

Persuasive Paper – Quality of Work Life

03/11/2004

Pune

To,

Team BOAMMIRP,
Banking and Capital Markets Division (BCMD),
Infosys Technologies Ltd., Pune

Subject: BOAMMIRP Project Kick-Off

Dear Team,

Congratulations on the successful completion of BOAMDC project! I'm sure that the client's appreciation bears testimony to the unflappable team spirit we exhibited. Our collective experiences, good and bad, will stand us in good stead in the upcoming BOAMMIRP project.

Following are a few critical observations regarding BOAMDC project management which we can particularly improve upon:

- Undisciplined effort scheduling owing to changing client-requirements

- Unfair amount of stress and work overload on team
- Plummeting energy and enthusiasm level in team with increasing stress
- Professional and personal life imbalance leading to productivity losses
- Want of a completely free communication process for ideas and needs of the team

Having analyzed the above, I'm convinced that the solution lies in enhancing the *Quality of Work Life* (QWL) within the team, right from the onset of the new project. Quality of work life is a major barometer of job satisfaction among employees. This communication aims to persuade you to appreciate the difference that an improved QWL can make to the team, thereby leading to outlining of required action items.

What does QWL imply in terms of team dynamics?

An inferior QWL arises in a team when an indifferent organizational/team culture allows members to let their career-progression ambitions dominate at the cost of their personal life wellness. Waning quality time allocations lead to poor personal relationship management. Domestic stress combined with ever-increasing work load reduces efficiency and time management suffers further. The vicious cycle spins a yarn of negativity all around.

On the other hand, team members high on the QWL quotient, aided by a favorable team climate, are more likely to enjoy the discharge of their responsibilities at the workplace. They are comfortable at striking a good balance between their personal and professional

lives. Hence, they do not allow worries from either of the spheres of life to affect the other. They bring more efficiency to their occupational duties and utilize the time saved for deserved recreational activities. This 're-charge of batteries' in a cyclical process, releases more mental bandwidth and psychological availability for work. Therefore productivity spurts.

Some best practices I propose to establish within the team so as to improve QWL:

- Stringent individual time management: Use of Outlook Calendar Booking, block-book for priority projects, multitasking, confirmation seeking for pending events and a 'Do it now' approach to work
- Flexible work options: Team members can opt for flex-time, flex-place, compressed work schedules, part-time work for same tasks and job-sharing
- Continuous training to develop technical and managerial skills to remove career growth insecurities, if any
- Setting up of an e-mail id *Suggestions_BOAMMIRP@infosys.com* as an exclusive communication channel for ideas, suggestions, personal life problems, whistle-blows and complaints with response guarantee of 48 hours
- Project level achievement recognition program
- Monthly recreational programs with families
- Encouragement to allocate time for regular visits to in-campus fitness center

I invite an open discussion on this subject. Please feel free to air your views of agreement/ disagreement to the ideas contained in this communication. Our collective efforts in this direction are sure to yield an efficiently managed project and a much more satisfied team. I look forward to an exciting team interaction in the days to come.

Yours truly,

Avik Das,

Project Manager, BCMD, Infosys

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References:

- <http://www.hr.upenn.edu>
- <http://www.nsa.gov>
- “Quality of Work Life – The Human Implications” by PVL Raju, HRM Review, Feb’04, ICFAI Press
- <http://www.fripp.com/art.minute.html>

Please note: The paper draws extensively from the author’s experience of working as Software Engineer for the BOAMDC and BOAMMIRP (independent charge) projects in the Banking and Capital Markets Division (BCMD), Infosys, Pune.