected of you. The expectations will relate to two key areas. One is performance and the other is behavior.

The executive, you report to, may brief you on this or may not. You can take the initiative and ask him : "Sir, so that I may rise to your expectations, please tell me what is expected of me in terms of performance and behavior. Please guide me in good time. I do not wish to learn the hard way."

You may do this on the first day of joining work, if possible, or at least within the first week.

In the past forty years or more of consulting, with 400 organizations or more, I have heard a few expectations repeatedly mentioned to me.

I used to ask the executives : "Have you told the person concerned about the specific expectations which you told me ?"

Many of them will tell me : "Why should I tell them ? They should know!"

And then they will add : "That is how I learnt"

I used to explore further and ask : "Would it hurt you or him if you state your expectations to your junior and clarify his concerns ?"

They will grudgingly say : "No."

When you take a senior position, and you will do it sooner than later, please consider this step. It will make a difference for you and your team.

While expectations will differ from organization to organization and person to person and time to time, there are some general expectations. I will mention just three of them here.

### (1) Understand instructions and act on instructions.

This looks simple but it is not. Even before you take a position with an organization, you can become aware of how you understand instructions given to you and how you act on them. That will enable you to tone up this skill and get

ready for corporate work.

**(2) Be a learning person, not a learned person.**

No one can question the fact that you have an MBA Degree. What does it mean? It means you can understand and recall a few facts, concepts, principles and the like. In that sense, it means you are knowledgeable, more knowledgeable than many others. Whether that knowledge will be adequate for performance on the job, you have to ask. What more I have to learn, you have to ask further. And learn it first and learn it well. As Mark Twain reminded us, your schooling should not come in the way of your education.

**(3) Be a professional.**

A whole chapter, if not a book can be written on this theme. One characteristic of a professional is that he stands for certain values that make him dependable. Those who do not stand for something will fall for anything, a philosopher observed. Stand for some core values. For example, respect for the plighted word, being loyal to the organization.

One of the most respected management consultants, I know of, took an assignment in U.S.A. His flight was late at night. He was found at his desk in Bombay till about 10 p.m. When I work for you, I work for you, that was his value. Whether his boss acknowledged this or not I do not know, I do know that this has been the stand of this gentleman wherever he

There are books like **WHAT THEY DO NOT TEACH YOU AT HARVARD** and **WHAT THEY DO TEACH YOU AT HARVARD**. Read them and they will give you some tips, techniques and cautions.

*"Vakta srota cha durlabha"* is an old saying. If you can become an exception if you can seek and benefit from advice, you will go further, faster and smoother.

"Like an individual, the corporate body of all the workers and executives needs to harmonise all four kind of human energy-physical, intellectual, emotional and spiritual in order to strike a balance between profit and ethics, between external and internal excellence, between personal prospects and corporate welfare."

- Swami Jitatmananda