

Trigger Question: Prof. Bholanath Dutta-- Individual Vs Organizational Personality

For an entrepreneurial venture (mainly in the start-up stage) individual personality and organizational personality are the same. Many experts say that the CEO personality reflects organizational personality. KV Kamath , left ICICI resulting dilution of brand equity. What would be situation when individual personality supersedes organizational personality? Is it desirable? On the other hand , it is necessary that organization must have a personality of its own in terms of processes, culture and other dimensions.

Prof. Prasanna Kumar

Every entrepreneur brings in his or her personality traits into the organisation which he/she promotes... and tries to achieve the vision through the manpower which he brings into the organisation.. for example in hospitality industry we talk about the Taj Culture or the Oberoi Culture.... what is these culture we are talking about is the culmination of the personality of the entrepreneur and the employee it takes on board... which normally matches with the entrepreneur's personality...one can attribute the same aspect to family, society, community, state, country, nation, etc....

Prof. B.N.V.Parthasarathi.

Good evening. I submit my views as under-

At the start up stage the individual personality dominates the organisational personality as rightly pointed out by Mr.Dutta. However , when the organisation evolves , it comes out from the shadow of the individual (who normally happens to be the main promoter) and it will have its own personality/ culture . If this does not happen , there will be a void when the main promoter exits from the organisation leading to identity crisis. A real organization is one which continues to survive and grow despite the change in the people ,especially those at the helm of the affairs. This is possible only when the organisation has its own personality/culture distinct from that of the people behind it.

Individuals depend on institutions but institutions do not depend on individuals(barring the start up phase) . There are few individuals who do not depend on institutions but institutions depend on them. Such individuals are either institutions by themselves with exceptional qualities or belong to a category of people who do not develop second line leaders for obvious reasons.

Shri Virendra Goel

Organizational personality may change with every new leader taking the mantle, more important is the culture of the organization that should be well defined and reflect in actions, reactions and responses of every member of the organization. This applies to an entrepreneurial venture too - weather start up or existing - small or big.

Prof. Raj Mahinder Pal Verma

Entrepreneurship is either conversion of dream in to reality or conversion of idea in to a useful venture.

Dream / Idea get converted in to Vision / Mission/ Values which form foundation of the organization. It leads to setting of goals ,formation of Strategy, Strategy Deployment, Processes , Metrics and results to meet set goals. Leadership always reflect on the organization but excellent organizations are run by processes. Good organizations always have succession plan. Even family run organizations have succession plan.

Personalities do reflect organization and many a times exceed organization personality. But good policies / processes allow the organization to function even when change is made. Mrs. Chanda Kochar managed ICICI may be much better and obtained many awards for her. Look at working of Tatas, Infosys both Individual and Organizational personality prevails.

But it is difficult to control the ego when individual personality supersede organization one. It needs very high level of spirituality. Inconsistent success in cricket is the example of exceeding individual personality than Organizational even National.

Experience with organizations shows that organization goes up on strong values and collapse on downfall of values.

Prof. K.Paranjpe

Dear Sirs, The topic is interesting. For one, a distinction is assumed between the personality of the individual and the so called "personality" of an Organization. Regarding intelligence, it can be said that the collective intelligence of a corporation is superior to the intelligence of the individual. The same cannot be said of ethical behavior of an organization. The ethical behavior of an organization reflects the ethical behavior of the top leadership. As regards decision making traits, the structure and the culture of the organization together with the technology harnessed, determines the speed of decision making. In the market place the associated qualities of the brand determines how customers perceive the company. Ultimately, it is the quality of the individuals associated with the organization that shapes the so called personality of the company. In an era when companies have limited lifespans, I guess the personality of the CEO plays an important part. These are my personal views

Prof. Raj Mahinder Pal Verma

Self centered approach to Individual Personality leads to downfall of the organization, For many people it is difficult to create balance between both individual as well as organizational personality.

The Financial Express March 2012 Report on India's Best Banks has given Rank 6 (last) to ICICI Bank pushed down by Yes Bank and Axis Bank in the category of New Private Sector Banks.

MD/CEO Mrs Chanda Kochhar focused on self personality and self Awards pushing the Bank to the last position. The effect is long drawn and takes long time to recover. It may require new leadership to recover, Awards leads to high level of ego scarifying interest of the organization.

Sh.Dhirubhai Ambani wanted his company No-1 in polyster. He told Sh. Mukesh Ambani to make India No-1 in Polyster. Pl. note his company will automatically become No-1. That differentiate extra ordinary Individual Personality.