



## Norman Same in India

Norman Same, Chair, JHI Asia-Pacific Region, was interviewed by *Economic Times* and *Business Line*, two leading financial dailies of the country, while he was in India in connection with his presentation to CEOs and human resources executives in Trivandrum. The presentation was sponsored by JHI firm Roy Varghese & Associates in India and the Asian School of Business.

# THE ECONOMIC TIMES

## Lay-offs not the best idea: Aussie expert

21 Apr 2009, Joe A Scaria, ET Bureau

TRIVANDRUM: The economic slowdown may be prompting corporates to trim their workforces, but that is not the greatest of ideas going round, according to Norman Same, director of Australia-based knp Solutions which specializes in providing integrated financial and business services.

"When the economic crisis gets over, many companies that have laid off junior staff will find their middle managements bereft of talent and those that have stopped hiring would see no one competent to fill middle management positions", Mr Same said.

According to him, the hire-and-fire culture could lead to a lot of discouragement, and once an economic upturn arrives, it would be difficult for companies that have a bad record in human resource management to attract the best talent. This, he pointed out, could lead to poaching and thereby push up the cost of recruitment.

Mr Same, who assists clients with management and other organizational issues including corporate governance, said it was important to have an awareness of the possibilities, and that shared leaderships often worked better than imposing goals from above. 'Model it, talk it, do it', worked better than unilaterally imposing objectives and goals from the top of the hierarchy, he said.

In India, he said, the cultural setting had perhaps marked a lower emphasis on getting the opinion of everyone in a team in the past, adding that those trends were bound to change in the modern world.

Mr Same said the concept of job-sharing was catching up in Australia, which enabled two or more persons to share a job without anyone being completely unemployed.

# Business Line

## Planning strategy? Fit in psychology!

27 Apr 2009, Sankar Radhakrishnan

Trivandrum, April 26: Superficially, there isn't much that connects the strategic planning process in a business with the Myers-Briggs Type Indicator personality inventory system.

But Mr Norman Same disagrees with that viewpoint. For Mr Same, who is the Managing Director of knp Solutions Pty Ltd, an Australia-based business and financial advisory services provider, is passionate about using the Myers-Briggs Type Indicator (or the MBTI as it is popularly known as) as a tool in the strategic planning process.

"If strategic plans are to work, the people who have to implement them have to buy into the plan," he told Business Line during a recent visit to India. Therefore, strategic planning has to be a participatory process and all those involved have to function as part of the same team, he pointed out.

And this is where the MBTI comes in, as a tool in the preparatory stages of the strategic planning process. Developed by Isabel Briggs Myers and her mother Katharine Briggs, the MBTI is based on Carl Gustav Jung's theory of psychological types and uses a questionnaire to

measure psychological preferences in how people perceive the world and make decisions.

Mr Same, who is an accredited trainer in the MBTI, explained that the MBTI "creates awareness of how people interact and also how they use information." This awareness is crucial as it helps people understand that others are different and also to celebrate these differences in the team, he added.

The MBTI can also be used to improve communication, build better teams and so on, he pointed out. When helping clients develop a strategic plan, Mr Same usually administers the MBTI to all those who are part of the planning process so they "know how people are".

While the personality types of individuals in the group are not necessarily revealed, the group discusses the characteristics of the 16 MBTI personality types and also does various team-building exercises based on the personality types.

Ultimately, the MBTI helps to create the environment and understanding needed for a more participatory strategic planning process, Mr Same declared.