

HumanCapital

REALISING BUSINESS STRATEGY THROUGH PEOPLE

Vol. 23 Issue No. 9 FEB, 2020 ₹130

THE AGILE IMPERATIVE



COVER STORY

**HR Agility:
Need Of The Hour!**

Dr. Moorthy K. Uppaluri

**Leading With Agility
And Grit**

Tanaz Mulla

INTERVIEW

**Changing Course:
New Paradigms in HR**

Dave Ulrich
Professor, University of
Michigan, and Co-Founder &
Principal, The RBL Group

PERSONA

Going Above and Beyond

Raj Raghavan
SVP and Head of HR, IndiGo

EXPERT TALK

Urvi Aradhya
Rupak Agarwal

Real Time Compliance Management

Avoid non-compliances taking place than a post mortem after the damage is done.



Organizations have to adhere to many compliances under Labour Law , Factories act & similar laws. By implementing Labourworks you not only send advance Email/SMS notice about a possible non-compliance likely to happen & give an opportunity to the contractor to take corrective actions. But if the corrective action is not taken in time then you can simply block the entry of the worker & avoid non-compliances from taking place in a real time mode.

Some of the compliances that can be implemented in real time mode are

- Working without a weekly off
- Maximum work hours exceeded in a week
- Contractor Labour License expired
- Labour License Capacity exceeded
- Medical Check up not done
- Induction training not completed
- Work Order expired
- Work Order Capacity exceeded
- Female worker entry during night shift
- Debarred worker entry

There are many more compliances which can be handled in an offline mode as well.

Labourworks™ is an Enterprise Contract Labour Management System which helps you streamline various processes using SPC Methodology™ . SPC Methodology™ are industry best practices in Security , Productivity & Compliances. Organizations have observed up to 10%* cost reduction on Contractor billing by implementing SPC Methodology™. There are more than 350 installations of Labourworks™.

Please call on us today for a live demonstration...

SAP® Certified
Integration with SAP Applications

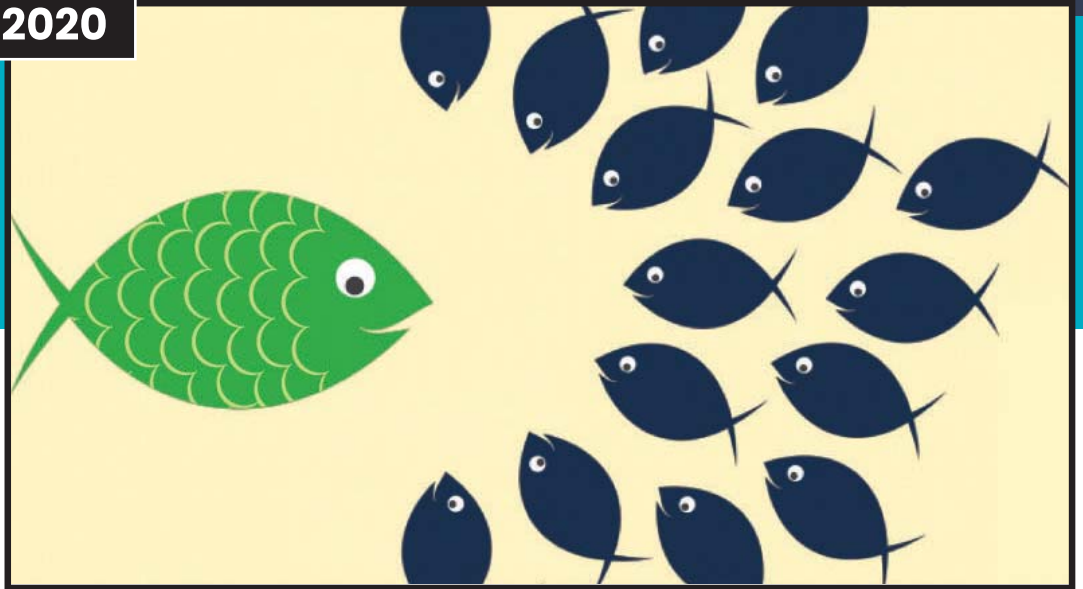
SAP is a registered trademark of SAP AG



☎ 020 25281608 / 9326727467
labourworks@scrum-system.com
www.scrum-system.com

DEVELOPING INTERNAL TALENT AND LEADERSHIP

APRIL 15 – 17, 2020



When it comes to Talent Management, decisions makers have realized that developing internal talent is an opportunity as well as a challenge. Successful organisations build robust internal programs to develop the workforce and business leaders. They consider the process as a planned people investment initiative also integrate it with other HRM systems for different levels. This programme will help the talent development professionals in their ongoing journey of planning and gearing up for developing talent for their organisation.

PROGRAMME HIGHLIGHTS:



Building culture of high performance



Skill Development for readying the work force



Make vs Buy decisions on Talent Management



Identifying development need & long term capability requirements



Leadership development & high potential employee management



Career & succession planning

FACULTY

- Prof. Biju Varkkey (Faculty Chair)
- Prof. Sunil Maheshwari
- Prof. Rajesh Chandwani

For Programme Details, Visit Website: www.iima.ac.in/exed
Indian Institute of Management Ahmedabad, Vastrapur, Ahmedabad -380 015, India.

Contents

A POINT OF VIEW

- 8 The Need For Hard And Soft Skills
Gautam Brahma

INTERVIEW

- 20 Changing Course:
New Paradigms in HR
Dave Ulrich
- 23 Business Blunders to
Avoid
Robin Banerjee
- 65 Embracing Agile
C V Srikanth

CASE STUDY

- 28 Managing The
Millennials
Dr. Anamika Sinha

THE CHANGE CULTURE

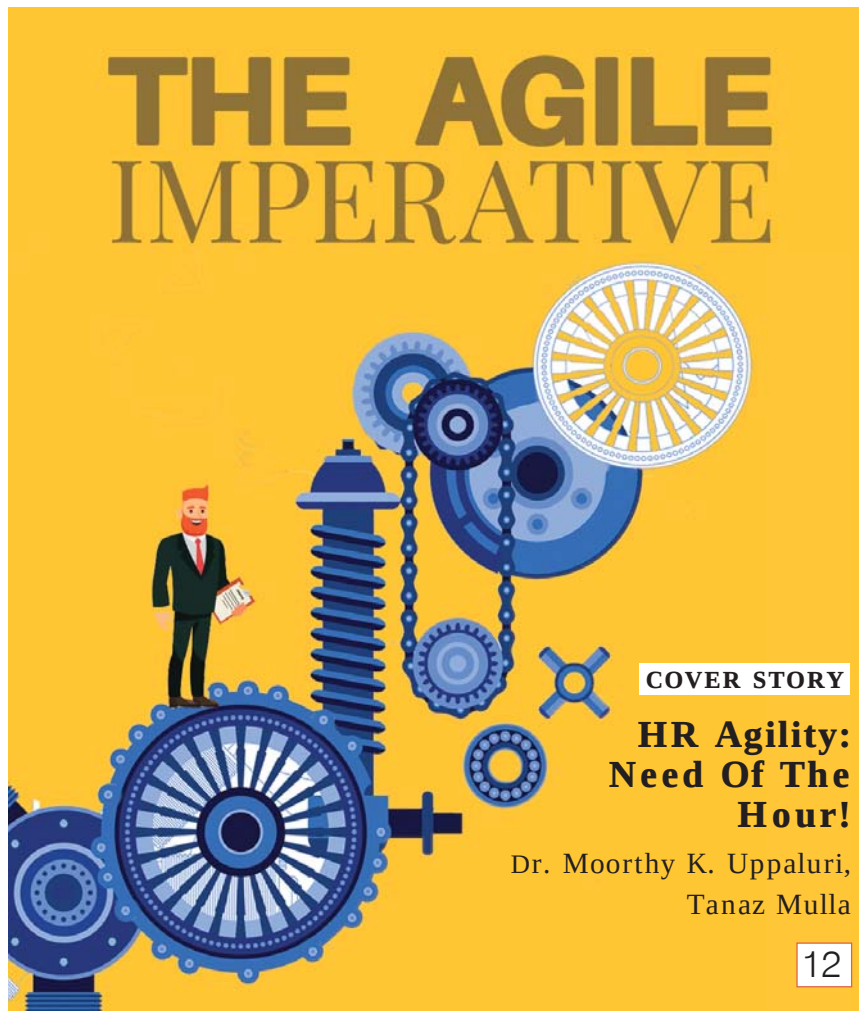
- 34 Evaluating With A
Pinch Of Salt
Kalpna Bansal

LEARNING AND DEVELOPMENT

- 40 Fetch the Future:
Experience Is Out,
Intellectual Sprinting
Is In
Ketan Bhatt

SETTING STANDARDS

- 46 Digital Leadership
Dr. K N Viswanatham



TALENT MANAGEMENT

- 48 The Pillar Of
Internal Mobility
Pinakesh Mukherjee

- 50 Critical Talent
Management Trends
in the VUCA World
Debjani Roy

PERSONA

- 52 Going Above and
Beyond
Raj Raghavan

RECRUITMENT

- 58 Your Hiring Defines
Your Future
Ajay Trehan

TIME INVESTMENT

- 64 The Future of Time
Investment
Brigadier Sushil Bhasin

HR TECHNOLOGY

- 74 The Benefits of Cloud
Computing in HR
Safura Begum

Contents

EXPERT TALK

- 10 Gig Arrivals: On Time, Every Time!
Harini Sreenivasan
- 25 Being All-inclusive: The New Mantra For India Inc.
Urvi Aradhya
- 26 From Intangibles To Tangibles
Navneet Trikha
- 32 Bringing Your True Self to Work Every Day
Sahil Nayar
- 37 Is: The Winning Secret
Abhiroop Banerjee
- 38 Talent Bridge 2020
Rupak Agarwal

- 56 Creating A Culture Of Lifelong Learning
Dipankar Das
- 60 The Network(ing) Effect
Vikas Dua
- 63 Enabling Tech To Embrace Gig
Rajat Grover
- 66 Success-Proofing the Digital Transformation Journey
Subhashini Panyam



REGULARS

- 6 Editorial
- 7 Research
- 19 The Bookmark
- 36 Industry Bytes
- 42 Law at Work
- 62 Research
- 68 Event Roundup
- 71 Appointments
- 72 Now Hiring

Owned by
Mukesh Jain

Managed by
Neha Jain
Ph : 7060177222
Editorial@humancapitalonline.com

Editorial
Ajay Kumar
ajay@humancapitalonline.com
Ankita Sharma
ankita@humancapitalonline.com

Subscription
Harsh Agarwal
Ph : 7535077222
subscribe@humancapitalonline.com

Customer support & Feedback

Surbhi Garg
Ph : 7534877222
support@humancapitalonline.com

Advertisement
advertise@humancapitalonline.com

Corporate and media connect
info@humancapitalonline.com

Design & Creatives
David Thomas

Published at

4378/4B, Pooja Apartment
1st Floor, Ansari Road, Daryaganj
New Delhi-110002

Printed at

Upkar Prakashan

care@upkar.in
0562-4053333

All rights reserved. Reproduction in any manner without written permission is prohibited.

For Copyright/reproduction of any specific article, kindly contact at feedback@humancapitalonline.com.



Facebook



Twitter



LinkedIn

 /humancapitalmag

 /Humancapitalonline

 /human-capital-magazine

This issue of **HUMAN CAPITAL** contains 76 pages including cover

From The Publisher's Desk



In the February 2020 edition of Human Capital, we present the nuances of HR Agility, which is the essential need of the hour. The new-age employees, disruptions in technology, and the ever-rising consumer expectations have coerced the HR function to become agile. Adopting the Agile methodology is a one-stop solution for a faster delivery cycle, and also provides sufficient ground for experimentation. The edition also impresses on the principal element of HR Agility viz. learning agility, since this is an integral ingredient for HR Agility.

In an exclusive conversation with Human Capital, Dave Ulrich, Rensis Likert Professor, University of Michigan, and Co-Founder & Principal of the RBL

Group, shares compelling insights over why agility is the name of the game in today's dynamic and disruptive world, and the need for HR practitioners to become organisation architects. The section also features Robin Banerjee, Managing Director, Caprihans India, and author of *'Who Blunders and How: The Dumb Side of the Corporate World'*, who shares intriguing insights on the pivotal mistakes and missteps that could cripple a growing company.

In the Learning and Development column, Ketan Bhatt highlights the fact that intellectual sprinting is essentially fetching the future. The Expert Talk section features an engaging collection of articles by prominent industry leaders, where Rupak Agarwal discusses what will drive talent success in 2020, Abhiroop Banerjee talks about excellence and how it differentiates leaders from followers in the market, and Urvi Aradhya lays out how diversity has become a new mantra for Indian organisations. The Case Study addresses the ever-crucial aspects of managing millennials.

In the Persona section, Raj Raghavan, Senior Vice President and Head of Human Resources, IndiGo, shares the business and leadership lessons he has learned over the years and reflects on how adopting a scientific approach to drive progressive HR decisions is taking IndiGo to newer heights.

Carpe Diem!

Neha Jain
Managing Partner

Top Skills that Companies Need Most in 2020

BY ANUSHRUTI SINGH



What are the most vital skills required to compete in the contemporary job market? Professional networking site LinkedIn shares its insights on the most in-demand jobs skills for 2020.

Emotional Intelligence, blockchain, and affiliate marketing are the three new skills companies will seek the most in 2020, according to the report curated by LinkedIn Learning.

For listing out the top five soft skills and top ten hard skills, the platform has parsed data from its network of more than 660 plus million professionals and 20 plus million jobs.

This year's most in-demand soft skills list indicates that companies are inclined towards talent with interpersonal and people-oriented skills. While task-oriented skills remain critical for success at work, the data shows that employers are giving equal importance to soft skills that play a vital role in the world of work.

As a result, emotional intelligence is the new entry to this year's top soft skills list. Creativity, collaboration, persuasion, and adaptability continue to be the top four most in-demand soft skills year on year, reinforcing these skills as evergreen.

Among hard skills, blockchain is a new entrant and is at first spot in demand. This is indicative of increasing awareness and demand for its wider - and lucrative use - that help securely store and send any digital asset. The small supply of professionals who have this skill are in high demand.

Other skills are cloud computing, analytical reasoning, UX Design, business analysis, sales, video production, and scientific computing. 

Working Women Live Longer and Age Better Than Their Non-Working Counterparts!

BY ANUSHRUTI SINGH

Women who are constantly employed during their prime years enjoy better physical health than their non-working counterparts once they reach golden years, according to a recent research.

"Many women in this study went to work in low-status or traditionally male-dominated fields. It is perhaps especially telling that despite these less equitable conditions, they were healthier later in life than women who didn't work outside the home," said Jenifer Caputo, a research scientist at the Max Planck Institute for Demographic Research, Germany. Not only this, but the study also found that working women were less depressed over the next decades as they entered old age, and even lived longer.

The thirty-six years-long survey, which began in 1967, analysed nearly 5,100 working women aged 30-44 and studied their professional and personal progress, physical and mental health and other factors until they were 66-80 years old in 2003.

It was found that women who regularly worked and earned during the first twenty years of the study reported lesser physical health limitations and symptoms of depression as they aged over the next sixteen years than women who didn't work for pay, including housewives.

The study also shed light on negative experiences at workplace. It was observed that consistently negative experiences with work did appear to take a toll on women's health later on. Those who perceived discrimination at the workplace, didn't particularly like their jobs, and stated they did not feel committed to their work had poorer physical and mental health as they aged. However, women with these experiences were still healthier during later life as compared to non-working counterparts. 



The Need For Hard And Soft Skills

The new year may be rewarding for those managers who can develop the hard and soft skills that they entail. While success is not guaranteed for those who prepare, failure is assured for those who do not.

BY GAUTAM BRAHMA

The beginning of a new year is a good time to look ahead and contemplate such aspects which could possibly dominate the mindspace for managers. This column sees two seemingly conflicting trends, and it is anybody's guess as to how they will play out with each other.

AI's unrelenting rise

The first among them is the unrelenting rise of ubiquitous computing powered by Artificial Intelligence (AI). Often, we do not stop to ponder over our increasing dependence and usage of such applications, even outside the office or factory. A few weeks ago, a cab driver, using Google Maps to navigate a route free of traffic jams, remarked as to how people drove around in those cities where the internet was not working/unavailable. A school girl was heard wondering how Amazon accurately suggested the books she would have liked to read. Some of the biggest users of smart speakers at home are kids, who obviously have no idea of how a disembodied voice patiently services their seemingly outlandish requests. When it comes to deployment of AI-intensive applications, industry comes as a laggard. People working in many SMEs use more of such computing outside of their working

hours than at work. However, this is going to change sharply for two reasons.

1. People comfortable in using such applications at home will be open to using them at work. They may even start demanding them.
2. The costs involved in deploying such applications are going downhill. Apart from internetready devices such as cameras becoming cheaper, the costs associated with the risk of malware and intrusion are becoming more manageable with cloudbased applications hosted by large providers, who minimise those risks.

Managers will have to be aware of the potential of technology, lead the deployment, and prepare themselves for all that follows:

- Revised work processes
- Smart headcount reduction
- Usage of sharper performance and potential assessment

- Big change in the profiles being hired
- Significantly larger spans of control
- Constant focused learning

While this is easier said than done, managers will need to bite the bullet and apply themselves. Sadly, they are as much in the line of fire as anybody else when it comes to redundancy following IT deployment, and probably, even more so than the junior staff in some industries. People who have spent decades superficially skimming PowerPoint presentations, short articles, and dumbeddown videos will now be required to get down to long-form reading and structured classroom courses. Not easy by any means!

Those wanting to begin the year with a more nuanced understanding of how machine intelligence is already impacting work could plough through "A Human's Guide to



Machine Intelligence” by Kartik Hosanagar.

The relevance of culture-building

The second likely trend is the increasing role of culture-building in getting people to do the right thing at work. This in itself seems to have many drivers. As organisations grow and transform themselves through mergers and acquisitions, and as they expand across the globe into new geographies, it is important for everyone to orient themselves to the company's vision. Training, goal-setting, and appropriate rewards and disincentives will always play an important role. However, building the right all-pervasive culture will be paramount. This is because the increasing complexity and volatility of operations will make it difficult to lay down rules for all possible work situations. Establishing the right culture will increase the likelihood of people doing the right thing, even without precise instructions in an unfamiliar situation. A strong unified culture is likely to make organisations ‘anti-fragile’, if one were to borrow a phrase from the influential thinker, Nassim Nicholas Taleb.

“Establishing the right culture will increase the likelihood of people doing the right thing, even without precise instructions in an unfamiliar situation, and a strong unified culture is likely to make organisations ‘anti-fragile’.”

AI-Enabled transformations

Another driver could be linked to the profound transformation arising

from AI-enabled IT deployment, as discussed earlier. As a large number of more or less similarly skilled people get replaced by a small number of diverse specialists reporting to someone who do not have their skills, they will have to be managed through cultural binding, rather than detailed instructions. Managers have always recognised the value of a uniform culture. This is at times expressed in stock phrases like ‘culture eats strategy for breakfast’, often attributed to Peter Drucker himself. This simply means that given the same choice in strategy, an organisation with a better pervasive work culture is likely to be more successful. In practice, managers have valued cultural integration somewhat less strategically, more as a retention tool. However, this is likely to change.

Andreesen Horowitz is a successful venture capital firm based in the heart of action for technology firms. They are known for hard-nosed investment of serious money in companies that promise to deliver big returns. Hardly a likely source for soft talk regarding culture-building! So, when Ben Horowitz's latest book devotes itself to the importance of building the right culture for success as a competitive strategy, it is time to sit up and listen. In *“What You Do Is Who You Are”*, Horowitz talks of the role of culture in successful organisations over the centuries, and how a positive culture can be established in contemporary organisations and scaled up to meet the unforeseen challenges of growth in today's business environment. Managers are guaranteed to get unusual insights from Horowitz into building a work culture quickly through actions that initiate the right conversations. For instance, during the early days of Amazon, all tables were fashioned by bolting legs on to cheap doors bought from Home Depot. Whenever a new employee asked why she was given a door as a desk, she was

told that the company was always looking for ways to cut costs on whatever is not essential to its mission. This learning, delivered dramatically, was likely to stay.

“Given the same choice in strategy, an organisation with a better pervasive work culture is likely to be more successful. In practice, managers have valued cultural integration somewhat less strategically, more as a retention tool.”

Culture-building requires extensive and consistent role-modelling and allows no shortcuts. It is not for everyone. However, it is essential for organisations that wish to scale up, across businesses, geographies and business models without compromising on performance. The new year may well be rewarding for those managers who can embrace the two trends and develop the hard and soft skills that they entail. There is no guarantee of success for those who prepare. However, failure is assured for those that do not. 

About the Author

Gautam Brahma is a management consultant who advises start-ups and SMEs on strategy & operations including sales, HR and IT. He carries an experience of over four decades in the public, private and non-profit sectors in telecommunications and IT industries. He has been an invited speaker on multiple industry forums and a monthly columnist on HR issues for nearly two decades. Gautam is based out of Gurgaon and can be reached at gautam.brahma@bizmentor.in.



Gig Arrivals: On Time, Every Time!

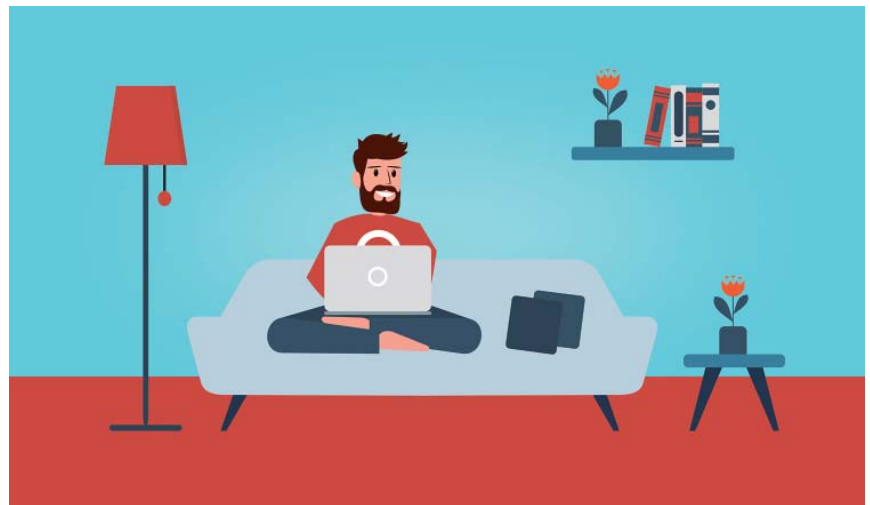
The rise of the gig economy is sure to leave us with unapologetically authentic and fiercely confident people who will deliver with undivided commitment, irrespective of economic rainfall or sunshine.

BY HARINI SREENIVASAN

I ran into Ajeet (name changed), an old friend, at a conference recently, and was taken aback to hear of his decision to quit his comfortable senior corporate position to become a gig worker. Intrigued, I asked him to describe his experience. “It’s like ski-jumping”, he said. “I wait on the hill and visually navigate the slope to decide when and how I am going to jump. Then after taking a deep breath, I fly off in the air before my perfect landing down the slope. It’s about getting better each time, and the outcome is all about the decision-makers choosing me over the others.” The life of a gig worker is just as exciting. This got me thinking about the arrival of the gig economy and how it has drastically changed the paradigm around employment.

The rise of the gig economy

I realized that Ajeet is one among the 15 million freelancers in India^[1] who have stepped out of their comfort zones and attempted to take what I often refer to as “The Leap of Faith”. Transitioning from receiving a salary at the end of the month to taking efforts to get work and then more effort to get paid for your services is not an easy choice to make. Yet, we see the shift progressing rapidly, sometimes even breaking the



popular myth that Gen X prefers to stay with comfortable day jobs. What is it that is driving this change?

I think the axiom, “Necessity is the mother of invention”, has led the gig worker to find ways to navigate through these challenges. As my friend Ajeet talked about “visually navigating the slope”, the gig workers of today have learnt to navigate the market dynamics and are aware of the need for continuous self-development. After such navigation, they take the leap of faith, and their expertise in delivery gives them the above-mentioned “smooth landing down the slope” which results in more work coming their way. This highlights the biggest change in perspective—where does the accountability of

skill development lie? In the conventional employment scenario, it lies with the employer while in the times of gig economy, it shifts to the worker!

A recent article in the Harvard Business Review (HBR) based on an in-depth study of gig workers reveals startling findings^[2], some which are summarized below:

- All of the surveyed gig workers cherished their independence, despite perceived personal, social, and economic anxieties without the protection and support of a conventional employer. Although concerns about unpredictable work patterns and financial pressures loomed upon them, they felt they had gathered more courage and led more enriched lives than their corporate peers.

- Gig workers found themselves free from adhering to authority figures and corporate norms, and picked assignments that best represented their true interests. It is this accountability that is one of the main drivers of their improved productivity.

- A gig worker works more by choice than by need. Majority of those surveyed agreed that they experienced a higher level of mental space and strength than in a conventional employment. In my own experience, Ajeet, my friend, who compared himself to a ski-jumper, revealed that he was a lot more successful professionally and comfortable in his identity personally than ever before. He could think of himself as a pioneer of sorts who does not have to conform to the requirements of any organization and had the courage to stand by his conviction.

“Transitioning from receiving a salary at the end of the month to taking efforts to get work and then more effort to get paid for your services is not an easy choice to make. Yet, we see the shift progressing rapidly, sometimes even breaking the popular myth that Gen X prefers to stay with comfortable day jobs.”

The Balancing Act

If gig working is like ski-jumping, the safety gear for a gig worker would include a strong sense of direction, connection with the right people, strategic visibility, and dynamic adaptability. As outlined in the aforementioned HBR report, successful gig workers are driven by what they are meant to do. That builds remarkable resilience, and conviction to turn down work opportunities when they are not the right fit. Undoubtedly, adjusting your sails yourself sets you sailing in the right direction.

“Gig workers have also realized the importance of strategically maintaining visibility through a balance between relevance and resourcefulness.”

An independent worker is prone to run into social isolation due to not having work colleagues. That's akin to losing a safety gear. Though many avoid formal peer groups which they might see as competition, they do have connections with role models and influencers. Gig workers have also realized the importance of strategically maintaining visibility through a balance between relevance and resourcefulness. Irrespective of the age or the generation, gig workers have learnt the art of staying visible on media platforms that are relevant to the times. The advent

and ease of digital media have propelled the older generation to keep themselves abreast of technology.

Growing all the way

By efficiently activating the 'safety gear' in the right direction, today's gig workers have emerged as resilient and confident contributors to the economy who can help turn around businesses by their creative productivity. The rise of the gig economy is sure to leave us with unapologetically authentic and fiercely confident people who will deliver with undivided commitment irrespective of economic rainfall or sunshine. 

References:

[1] *The 4 Things You Need to Thrive in the Gig Economy*. (2018). Retrieved from <https://hbr.org>

[2] *The freelance army: Why many Indians are choosing part-time over full-time* (2018). Retrieved from <https://www.financialexpress.com>

About the Author

Harini Sreenivasan is a maverick CHRO with multi-geography experience, a leadership coach, a Design Thinking practitioner, a Transactional Analyst and Behavior Analyst. She is an eternal optimist with a passion for helping people awaken their entrepreneurial spirit. A workaholic by nature, Harini balances her wakeful hours between work and student interaction. Currently, she is Affiliate Partner with Ricardo Semler's Semcostyle Institute India, Chief Mentor – HR at Intelliswift Inc, and Advisor to the Board at Caere India Ltd.

**PROBE
INTELLIGENCE
SERVICES**

EMPLOYMENT BACKGROUND INVESTIGATIONS

1 // CRIMINAL RECORD CHECKS

2 // CREDIT RECORD CHECKS

3 // UNION AFFILIATION CHECKS

4 // VERIFICATION OF EMPLOYMENT

5 // EDUCATIONAL RECORD CHECKS

6 // NEIGHBOURHOOD REFERENCE INTERVIEW

PH.: 011-25725603, 011-25758007 / AIRTEL: 9871007007 / TATA: 9210007007 / IDEA: 9990007007 / FAX: 011-25758007

GF 15, Padma Towers - II, 22- Rajendra Place, New Delhi - 110008 | 007@detective007.com | www.jasoosi.com

THE AGILE IMPERATIVE



HR Agility: Need Of The Hour!

The capability of the HR function to respond more quickly and effectively to changing employee expectations, workplace disruptions, and business demands is 'HR Agility'.

BY DR. MOORTHY K. UPPALURI

In an era of Digital Disruption and Technology Transformation, agility in and by itself could be a competitive advantage. Here is a quick snapshot of the disruption experienced by several Industries, out of which only a few have adopted newer strategies with much required agility, leading to successful and positive outcomes. Evidently, technology has remained as the mainstay during such a transformation process. Clearly, those companies that have either not made technology their ally, nor have executed with agility, have lost out in this disruption.

Examples of all those industries which were disrupted, which lead to the creation of a new concept with the help of technology and Agility are as mentioned: -

1. The music industry was grappled with Piracy during the Disc era. But services like iTunes and instant radio led to the disruptive nature in the market.

2. The internet movie streaming companies like Netflix and Amazon Prime threatens the movie theatres and media industry.
3. Cameras were disrupted by smartphones
4. Media and communications industry were disrupted by web news aggregators, social media platforms, social communication platforms
5. Educations industry was disrupted by E-books, self-publishing books, blogs and much more

An overview of those Organisations that disrupted the market by adopting new Agile strategies have been mentioned below:-

- Netflix and Streaming has disrupted Blockbuster
- Amazon led to the bankruptcy of Borders and Barnes and Noble
- Digital Cameras led to the bankruptcy of Kodak
- PCs and Servers threatened the very existence of IBM's mainframes business until it focused and executed its powerful Services strategy
- Marginalised PC maker Apple evolved to be a successful consumer products company with an outstanding revenue growth and a huge market capitalisation through the launch of iDevices
- Wireless, Internet, and Skype disrupted Verizon until it adopted a fibre-optic internet, TV, Phone strategy
- Internet, email, and express carriers have disrupted the business of the US Postal Services



5 Organisational Values That Drive Agility

Organisations with deeply rooted and visible commitment to one or more of these values are 2x times more likely to be effective at agility than those without them. Highly agile organisations are 10x more likely to indicate that all five values are embedded into the culture of their organisations.



Innovation

Highly agile organisations are **5x more likely** to have cultures that **encourage innovation** and **foster trust**.



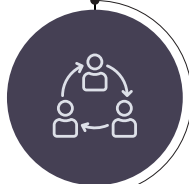
Transparency

Highly agile organisations are **2.5x more likely** to **promote transparency**, the value most highly correlated to market performance.



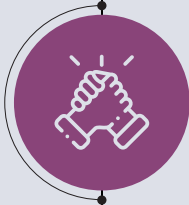
Creativity

Highly agile organisations value creativity **4x more** and are **10x more likely** to **support risk taking** and **embrace failure**.



Diversity

Highly agile organisations are **42% more likely** to **value diversity**. Though not enough alone, **lack of diversity is impediment**.



Collaboration

Highly agile organisations are **45% more likely** to **value collaboration**. They are also more likely to **engage employees at all levels**.

Image credit i4cp

A comparison can be drawn between Agile methodology and the Scrum methodology in software development. In Scrum methodology, teams divide their work into goals that must be completed inside of time boxed iterations, called *Sprints*. And Sprints can take anywhere between a fortnight or a month to be completed. The progress made by the team is closely watched, and revised planning, if any, is normally carried out during daily scrums- a 15-minute stand-up meeting. The Scrum framework is lightweight, iterative, and incremental, and used for managing intricate tasks. It challenges the suppositions held by the traditional, sequential approach to product development, and enables teams to self-organise by encouraging physical co-location or close online collaboration of all team members, as well as daily faceto face communication among all team members and disciplines involved.

A key principle of Scrum is the two-fold recognition that customers will alter their mindsets about their wants and needs (also termed as the *requirements volatility*), and that there are bound to be unpredictable challenges—and hence a predictive or planned approach is not the best suited.

Scrum is framed on an evidence-based empirical approach—ceding to the fact that the problem is not completely comprehensible or defined upfront, and instead, keeping one's thoughts cantered over maximising the capabilities of the team to: -

- Deliver quickly
- Respond to emerging requirements
- Adapt to evolving technologies and changes in market conditions

These conditions also apply to the VUCA world in which today's businesses and organisations are

thriving in. Agile methodology helps in slashing cycle-times of the programme/project execution, deriving faster results, failing quickly through smart experimentation so that businesses can focus on potential and a few viable options rather quickly. By way of taking calculated risks, learning fast from intelligent iterations, and focusing on the vital few is the short cut to success with agility.

More and more companies are evaluating newer options for talent acquisition and development by applying technology to various stages of the talent acquisition process, potentially eliminating a few redundant steps and varying a few others to improve the overall efficacy. In today's job market, hiring the right talent at the right time at the right cost/value is an imperative for success. Currently, candidates have multiple options,



SUDHIR DHAR
Executive Director-HR & Administration, Motilal Oswal Financial Services Limited

“HR is in the process of transforming its practices to a fast moving environment. Through AI and digitalisation, HR is having a real-time pulse check on employee connect and engagement, and is hence more proactive. Building gamifications, micro-learning bytes are working as tools for learning and engagement, changing the approach to learning and development. It is also imperative for HR to clearly identify the elements and practices which will retain the 'human touch' and not transform as digital, since Human Resources must remain 'human'”



ANIMESH KUMAR
HR Head, DocsApp

“In the VUCA world in which we live now, it has become all the more significant to rehaul HR practices and adopt an organisational mindset that fuels the agile business model. To begin with, the DNA of 'being comfortable with constant change' has to be deeply ingrained in the ethos of the organisation. It must then reflect in the actual practices implemented across the complete employee lifecycle. Some such practices are - using actuarial science for workforce planning, forecasting models to control attrition, re-skilling talent for tomorrow's business needs & creating a workplace culture that thrives on collaboration.”

and it is critical not only to have a compelling Employee Value Proposition, but also to have the agility in the recruitment process to respond back quickly to facilitate the right decision, both by the company and the candidate.

“It is critical to have a compelling Employee Value Proposition, and the agility in the recruitment process to respond back quickly to facilitate the right decision, both by the company and the candidate.”

Empowerment of both the remote and regional teams to act independently and swiftly, by



doing away with permissions and approvals from the corporate headquarters would be a key enabler to foster the culture that promotes agility. In doing so, it is essential to ensure that all such teams are aligned with the business vision and strategy. The key is to enhance the pace of execution without compromising the quality of the desired outcomes. And this can be achieved only through agility that is enabled through robust frameworks, process discipline, role clarity, and appropriate infusion of technology.

FATHIMA FAROUK
HR Head, AMD India

“Keeping up with the changing business landscape, HR needs to be agile and collaborative to succeed. We need to be in sync with technological advancements like AI, chatbots, and data intelligence, to improve efficiency and create a strong talent structure. HR partners need to consult with business stakeholders, study best practices and design policies in line with today's business dynamics that address the millennial mindset. For instance, talent acquisition teams collaborate with hiring managers to improvise the hiring process based on project milestones and needs. Similarly, talent management teams meet employees regularly to analyze their value propositions that are key to driving the company's culture.”



DEVIKA THORAT
Manager- Human Resources,
IDEaS Revenue Solutions

“The future of work is pushing the human resource function towards agility, with jobs moving from being well-defined to ambiguity. Talent acquisition teams must think creatively and hire people who are talented in their own unique ways and look for opportunities to nurture, build and value their uniqueness. While the L&D function should create a talent pool of multi-skilled teams that can move fast in any direction. It needs to be creative in designing development plans in consultation with business heads, where knowledge can be imparted quickly through job rotation, shadowing, cross functional projects, etc. Further, the organisational structure will need to be more fluid to facilitate agility. A top-down approach will slowly diminish, and self-managed teams will emerge. To enable and support this new formation, HR professionals would need a deeper understanding of the business and focus on hiring and developing leaders to be mentors, coaches, and enablers and not instruction-givers.”

Onboarding and empowering employees with reliable and relevant information wherever required, with optimal governance will only promote HR agility. Further, it enables efficiency and enriched employee satisfaction to facilitate realisation of the aspired business outcomes. Several companies have leveraged the agility to stem attrition by offering more meaningful career options and growth paths with fulfilling

career aspirations to their committed and capable employees by mapping them to new skills and new-jobs. Agile culture has helped organisations to identify emerging technologies and the associated skills needed to convert such opportunities to revenues. Agile organisations have upskilled capable and interested Talent to take on new challenges. Thus, it has assisted them in realising their career ambitions. Organisations that are not agile, not only risk losing their talent, but also get left behind from riding the opportunity wave.



JAYATI ROY
Director-HR, Barco India

“An agile business model ensures that an enterprise becomes more adaptive and responsive when dealing with customers, and HR is following the same spirit for all its internal and external customers. The advancement in employee-centric work culture is making HR to become more agile and providing employees better opportunities towards continuous development of their personal and professional skills. HR can adopt agile methods and mindset by being open to innovative and adaptive techniques aimed at improving employee onboarding and transition, real-time employee interactions and feedback, training, upskilling, and talent management, enabling HR to thrive in today's fast-moving and complex times - moving from being an administrative function to the enabler of change for key assets of organisations - its talent function.”

“It is essential that all the teams are aligned with the business vision and strategy. The key is to enhance the pace of execution without compromising the quality of the desired outcomes.”

Learning platforms also have to be agile extending the learning content and experiences to the targeted employees anytime and anywhere, on-demand. Workforce plans have to be dynamically designed to cater to the business needs with utmost agility. Such plans may need to be revised on a quarterly basis, if not on a monthly basis. Executing the workforce plans with a clear sense of prioritisation, and having the ability to steer dynamically is important to engage and leverage the emerging opportunities.

It is important to drive a sense of urgency that is deep and all-pervasive across businesses, and the organisation plays a key role in fostering and rewarding agility. Agile is a proven way to solve complex business problems in a simple and efficient manner with the available resources. **HC**

About the Author

Dr. Moorthy K. Uppaluri is former CEO and MD - Randstad India, a global business leader, an angel investor and advisor to early-stage startups. With vast domestic and international experience across diverse sectors like IT, manufacturing, and professional services, Moorthy is credited with evolving business strategy, building brands, growing market share, improving operational excellence, driving innovation and fostering a people-centric culture. He is also a featured author and an eminent speaker.

Leading With Agility And Grit

Learning has always been important, and all leaders seem to concur that Learning is an imperative. When there is no learning, individuals and companies are bound to fail in the long run.

BY TANAZ MULLA

The early 2000s witnessed organisations moving away from Training and Development initiatives to Learning and Development initiatives. Learning has always been important, and all leaders seem to concur that Learning is an imperative, not a cliché. When there is no learning, individuals and companies are bound to fail in the long run. It is also evident that Talent is attracted to organisations that promise to invest in individual development, irrespective of whether or not they opt to stay.

The traditional approach to talent acquisition was based on academic credentials and industry experience. Such an approach was successful when jobs were structured, welldefined, and were more or less predictable with little leeway for change over an extended period. However, in today's fluid business environment, it is essential to identify such Talent who can learn and grow as the job evolves. With disintermediation disrupting industries and organisations, the change variable has moved up exponentially. The world is becoming smaller, more interconnected, and more intelligent, resulting in the need for companies to hire employees who can manage change in order to survive and thrive. And this is where Learning Agility gains

prominence as an essential competence in today's digital world.

A Google search on Learning Agility returns more than 6 lakh results in less than thirty seconds. The important point to note here is the linkage of Learning Agility to High Potential. Learning agility looks at both current performance and long-term potential. The concept of learning agility has been



used to describe individuals who possess skills such as openness, willingness to learn, and flexibility. In addition, a learning-agile person is curious about the world and has high tolerance for ambiguity, good people skills, vision, and innovation. (Eichinger & Lombardo, 2004)



RAJNI KHURANA
Chief Human Resources Officer,
U GRO Capital

“‘Agility’ is no longer a theoretical concept for the business world. Pioneering organisations that have taken the lead with agile designs and practices are reaping the first rewards. Where does HR fit in the agile business model? How can HR adopt agile methods and mindset to survive and thrive in today's fast-moving, complex times? Here, we demystify the theme of workplace agility and provide practical insights into how approaches towards workforce planning, recruiting, talent management, leadership, etc. can become agile.”

“The world is becoming smaller, more interconnected, and more intelligent, resulting in the need for companies to have employees who can manage change in order to survive and thrive.”

Learning Ability, Learning Agility & Organisation Culture

Learning Ability is sometimes used interchangeably with Learning Agility. The distinction between the ability to learn from experience (Learning Agility) and how individuals learn (Learning Ability) is worth noting. The former has

important implications for assessment and selection, while the latter affects how organisations design programmes and facilitate an individual's learning.¹

Employee experiences form an environment and a culture that fosters learning agility, and the leadership in an organisation can assume a proactive role in creating intentional, positive employee experiences. To be effective, these experiences should enable employees to achieve their goals and succeed in their careers. The organisational focus should be on creating a culture with a "Fail fast and Learn fast" motto. An incident involving Lou Gerstner is an oft-cited example of this motto. Lou Gerstner, the former CEO of IBM, had a young MBA managing a business and lost 2 million dollars in the venture. When Mr. Gerstner called this individual into his office, the MBA said, *"I'm assuming you want my resignation?"* Mr. Gerstner said, *"I just invested 2 million dollars in your education. I don't want you to quit, I want to know what you learned."*²

As an HR leader in your organisation, your organisational philosophy on innovation and creativity is a major driver of the company's ability to develop and foster learning agility across employees. Some very important questions that must be asked in order to create a culture which fosters a workplace that ensures learning ability are mentioned below: -

- Is the culture of accepting and providing constructive (concrete, specific, and actionable) or destructive (vague, incomplete, untimely, or absent) in your organisation?
- Do you allow for mistakes and for people to learn from those mistakes?
- Are there timely feedback loops to enhance learning from education and experience?
- Do you explore patterns in

organisational setbacks across the company in order to minimise barriers to success?

“As an HR leader in your organisation, your organisational philosophy on innovation and creativity is a major driver of the company's ability to develop and foster learning agility across employees.”

Grit

According to Angela Duckworth, Grit is passion and perseverance for very long-term goals. Grit means having stamina. Grit is sticking with your future, day in, day out; not just for the week, not just for the month, but for years, and working hard to make such a future a reality. Grit is living life like a marathon, not a sprint.³

Given Grit's direct correlation to achievement and success, is it right to say that all the talented employees are the ones who possess Grit naturally? The answer unfortunately is No! We know of many talented professionals who simply do not follow through on their commitments.

How does one then build grit in oneself? According to Angela, the one probable way to develop Grit is through developing a "Growth Mindset" in professionals. The Growth Mindset was an idea developed at the Stanford University by Carol S Dweck, and is a belief that an individual's ability to learn is not fixed, and that it can change with effort. Grit places a premium on effort.

Learning Agility and Grit

The power of passion and

perseverance can be labelled as Grit. Together, Learning Agility and Grit ensure that the chances of success for the employees rise exponentially, especially when they are faced with unpredictable situations where the normal way of doing things cannot work.

There is a school of thought that believes that in the current scenario, the breadth of expertise trumps depth. Grit and conscientiousness, they argue, could lead to poor performance when it impedes one's ability to quickly change course, and adapt to new way of doing things or even doing different things altogether.⁴

Having presented a contra viewpoint, the debate is open for the reader to weigh in. However, what is proven beyond doubt is that the driver of the digital world is a lifelong learner. It is for the reader to decide whether they are on the bus with grit or without it. 

References: -

1. https://www.researchgate.net/publication/263217685_Leadership_Development_Exploring_Clarifying_and_Expanding_Our_Understanding_of_Learning_Agility
2. Learning Agility - The Impact on Recruitment and Retention - Linda S. Gravett Sheri A. Caldwell
3. Grit: the power of passion and perseverance | Angela Lee Duckworth
4. <https://www.theatlantic.com/magazine/archive/2019/07/future-of-work-expertise-navy/590647/>
5. <https://www.sciencedirect.com/science/article/pii/S0160289613000421>
6. <https://hbr.org/2017/05/the-talent-curse>
7. <https://sloanreview.mit.edu/article/learning-for-a-living/>
8. <https://sloanreview.mit.edu/article/leadership-mindsets-for-the-new-economy/>

About the Author

Tanaz Mulla is a Human Resources professional currently working with a leading fashion retail organisation.

Changing The Learning Landscape In 2020

The learning landscape is changing, and it is time for corporates and employees to gear up for this new challenge. It is also time for Learning and Development managers to do some 'soul searching' for betterment.

BY DR. HORY SANKAR MUKERJEE

The learning landscape is changing, and it is time for corporates and employees to gear up for this new challenge. It is also time for Learning and Development managers to do some 'soul searching' for betterment. Here are a few recommendations:

No more training calendars: It must be understood that Calendar programmes are not a solution. No shows and lesser participations, drop outs in middle of the programmes are common, and are widely seen for calendar training programmes. Your audience today is asking for more customised programmes and you need to address this.

Can I do it myself: You have taught me the theory and have given a reasonable reason to trust this model, but can we do it ourselves? Is there an interactive platform, a game, a social media, a playground, a simulation exercise on which we can work on? Can I feel what I have just learned? Can we move away from, 'chalk and talk?' We must redesign the way we have been training, at least, give the participants a feel of what and how it feels like doing it. Be it soft skills or technology, 'do it myself' is the latest thing that learners are looking for.

No more pedagogy but andragogy: 'Andragogy' is being talked about since the recent past in learning and development. Andragogy is more adult focused. Adults are selfdirected, responsible for their learning, experienced, and involved in the process of learning. Therefore, change your ways of learning and delivery. Encourage learners to participate, allow them to lead the discussions, present them with problems so that they can bring a solution, encourage peer to peer learning and engage in focused discussions. It is important that we provide meaningful learning experiences that are clearly linked to their personal and future goals. If you are an in-house trainer, you cannot be ignorant about what is happening in business. Put your hands into the business, to bring 'relevance' to the classroom.

Anytime/Anywhere learning: With more people spending a significant time travelling from



office to home and back, it is time to enable learning at their own pace. Can we build solutions or leverage technology to allow them access to learning, applying of the concepts, practice, and certify anytime and anywhere?

Communication is even more important: Communication is a highly under-rated skillset. While we realise this, we do little about it. Communication matters, inside and outside the class. Communication skills have the capability to make or break a deal. Areas like negotiations, handling cross cultural communication or simply emails, would matter a lot today. In a VUCA world, communication assumes more significance than before, especially when you work with

teams you would have possibly met or will never meet. For trainers, it is important that you focus on your words, your ability to listen, speak and mean 'what you say', (be honest) so that you get your non-verbal cues just right.

Choose to disrupt or die: The traditional ways are not working, attention spans are reducing for the kids, (new hires) employees are spending more time travelling and multitasking. Unless learning and development keep changing their methodologies, try new things, to keep themselves abreast of the environment, training will be 'dead'. Make programmes and learning relevant in today's context and keep challenging yourself. Do you have the 'wow' factor in all your training programmes? Set new boundaries and leverage technology to enable people in the organisation. Ensure that you do 'more with less'. 

About the Author

Dr. Hory Sankar Mukerjee is Principal-Education, Training and Assessment, Infosys Ltd. He comes with an experience of over 16 years in IT, Banking and Media. Dr. Mukherjee is a Doctorate in Marketing and an MBA, and is closely associated with academics. He has three books to his credit and numerous publications in both national and international journals. He is the author of the book "The Gift Of The Gab" published by Sage Publications.

Changing Course: New Paradigms in HR

*In an exclusive interaction with Human Capital, **Dave Ulrich**, Rensis Likert Professor at University of Michigan, and Co-Founder & Principal of the RBL Group, shares compelling insights into the emergence of a new organizational form and its far-reaching implications on HR, why agility is the name of the game in today's dynamic and disruptive world, the need for HR practitioners to become organization architects, and how to adapt to an ever-changing work scenario. Get ready to be inspired and enriched as the world's leading business thinker and management guru, who is also popularly revered as the 'Father of Modern HR', blazes a new path to navigate the changing paradigms in HR.*

BY ANKITA SHARMA

“Wherever we are, it is but a stage on the way to somewhere else, and whatever we do, however well we do it, it is only a preparation to do something else that shall be different.”

— Robert Louis Stevenson



In these challenging yet exciting times, the Human Resource function is being increasingly recognized as critical to moving the needle on the strategic success of an organization. As we progress through the 2020s decade, the HR industry is witnessing revolutionary developments—be it digitalization, wrestling with talent shortages and skills gap, or managing a blended workforce of humans and bots, to name a few. The rapidly evolving business landscape necessitates HR professionals to quickly adapt and adopt new approaches towards doing things and step up their game to help organizations perform at their peak.

Q In your recent book, *Reinventing the Organization*, you critically examine the emergence of a new organizational form called the “*Market-Oriented Ecosystem (MOE)*”. What are the key building blocks of a MOE?

A Any successful organization has to adapt to its context. Everyone acknowledges that business contexts are characterized by incredible change, uncertainty, volatility, etc. (VUCA on steroids). In almost every industry, there are many organizations that did not adapt to changing times and are now gone. But, there seem to be other organizations that have learned to survive, and even thrive, in the new business contexts. Arthur Yeung (senior advisor to Tencent and senior author of this work) wanted to discover why a handful of large organizations are doing so well. We found some of these organizations in China (Tencent, Alibaba, Huawei, DiDi) and some in the US high-tech sector (Amazon, Facebook, Google). So, we dove deep into these organizations to discover what they were doing. We uncovered what we consider a new organizational species called the “*Market-Oriented Ecosystem (MOE)*”. While many have experimented with parts of this new species, such as holacracy, exponential, amoeba, network, boundaryless, and so forth, we were able to synthesize and distill the principles of this new organization species.

Q In your book, you also write that “*Agility seems to be the capability du jour*”. Could you elucidate this? Also, how can HR professionals adopt agile methods and mindsets to survive and thrive in today’s fast-moving, complex times?

A We found that the exemplar MOEs we studied had four critical capabilities: **external sensing** or the ability to acquire and use the information for decision-making; **customer obsession** or anticipating and delivering on customer

expectations; **innovation** everywhere—from product to service to the business model; and **agility**. Agility refers to the organizations’ ability to focus on the future, anticipate opportunity, move quickly, and learn always. These agile principles show up in strategy, organization, leadership, and individuals. They are reinforced and sustained through HR practices around people, performance, information and work. HR professionals with a complete roadmap of agility can instill this capability into their organization and ecosystem.

Q What are some of the common mistakes that you see large organizations repeatedly make in understanding the new workplace and workforce dynamics?

A Sometimes, leaders try to solve new problems (e.g., to move quickly) with old solutions (e.g., using managerial processes of the past). When the external context is dramatically shifting, leaders need to reinvent how they respond. The MOE draws on legacy organization ideas but reorients those ideas to help the organization win in the marketplace. For example, the concept of “headquarters” as the top-down governor of resources in finance, IT, HR, etc., is replaced by the idea of a platform of resources that deliver value to customers through dedicated teams or cells. These **market-oriented teams**

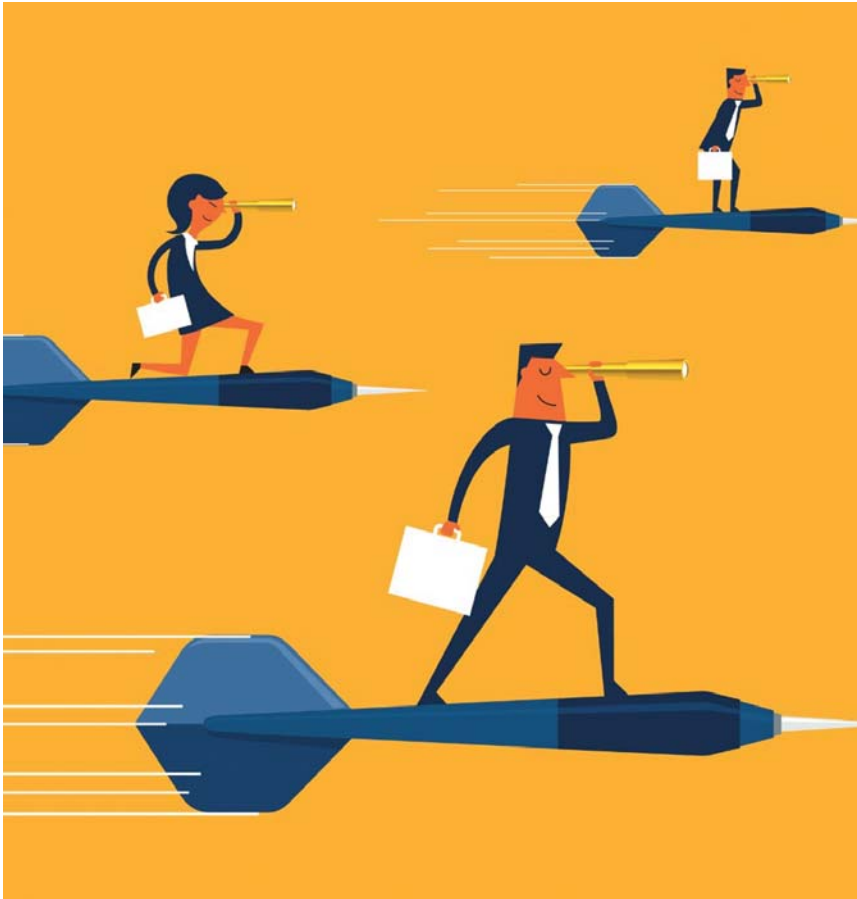
anticipate and respond to customer requirements quickly; then MOE connects the independent teams or cells into an ecosystem to share information about customers, innovation, and agility experiences with one another. This way, the firm is both small and agile (with customer-centric teams) and large and scaleable (through the ecosystem).

“If an HR professional wants to be personally respected, s/he needs to be a credible activist. If s/he wants to deliver value to customers and investors, s/he needs to be a strategic positioner. If s/he wants to help their business deliver financial results, s/he should become a paradox navigator.”

Q What, according to you, are the most critical competencies for HR practitioners today? Also, how can HR leaders change negative, outdated perceptions about Human Resources to gain more influence and impact?

A We have studied HR competencies for 30 years, with





over 90,000 respondents in every part of the globe. We have focused less on the description of the competencies and more on the prescription for which competencies deliver which outcomes. We found that if an HR professional wants to be personally respected, s/he needs to be a **credible activist**. If s/he wants to deliver value to customers and investors, s/he needs to be a **strategic positioner**. If s/he wants to help their business deliver financial results, s/he should become a **paradox navigator**. We also found that the quality of an organization (capability) that the HR professional helps create has four times the impact on business results than focusing on the individual (competence). Yes, four times! So, we see HR professionals needing to become **organization architects** even more than talent managers. We are beginning the next round of the study, and we hope anyone interested in joining

us would be in touch. Mike Ulrich is the project director for this next round (mikedulrich@gmail.com).

“The exemplar market-oriented ecosystems we studied had four critical capabilities: external sensing, customer obsession, innovation everywhere, and agility.”

Q As we step into the 2020s decade, what are the biggest trends and themes you’re watching out for in the HR space?

A I think that the overall message for progress has been for HR to deliver value. And, many have worked on this HR value agenda

for a long time by focusing on HR administrative efficiency, HR functional excellence, and strategic HR. We see the next pivot being **HR outside-in**, which means that HR professionals look beyond (or through) the strategy to customers, investors, and communities to identify emerging trends as the criteria for good HR. In addition, we see HR moving beyond merely the talent agenda (which is important) to deliver value through individual competence (talent) and organization capability (culture). We envision HR professionals at all levels of a company diagnosing and delivering value through talent, leadership, and organization so that customers, investors and communities are well served.

In workshops with both business and HR leaders, I often start with the question, “*What is the most important thing your company (or HR department) can provide employees?*” The answers are almost always around vision (meaning, purpose), growth (opportunities to learn and develop), and community (teamwork, partnership). I don’t disagree with these wonderful HR outcomes, but for me, the most important thing leaders and HR professionals deliver to an employee is **an organization that wins in its marketplace**. Unless and until the organization wins, the other very valuable employee experiences don’t happen.

I also envision that the passion for HR technology and analytics will combine to go beyond descriptive HR work (e.g., a leader has these competencies) to a prescriptive guidance system (e.g., a leader needs these competencies to win with customers and investors).

Finally, I believe the best for HR is yet ahead as HR departments, practices, and professionals strive ever more consistently to create value for all stakeholders. **HC**

Business Blunders to Avoid

Robin Banerjee, Managing Director of Caprihans India and author of 'Who Blunders and How: The Dumb Side of the Corporate World', in an exclusive interaction with Human Capital, shares intriguing insights on the pivotal mistakes and missteps that could bring down a successful business and cripple a growing company.

BY ANKITA SHARMA

Q We must begin on a congratulatory note with well-merited kudos to you on your second bestseller “Who Blunders and How”. What do you think made your book so successful?

A This book is all about business ‘mistakes.’ Business books are usually on ‘success’ stories—enhanced sales, good profitability, great acquisition, and positive stories go on. But how can there be success without failure? It is through missteps that we learn. Unfortunately, there are almost no books on business-fiascos. This book articulates over 300 live examples as to how other businesses, entrepreneurs, and managers have floundered. Reading the stories would help readers appreciate the undercurrents of business reality. Readers like the book as it is looking at the world of business from a different angle, involving steps to avoid catastrophes, and enabling one to walk into the realms of success.

Q In your book, you write about how sacrificing quality at profit’s altar leads to disastrous consequences. Could you elucidate this with an example?

A Entrepreneurship is all about making profits. Many business managers miss the trick and

concentrate on generating returns by cutting costs. Reducing cost is a great idea, but it cannot be done by compromising on quality. Providing good and consistent quality does not come free. Some costs need to be incurred. But, historically, many businesses have blue-pencilled costs in the arena of quality, which is pure hara-kiri.

When you visit your favourite restaurant, do you not expect the same taste and quality the last time you visited? When you use your morning toothpaste, do you not desire the same tingling feeling you enjoyed the day before? There are examples galore. What if the producer of goods or services now tries to save costs by compromising on the quality? How would you feel? Quality is more than making a good product. Remember, ‘quality’ is the bond with customers—any wavering will negate the positive relationship, and profits will take a massive dip.

Q What are the most common reasons leaders lose their edge and fail? Also, how can the pitfalls be avoided?

A Strangely enough, many leaders who have had the vision to create an enterprise, ran around to obtain funding for their dream business, put in their best effort to garner resources and

convinced customers to purchase what they make, sometimes falter when it comes to taking some basic steps as time goes by. Many business managers function in a bizarre way!

The most common snag business people fall into is the trap of over-confidence. They start believing too much in their own abilities. They convince themselves that they know everything—from production to sales, from HR to IT, and from finance to marketing. This is an impossibility. Only in



mythology, Goddess Durga had ten hands, but in reality, we just have two hands with only one brain.

Many successful entrepreneurs make two mistakes. First, they fail to seek support from professionals in the areas that are not within their core competency. Second, greed sometimes overtakes their zeal, causing them to make blunders by focusing on the short term over long-term goals. If these two pitfalls can be avoided, success can come faster than later.

“M&A is a mug’s game. Globally, although over \$2 trillion worth of transactions chase the mirage of becoming big and fat quickly, over 70 percent of the deals fail to fulfill the dream. Cultural integration has been observed as the number two driver for a deal failure, with the number one game spoiler being the lack of ‘give-and-take’ policy between the acquirer and acquired companies.”



Q Mergers and Acquisitions (M&As) fail for a variety of reasons, cultural shock being one of them. Could you cite an instance where culture became the cause for a failed M&A? Also, how can the cultural challenges be surmounted?

A M&A is a mug’s game. Globally, although over \$2 trillion worth of transactions chase the mirage of becoming big and fat quickly, over 70 percent of the deals fail to fulfill the dream. Cultural integration has been observed as the number two driver for a deal failure, with the

number one game spoiler being the lack of ‘give-and-take’ policy between the acquirer and acquired companies.

I had a bitter personal experience with how a lack of cultural understanding stood between a multi-billion-dollar deal. The Indian corporation was very close to finalizing a European deal. In its overzealousness, the Indian entrepreneur called for a conference call on the eve of Christmas day to finalize the price. The European team refused to join the call—in fact, they stated that they would be free for the call only after the New Year. The Indian industrialist felt short-changed, and mutual trust cracked. The deal never saw the daylight thereafter!

Cultural challenges can be surmounted only by keeping in mind that the culture of two nations, companies, or religion will differ. None of us are similar. Accepting that all of us are different and being patient in understanding the other side’s views will go a long way in making M&As efficacious. **HC**



Being All-inclusive: The New Mantra For India Inc.

It has become important for organisations to remain focused on diversity, and find ways to consistently and meaningfully include diversity as a priority in their overall talent management strategy.

BY URVI ARADHYA

Workplace diversity has been in the news for some time now. Organisations are required to focus on diversity, and to consistently and meaningfully make diversity a priority in their talent management strategy. However, many Indian companies are still contemplating the meaning of diversity.

The importance of diversity

The National Human Rights Commission, in its report on the living conditions of transgenders, revealed:-

- (i) 92% of trans-people in India cannot partake in any economic activity
- (ii) Less than 50 percent of those surveyed have access to education, and
- (iii) The 62% who do, face discrimination

In any organisation, the HR function must create and sustain a safe and respectful space for employees. And creating an environment where LGBTQ+ employees feel this way should be an organisational requisite, and policies intolerant to abuse, discrimination, and exploitation must be mandated. Successful implementation involves a combination of dialogue, training, and awareness. Several industries have a natural tendency towards diversity, and including people based on their skills, but it is important to create a growth conducive environment.

First steps

As a first step towards the creation of an LGBTQ-friendly workplace, companies must understand each of these groups and identify their individual needs. Organisations need to devote time and think through while developing antidiscrimination and anti-harassment policies, that discrimination on sexual orientation, identity, and expression of gender are prohibited. Another key aspect is that the health insurance policy allocated to employees must cover aspects such as a gender affirmation procedure and hormone therapy, along with other transition procedures. It is also important to build an infrastructure to support the third gender, which includes gender-inclusive restrooms. Some of the other initiatives include sensitisation of existing employees, support system for employees transitioning in the workplace, and formation of an employee resource group.

Mental health matters

An organisation that aims to inculcate an all-inclusive work environment must strongly consider the creation of a diversity and inclusion programme. And it is essential to consider mental health while the process of putting in policies and infrastructure. HR stands as the first point of contact for employees to gain access to mental health and other support services. A key aspect to this is to sensitise employees about diversity and inclusion, encourage them to form support groups for their



colleagues, and thereby, create a positive environment.

Hiring equality

A well-managed diverse workforce will lead to cost reduction and greater profitability. According to a report by McKinsey on workplace diversity, companies that employ a diverse workforce stand to gain 35 per cent higher financial returns than others. The other advantage of recruiting LGBTQ+ candidates is that it will enable companies to tap into a wider talent pool, thereby making it easy for them to find the right candidate. To recruit suitable LGBTQ+ talent, Indian companies need to adopt a comprehensive approach that includes tailored LGBTQ-friendly employer branding, and diversity-oriented talent acquisition professionals who wield significant experience in assessing diverse candidates. LGBTQ+ equality needs to be embedded in every communication—from presentations to newsletters to visuals and even conversations. While these may seem trivial, they carry a huge impact.



About the Author

Urvi Aradhyia is the Chief Human Resource Officer at K Raheja Corp. She comes with an industry experience of 19 years in Human Resources and has previously worked in Parle Bisleri Pvt. Ltd. She has introduced a multichannel, innovative, technology driven recruitment approach whose benefits are seen at the bottom line. Urvi is a graduate in Statistics and a postgraduate in Human Resource Management.



From Intangibles To Tangibles

As strategic companions and key enablers of business, HR forms the backbone of organisations across economies/industries, and continues to reinvent ways to serve a diverse workforce and its dynamic demands.

BY NAVNEET TRIKHA

Human Resource functions across the globe integrate their People Strategy with Organisational strategy by ensuring the right blend of culture, talent, and competencies. They also focus on enabling sustained performance by ensuring high employee engagement levels, leadership development, collaboration, and alignment of organisational objectives with individual deliverables. As strategic companions and key enablers of business, HR forms the backbone of organisations across economies/industries and continues to reinvent ways to serve a diverse workforce and its dynamic demands.

The role of HR has assumed greater significance in the changing geopoliticocommercial scenario where technology is driving disruptions, and consumer demands seem to be ever evolving. The highly competitive business landscape and VUCA business world is unfolding a new set of challenges on organisations and their long-term and short-term strategies. The Vision, Understanding, Clarity, and Agility required to counter the trials of the VUCA business world, and dealing with the intriguing presence of multi-generational workforce under a single roof is necessitating active participation of HR in crafting and seamlessly executing the organisational strategy. The role of Human Resources is thus



transitioning from being a passive contributor to implementation of business strategy and tactics to an active co-creator and change driver. It now finds representation on the strategic table, not only as a Strategic 'Partner' but as a Strategic 'Player', bestowed with a wide array of decision making and participative rights earned by adding value to the business. Such value additions go beyond the usual interventions, and involve shaping up new perspectives that lead to transforming mindsets and approaches. This functions to build a business case for change and drives subtle nudges that go a long way in shaping the destiny of organisations.

“The role of Human Resources is transitioning from being a passive contributor to implementation of business strategy and tactics to an active co-creator and change driver.”

In addition to being the custodian of the right Culture, Values and Behaviour (the intangible yet significant success factors), and best in class employee engagement practices, Human Resources acts as an active enabler of Organisational Performance delivery (the tangible aspect of business). People

practices that leverage discretionary efforts are taking priority, and practicing a fine balance between the 'Performance' and the 'Performer' is gaining prominence. The role of HR in shaping a performance culture intertwined with a suitable rewards and recognition model inspire confidence among employees, and help build focus on driving the organisation's performance on a sustained basis. Some key aspects of such a performance culture include:

- Encouraging workforce to be innovative
- Letting them experiment in the right direction without the fear of failure looming large, acknowledging their best failures or efforts
- Offering optimum and timely gratification
- Enriching roles and career paths
- Ensuring different stakes for different folks

Significant business impact is also being generated by leveraging deeper people insights through the use of technology, constant pulse checks, and workforce analytics. Here, the focus lies is shifting from a reactive to a predictive and interventionist outlook that spans across various phases of employee life-cycle. Such insights coupled with enhanced focus in the Talent Acquisition, Talent Management and Talent Development space help organisations harness the right fit, focused capability building, and favourable business outcomes. On the one hand, the use of workforce analytics by HR is aiding to make the people systems more robust, consistent, and easy to use. On the other hand, it is helping in shifting focus from traditional retention led interventions to building commitment, contribution, and alignment with a sense of purpose between organisation and employees.

HR's impact and significance has come a long way from being a Pastor (keeping secrets) and a Parent (telling it straight). Sustainable performance and organisation building initiatives are taking place through a set of novel interventions at various levels- whether it amounts to involving the workforce in setting organisational agenda, building trust and ownership, co-creating culture/beliefs, emphasising on their personal work-life journeys and help build an ecosystem for and through them. The repertoire of such interventions encompasses across individuals as a unit, groups as a forum, and organisation as an entity. And in order to ensure that such a thing emerges as a reality, Human Resource functions are meaningfully building renowned focus on inspiring, sharing, listening as well as facilitating and developing, all along having a caring and fair outlook. **HC**

About the Author

Navneet Trikha is a Senior HR Leader at Godfrey Phillips India. He comes with more than two decades of experience across multiple industries including FMCG, Retail, Education, and Engineering. Navneet is a Ph.D. from the University of Delhi and is a qualified HR professional certified in conducting a range of psychometric assessments. He is a certified Executive Coach.

Your Workers constitute 80 % of your Manpower. They can Make or Break the Organization

Workers Training

(in HINDI) - at your site

- ✓ Soft Skills / Behavioral, Attitudinal & Self Development related Trainings **(33 Topics)**
- ✓ Improvement Tools like 5S, KAIZEN, 7 QC Tools, Quality Circle, Zero Defect related Trainings **(6 Topics)**
- ✓ Cost Reduction, Wastage Control, Productivity, Quality & Safety related Trainings **(6 Topics)**
- ✓ Employees Family (their Wives & Children) related Trainings **(7 Topics)**
- ✓ Union Leaders Training
- ✓ Practice based Yoga Training

We also conduct customized Training as per specific requirements of the organization

Kindly mail your Training queries to:

hrdc@hrdc.in • hrdc.delhi@gmail.com

Dr R K Sahu (9818300668)

Ms Pragya Bharti (7827633469)



Human Resource Development Centre

D - 88, 2nd Floor, Lajpat Nagar, PART-1, New Delhi -110024

Phone: + 91-11-29816980 / 81 / 82 • www.hrdc.in

Our 692+ clients include:



24 Years • 352000 + Mandays Trg • 692 + Clients

Managing The Millennials

Debbie Sterling, the Founder of GoldieBlox, admits that she initially found it hard to manage millennials even though she is a millennial herself. She says that millennials can be motivated by way of channelising their strengths towards improved results. However, the moot question remains whether this will prove to be effective on every occasion.

BY DR. ANAMIKA SINHA

Aditya Sulay, CEO of ABC Pvt. Ltd., a newly established Information Technology (IT) Startup, tried everything he could to build a great culture to attract and retain millennials. Beer taps, casual dressing, games and fun at work, pets in the office, unlimited paid time off, food and coffee, and ultimately Employee Stock Options (ESOPs). Nothing worked! ABC's attrition rate continued to be between 13 to 20%. This was similar to the benchmark in the IT industry (13%) as quoted in LinkedIn's attrition report. However, being a small firm, the psychological cost of attrition was huge. The firm's culture was entrepreneurial, leading to loss of tacit knowledge and team dynamics. This was emotionally exhaustive on team members who were left behind. According to Aditya, "the youngsters joined the firm only to realise that IT was not their true calling or that they wanted to study further. Therefore, trying to retain them through personal charisma turned futile." Further, "the transient nature of the employee-employer relation left the people exhausted. The team seemed to be constantly in the state of storming and churn. By the time an employee felt comfortable in a relation, and felt that trust was building, there was at least one team member who was ready to leave. The social ecosystem of the firm therefore remained strained and emotionally annulled.



Aditya called for a town hall meeting and discussed different possibilities to identify and address this problem. He confronted the issue by seeking response from the employees on how they felt when the very people in whom they had invested left the company and empathised with the team. He solicited further suggestions for strategies on retention.

Some obvious options and suggestions were to the tune of improving the salaries, with a request to pay over the median. This, of course, was not possible for a small firm that maintained a frugal budget, and was competing with giants and global players. Further, Aditya himself believed that people come to work if they find work fulfilling and able to give them a sense of satisfaction. If money was the motivator, then

many would not give the required extra mile for the work required.

More ideas were thus solicited and piloted to arrive at the penultimate organisational design, which was anchored on transparency, communication, and respect.

REFRAMING THE PROBLEM:

The first step to managing this design was to accept the existence of the phenomenon. The reality that people would leave the organization due to multiple reasons which may be beyond the control of the owner. Thus, the company started referring to departures as graduations, and celebrated them as farewell parties. This changed the psyche and approach over the ways in which departures were viewed. The business model was redesigned to significantly reduce the impact of

turnover on the clients. Teams were restructured as cross functional teams, ensuring that the same level of support would continue to be provided if someone left. Instead of assigning one person to support every client, a four-person team was created, and if someone exited, another team member would be quickly onboarded. Processes were specially documented when they involved serving clients better, thereby ensuring that knowledge would not leave the company when an individual did.

SUPPORTING HR PRACTICES

The process of Recruitment was made transparent. When candidates came in for interviews, the joining proposition was spelt out to them in clear terms. The candidates were told that salary was not what they would get at this company, but a good learning culture was something that they were signing up for. There was a buzz created on the social media with employees talking good about the company culture and the quality of life as an employee of ABC Pvt. Ltd. Sites like Glassdoor were dynamically handled to create a positive company image. Employees who exited on a good note were asked to give a positive comment and review on these sites.

These messages resonated well with both the existing and the aspiring employees. The acceptance rate for job offers improved to nearly 99% in 2019. Another enabling factor for such an improvement was designing the ESOP for top 40% employees. By including them in the profit sharing, their ownership and responsibility towards the business increased, as also the retention.

After surveying the team and studying published research on millennial employees, the company realised that professional development and learning were extremely important to them. The career ladder/ lattice was designed and clearly communicated to all employees. Every employee in a

given profile was provided with a checklist, and the deliverables that made them eligible for the next profile. The ladder thus acted as the permission slip through which employees could enrol for training and development programmes as well. Communication, transparency, and authentic behaviour fetched the company the much coveted “employer brand”. This employee brand existence and its experience was measured continuously through the metrics on brand awareness and brand differentiator through pop up surveys in different social media and website. Culture IQ and employee happiness was also measured periodically. The scores and feedback were considered for identifying areas of experience creation for the employees. Employee Net Promoter Score (eNPS) and social media analytics were regressed with metrics like increase in employee referrals, cost of hire, and quality of hire. On the basis of this information, the leadership took a call on whether the employee perception of the firm was improving or not. This data was also looked at while redesigning or process improvising on HR practices.

Being an IT firm, these dashboards were designed with ease and at a low cost. The ‘Daily Leadership Dashboard’ would announce an employee’s performance vis-a-vis his/her other team members. A couple of other behavioural aspects which cannot be captured on surveys were also recorded. For instance, during an exit interview, did the employee get emotional that s/he was leaving. What words did s/he use? Off late, even ABC alumni are reapplying to ABC. Having experienced the problems at the larger firms, some Ex-employees were able to see the merit of working at the ABC and were choosing to return back. In the wake of such efforts, the firm reported a steady growth in terms of the number of employees, revenue, and profitability in December 2019.



Some sceptics felt that Aditya was experimenting with whatever he knew in his firm, and operating from his need rather than what employees really needed, especially since such a small firm may not need so much of data analytics, employer branding efforts and focus on employee experience. However, Aditya was convinced that he saw results of his efforts in revenue as well as employee attitude towards the company and felt like continuing his efforts. To conclude he said, “retaining an IT talent is never easy. But today, ABC boasts of an average tenure of employees at 2.2 years as against 1.1 years in Google. Furthermore, the only levers we have used are communication, transparency, treating people with respect, allowing them space to choose their own career paths and life, and involving them in decision making.”

While it has been said that attracting and retaining millennials is difficult, ABC stands as a standing example that if you choose to offer the millennials what they value, then may be its not! 

About the Author

Dr. Anamika Sinha is the Associate Professor at Goa Institute of Management. She is also a trainer and an HR consultant in a freelancing capacity.



Analysis By **Ravi Mishra**

It is indeed a good thing that the present day atmosphere in ABC Pvt. Ltd. is pleasant and soothing. However, there is a need to understand and analyse the factors that led to such a change in ABC's weather which enabled the creation of consistency and stability for the future. While ABC's novel experiment of creating an organisation that has no binding for its employees is laudable, they have failed to design a safety net in the event of such a model not following the desired trajectory.

In general, Millennials are self-centred and driven to pursue their goals. There is nothing wrong with this so long as they do not steer away from their commitment. As an organisation, we need to meet the aspirations of all the stakeholders, which includes customers, promoters, and employees. The strength of any process and system lies in the mechanism of checks and balances, built in its architecture. As has been revealed in almost every research, millennials become restless and jump the boat with the hope of attaining their goals very early. They work hard and believe in delivering on a day-to-day basis. Therefore, their tenure in an organisation is hardly a baggage in their minds, as also the loyalty of association in terms of value system. In my opinion, ABC must remain prepared to mitigate the calculated/anticipated risks.

Being a start-up company, it should thoroughly analyse the value propositions of the new system to attract and retain people at the workplace. Creating numerous facilities such as beer taps, pets at work etc. do not have a positive impact on employee retention at all times. And at times, they create a distraction or appear to be extravagant. It would be better if ABC focuses over the ways of promoting the value system within the organisation through mindfulness programmes and adventure trips for developing emotional stability, trust index, bonding etc. Blind faith in engagement survey results, culture IQ, or advocacy for companies on social media, employee Net Promoter Score (eNPS), acceptance rate for job offers at 99%, and employee referrals is not fair. These are positive indicators, and at times are good hygiene factors to create a healthy ecosystem.

In the IT sector, employees are the most important business drivers, and their retention is a Critical Success Factor. At times, attrition creates trouble for an ongoing project, leading to mistrust in the minds of the customer. On the other hand, they offer a benefit to the competitor with the knowledge they hold. ABC should reframe its hiring process and philosophy with the input of assessing the individual's value system, emotional strength and connect that supports the possibility of their tenure in the organisation. Secondly, the mentoring process that takes care of building the trust reinforces the benefits of a longer association. Thirdly, periodic or quarterly town

hall meetings with the CEO. Last but not the least, employees feel delighted when their family members speak good about the company in which they work. This is a very strong tool to delight the family by way of connecting them through various programmes to understand their needs and aspirations, and facilitate the same in terms of care, well-being, and engagement. **HC**

About the Author

Ravi Mishra is Senior Vice President-HR for Global Epoxy Business, Aditya Birla Group. He is associated with the Group since 2005, and has worked in different businesses i.e. Grasim Chemical, UltraTech Cement, and Birla Carbon. Prior to joining the Aditya Birla Group, Ravi was associated with diversified organisations such as, Nicholas Piramal Group, Mardia Group of Industries, and Nova Petrochemicals Ltd.

Analysis By **Rohit Hasteer**

A myth about 'what really is a start-up culture' that intrigues a lot of burgeoning startups is busted in this case study. It talks about the transformation of ABC Pvt. Ltd. from a mystified 'start-up' culture to one which is authentic. Organisations and leaders who misinterpret a start-up culture for beer taps, casual dressing, games and fun at work, pets at work, unlimited paid time off, food and coffee, and ultimately Employee Stock Options end up failing miserably. ABC Pvt. Ltd. learnt it the hard way, but the sooner the better. More often than not, what people look for in organisations, especially start-ups, is not something that will burn a hole in the pocket, but in fact, authenticity, opportunity to be the best at what they are, opportunity to add value, and perhaps, even an opportunity to make history. People join startups, when their personal values match that of the organisation, and they see the connect.

ABC Pvt. Ltd.'s turn-around is a perfect example of how an inclusive and a transparent workplace environment, that trusts and values its people for making meaningful contribution, can drive positive business outcomes, and establish itself as an employer of choice. ABC Pvt. Ltd. made intelligent choices by involving people in making decisions that matter, investing in their growth, and learning, defining, and tracking performance and employee engagement metrics, and most importantly, treating people with respect. That said, it is also important to establish that which guarantees such a culture to thrive

and sustain. By way of defining the PURPOSE, organisations: -

- Ensure that every employee is intrinsically motivated every single day
- Ensure that every employee is dedicated to accomplishing organisational goals
- Ensure that every employee embodies virtues that the organisation stands for

Every individual is driven by a purpose, and if an organisation can give meaning to its existential journey by a stated vision and mission statement and define values that form its core (The Culture Code), then it is bound to have guiding principles. ABC Pvt. Ltd., being a start-up and a not-so-large firm, was able to transform the culture when the need arose, but in order to endure and infuse it in every future people practice and business process, it needs a vision and a mission statement. As the organisation grows or the management hands over the baton to someone else, this shall become the foremost deciding factor for any decision.

When posed with first time situations and unprecedented challenges, it is your culture code that helps you navigate. As an onlooker, a culture code is your brand promise and what you commit to offer a prospective candidate as your Employee Value Proposition (EVP).

Given that employee sentiment was one of the key focus areas for ABC Pvt. Ltd., it lay emphasis on transparent and honest communication. It is also essential that all policies, practices, and programmes that has been laid down are



documented and stemming out of this culture code. This allows for consistency of experience and gives way for success to be recreated and repeated.

ABC Pvt. Ltd. can invest in communicating the vision, mission, and values of the organisation such that every employee is clear about its purpose and is aligned. Having company values as a filter while acquiring talent makes a good chance that when these people are onboarded, they are self-governed by their personal values that resonate with organisational values. It may also be a great idea to incentivise the display of such values so as to encourage the same even further and by all. The sum and the substance of this case study is that organisations with the business fundamentals based on their culture code make for a success story. 

About the Author

Rohit Hasteer is the Group CHRO for Housing.com, Prop Tiger.com and Makaan.com. He has an experience of more than 20 years in the domain on Compensation Benefits, Talent Acquisition and Talent Management, Training & Development. He has worked with companies like CITIBANK, Make My Trip, Aviva Life Insurance and UT WorldWide. He takes keen interest in building Organisation culture and People Development. He is an MBA from IMT, Ghaziabad.



Bringing Your True Self to Work Every Day

How successful employee wellness programs are helping people to bring their authentic selves to work every day.

BY SAHIL NAYAR

I looked in the mirror and, seeing the increasing number of silver strands, asked myself, “Is the digital age, where everyone is connected 24/7 at work, causing stress?” To my surprise, my reflection started to speak, and very soon, I was having a conversation with my alter ego. I argued that stress is inevitable, and that it is even more exasperating for employees to bring their authentic selves to work every day. My alter ego (let’s call him “Hope” for now) had an absolutely contrary view. Here is how the debate unfolded.

A Dialogue with a Difference

Hope (Laughing loudly enough to shatter the mirror before making

his point): Stress is only felt by those who want it. You are comfortable calling yourself stressed so that you can justify your laziness!

Me: Today’s world is all about VUCA; we are increasingly feeling the pressure of growing expectations at work and at home. These high expectations lead to stress, anxiety and depression that can pull us down both personally and professionally.

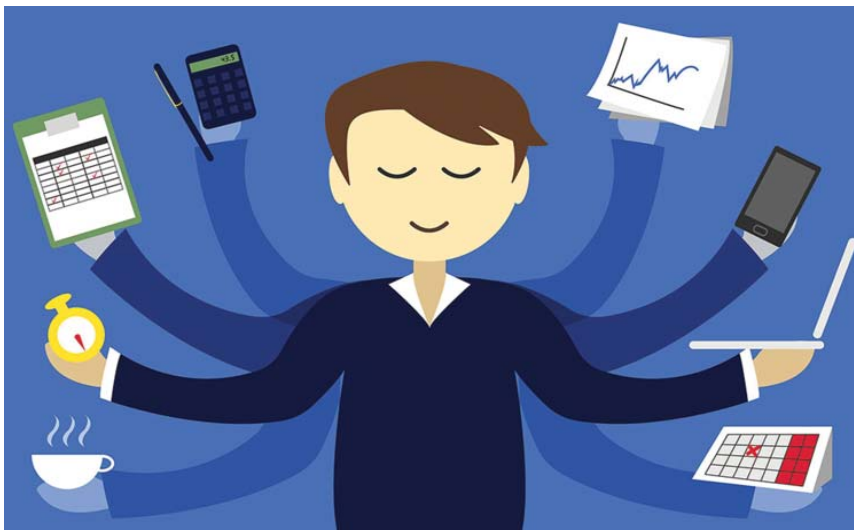
Hope: So, that’s what you think. But don’t you see how organizations are dealing with it? It’s common these days to be part of employee wellness programs at work. Have you forgotten that you registered for a Walkathon? If that is not for de-stressing you, what do you

think it is for? You don’t get out and practice. Whose fault is that?

Me: It’s always a challenge to argue with you, Hope! You have seen that I hardly get any time. All activities at the office are time wasters.

Hope: There you go again on your favourite trip: being defensive. But I shall play my part diligently to get you back on track. Just look at how organizations are now designing holistic wellness programs that work on your physical, mental, emotional, and spiritual wellness. Gone are the days when annual medical health camps were the only way. You have bright office spaces with more natural light. Comfortable seating has replaced traditional ones. And have you forgotten flexi-time? Doesn’t this take the burden off your mind to avoid “late marks”? This is how the new-age workplaces are committed to nurturing an inclusive environment where people can realize their full potential, work productively, and deal with the day-to-day stresses of life.

Me: I am not really convinced. While all other factors of employee wellness programs like physical, social, and mental wellbeing are critical, I truly believe that the key lies in the intrinsic factor and that is the “happiness” of our people. Are people happy at work? Do they jump out of bed every morning



and say, “Get out of my way, I’ve got to rush to—you know where—my workplace because that is what makes me the happiest; it is where I belong”. I am not sure!

Hope: Well, look around. Don’t you remember what happened last Friday? You were unwinding over drinks with your friend. You were surprised at how he was so energetic even after a gruelling workweek. He shared a secret mantra, didn’t he? He efficiently prioritized work and home and managed a perfect balance. He was able to do justice in both places, and this made him happy.

Me: Yes, that’s true. This recent unplanned encounter with him helped me gain a fresh perspective on how being truly happy is helping him lead a fulfilling life both personally and professionally. But this is easier said than done. Happiness could mean different things for different people. Some may derive happiness from coming home early, playing with their children for a while, feeding them, putting them to sleep, and then logging back on to complete the pending work, while others may look towards spirituality. Some might look for adventure, while others seek a hobby or even a social cause. But, with workloads ever on the rise, it is not possible to find the time, even just to be happy!

Hope: There you go again on your complaint trip. Organizations are coming up with creative initiatives and drives that appeal to the happiness of their employees and finally result in improved engagement. Workspaces and work hours are being made flexible to give everyone the opportunity to accommodate a hobby or a passion. Being happy is a personal choice. If you want to, you will!

Me: There is still so much uncertainty at work. We are witness to so many instances of depression and even suicide. Mental wellness and wellbeing are still untouched



areas. For instance, who even bothers to inquire into my mindset and find out why I am low today, or why my performance is not my best when I have immense potential?

Hope: That’s why organizations are helping people pivot to these new challenges by sensitizing them to their physical and mental wellbeing through various camps, and also by providing employee assistance programs through which people can take advantage of counselling services, not only for themselves but for their families as well. This helps in building resilience, support to ride through rough times, and also the necessary skills to build a risk appetite. This is something that goes a long way into building a personality with a healthy mind.

Me: Yes, I do recollect how such sessions helped my colleague in taking smarter risks during tough situations. During these conversations, he realized that somewhere along his professional journey, he had become more risk-averse and less willing to pivot readily to navigate professional and industry changes. And as he strives to strike a balance between his personal and professional lives, he continuously reminds his daughter and himself to be fierce and unafraid.

Hope: Now you are getting there. With organizations busting bureaucracy and adopting agile working, teams support each other towards a common goal resulting in better self-management to achieve harmony in professional and personal life. When the family at home and the family at work support you seamlessly, wellness comes without saying. But as I said, it all starts with you!

Me: As always, you win, Hope! Like I always do, when I wish to look for solutions, I call “Hope” and let him win over “me”. ***For a sense of wellbeing to prevail, it’s good to live with Hope and let him win, isn’t it?*** **HC**

About the Author

Sahil Nayar is a Human Capital Professional working at a leading professional services firm in the country. At leisure, you would either find him sharing his perspectives with budding talent at various Business Schools across the country or traversing treacherous roads over various genres of music. Views are his own. He can be reached on Twitter @sahilnayar

Evaluating With A Pinch Of Salt

Job evaluation is a systematic assessment and makes use of an organised method of classifying and arranging different dimensions of a job such as accountability, team size, and the impact on business.

BY KALPANA BANSAL

Job evaluation implies the use of systematic techniques to arrive at an estimation of the value/worth of a job in relation to other jobs in an organisation. Effectively, job evaluation is a comparative assessment of the relative equity amongst jobs, as well as a logical methodology to examine roles in an organisation.

Job Evaluation is often used as a precursor to compensation benchmarking exercises or role stratification in the case of organisation design. Job evaluation is not an evaluation of the role holder (employee), but of the relative criticality or worth of a job within the organisational context. It is important to bear in mind that one can compare job roles across external organisations, and use the job evaluation scores if and only if all the jobs across the organisation have been rated using the same system and criteria.

There are different techniques used for job evaluation. Job

evaluation is a systematic assessment and makes use of an organised method of classifying and arranging different dimensions of a job such as accountability, team size, and the impact on the business, revenue, and so on. However, assessments remain subjective even though there are standardised criteria in different job evaluation frameworks. There is an element of subjective assessment that is inherent to arriving at the job point score.

The more popular methods of job evaluation are:

1. Ranking System

Ranking System is a simple methodology wherein the job rater(s) ranks one job against another without assigning point values. Jobs within a business group or an organisation are arranged in an ascending or descending order, basis their complexity or criticality. This system does not measure each job in itself, but establishes its relative

rank. Jobs are usually ranked within departments that aggregate to an organisational ranking. There are no specific criteria for the ranking of the jobs. The main problem with such a system is that it only establishes relative difficulty, but has no yardstick to measure the worth of one job against another. And it is also dependent on the rater's subjective assessment of relative complexity.

2. Job Classification or Grading Method

Job grading is a method of overall classification of all jobs on the basis of basic parameters such as skill, responsibilities, and experience. The job structure is divided into a number of classes using a committee, and typically, basis a written job description for each role in a standardised template. Equivalent jobs are assigned to a similar salary grade, and these grades have a prescribed minimum and maximum limit.

While this is more detailed than ranking, it is still simple, easy to do, and does not require technical expertise. However, it may give the impression of being arbitrary as it is deciphered basis the written job descriptions, and the accuracy of such written descriptions may come as ambiguous.

3. Points Rating System

The point method is analytical, and is done basis a breakdown of jobs into various compensable factors that places weights or points on

Sr. No.	Unique Designations	Know how		Problem Solving		Accountability		Total Points	Ratio KN/PS	Ratio Act/PS
		Dimension	Points	Dimension	Percentage	Points	Role	Freedom	Points	
CORPORATE										
1	COO	SMT (Corp)	E/III/3	350	e3	38	132	P	F	264
2	Project Head (Unnati, Umang, SLDI	SMT (Corp)	D/II/3	200	e3	33	66	s	E	132
3	Deputy Project Head (Health, PIP a	SMT (Corp)	D/II/3	200	d3	29	57	S	E	132
4	Senior Manager (SCD, HR & AD, Part	SMT (Corp)	D/II/3	200	d3	29	57	S	E	132
SCHOOL										
1	Manager-Academics	School	D/II/2	175	d3	29	50	C	D	66
2	Manager-Operations	School	D/II/2	175	d3	29	50	C	D	66
3	Manager-Training	School	D/II/2	175	d3	29	50	C	D	66
4	Manager-Content	School	E/I/2	175	d3	33	57	S	D	87
5	Assistant Manager	School	D/II/2	175	d3	29	50	C	D	66
6	Coordinator STEP SLDI		D/II/2	175	d2	25	43	C	C	43
7	Coordinator	School	D/I/2	132	c2	22	29	C	C	43
8	Facilitator	School	D/I/2	132	c2	22	29	C	C	43
9	Field Assoc/Teacher Associate	School	C/I/2	100	c2	22	22	C	C	43

them. A compensable factor is an attribute that determines the job value, and is a common attribute in a group of jobs. This method is quantitative as a numerical value is assigned to each of the compensable factors, which is the sum-total of the points for different attributes for each job. The ranking of the total points provides an index of the relative value of jobs. The most popular methodology is the Hay's system of Job Evaluation. It looks at different dimensions of the role such as Know-How, Problem Solving, and Accountability to derive a total score for the job.

There are inherent advantages to this methodology as it is logical and objective, and provides a framework that could be used each time a new job needs to be added to the structure. It also provides a quantifiable method of justifying pay parity and salary fixation, as well as job bands in the organisation. Both individual jobs and organisation structures can be redesigned by making use of a logical step by step process. However, while this is a systematic approach, it is not scientific, which means that there is no calibration. While there is a great amount of standardisation on factors, different organisations consider different aspects, and sometimes, jobs within the same grade may actually be very different from each other. In one's experience, technical and Subject Matter Expert roles do not lend themselves easily to a system of such a kind. For instance, consultants typically experience challenges with critical roles such as Boiler Operations in Plants, Panel Officers in O&G, and Wash Engineers in the apparel industry.

Inherently, larger and manufacturing based organisations with defined throughput lend themselves easily to job evaluation. A robust technical assessment provides a basis for band fixation, parity in compensation, horizontal equivalences between technical and functional roles, and opportunities for career growth. It is the basis for merit-rating, selection, and

training, improvement of working conditions, work simplification, and fixation of incentive pay. It is often the means of justification for different rates of pay for different jobs. Organisations have used different job evaluation techniques to build broad bands of pay structures, and spot role redundancies.

Across the industry, job evaluation makes it possible for companies to benchmark their compensation with equivalent roles in similar or dissimilar organisations which forms the basis for a good retention strategy. While conducting large benchmarking surveys, organisations typically conduct a job evaluation to identify if the roles across the companies, where the salaries are being compared are equivalent.

In spite of the various advantages claimed for job evaluation, relying on it too heavily could lead to many problematic situations. Demand and supply factors impact the availability and retention of talent, and sometimes, such an availability may have no correlation with the job role. It is difficult to assess multiple factors with accuracy, which lead to making room for biases. This is an internal mechanism and tends to remain focused on internal parity rather than external conditions.

Overall, job evaluation runs the danger of providing a false sense of accuracy through a framework that employs multiple factors, and these may sometimes be interlinked with each other. Role holders may behave differently in different situations irrespective of the demands of the job role in itself, and hence, there is no room to provide for such variations. Individual role holders sometimes experience disconnect with the organisations' assessment of the criticality of their role, and this could pose challenges for attraction and retention of talent. Job evaluation is time and effort intensive, and involves a considerable amount of cost, as it requires expertise to calibrate and band job roles.



Job Evaluation is made on the basis of job factors (such as skills, responsibilities, difficulties, hardships, inconveniences, unpleasantness etc.), all of which being present-focused, and does not reflect the true value of the job at some point in the future. This is due to fluctuation in factors owing to variations in technology, information systems, and other relevant factors.

In measuring the relative value of jobs, job evaluation requires subject matter expertise, and an exercise of judgement in identifying and assessing differences between jobs. At the same time, Job evaluation is a valuable tool in the hands of the management by which a rational and consistent (internal and external) wage and salary structure can be evolved. It could be used for the improvement of selection, transfer, and promotion procedures on the basis of comparative job requirements, and it may thus help the management of an organisation to make an even more efficient utilisation of its work force. 

About the Author

Kalpana Bansal is Head - Competency Assessment and Development, Reliance Industries Ltd. She comes with an experience of more than 20 years and has worked in organisations such as Tata Unisys, Star TV, IMRB, Mudra Communication and Watson Wyatt (I) Pvt. Ltd and the RPG Group. Kalpana has an MBA and has completed her Executive Masters in Consulting & Coaching for Change from Said Business School, Oxford University.

Extra Holidays For Non-Smoking Workers

BY ANUSHRUTI SINGH

In an effort to incentivise employees to quit smoking and to empower a healthy workplace, a recruitment company in the UK has decided to give its non-smoking employees an extra four days of annual leave. KCJ Training and Employment Solutions in Swindon announced to start the New Year 2020 with a radical new policy.

“Cheeky cigarette breaks are a common feature of all office environments so as of right now all of our non-smoking office staff have been given an extra 4 days holiday per year! We’re proud to incentivise our staff to quit smoking and to create a healthy workplace within our KCJ offices” the UK based firm wrote on Facebook.

The company's Managing Director, Don Bryden, came up with this unique initiative when he realised that employees were spending almost an hour daily on smoking breaks. In contrast, the non-smokers remained at their desks and continued to work.

KCJ is not the only company to come up with this unique policy. In December 2019, a Tokyo-based marketing company named Piala Inc has also been in headlines after offering its non-smoking employees six extra vacation days to make up for smoker's cigarette breaks. At least 30 of the company's 120 employees reportedly got the extra leaves. The incentive also encouraged some smokers to quit smoking. In India, however, there are no such cases of companies granting paid leaves or holidays to non-smokers. 



Tech Mahindra Introduces Same-Sex Adoption Leave

BY ANUSHRUTI SINGH



In a bid to accelerate gender parity, IT services company Tech Mahindra has introduced same-sex adoption leave and extended bereavement leave to expand its diversity and inclusion policy. As per the new policy, same-sex couples will be able to avail 12 weeks of paid adoption leave and three days of bereavement leave.

The IT services giant has also tweaked its work-from-home policy for new parents to spend more time with their newborns and family in the first year of parenthood. Further, support groups for employees like new parents, cancer patient /survivors, and fitness & lifestyle are also being created.

Tech Mahindra's HR transformation journey is a part of the “*TechMPoweringMe*” programme in which the company has detailed out several key HR initiatives that are focused around employee well-being and are differentiators for the organization. These policies and initiatives impact employee lifecycle at various milestones, ranging from welcoming a baby to respecting and providing for employees who intend to change their gender with a sexual reassignment surgery.

Besides these, LGBT committees called “*Kaleidoscope*” have been formed across the world. These groups share stories of community members to the larger audience to build cultural assimilation and sensitize people. Tech Mahindra is also in the process of launching a gamification element to the diversity and inclusion training to create a seamless and immersive experience for all employees. 

Is: The Winning Secret

It is excellence that differentiates leaders from followers in the market. And this can only be achieved by a continuous cumulative synergy of hard work, sincerity, integrity, wisdom, and adaptability to market dynamism.

BY ABHIROOP BANERJEE

In today's competitive corporate arena, where winning always matters, it is excellence that differentiates leaders from followers in the market. And this can only be achieved by a continuous cumulative synergy of hard work, sincerity, integrity, wisdom, and adaptability to market dynamism. Inclusion of Subject Matter Experts or consultants does not sanction guaranteed success on every occasion. In fact, it leads to chaos in the internal dynamism and may divert the focus of the business, which is to maximise profits by delightfully providing the finished products/services to the customers with on time delivery, excellent quality, and corporate values and ethics. The market/external customers' bonding is continually dependent on the trust factor of management systems and processes of the organisations. It also indicates the availability of the latest systems/process certifications of the relevant ISO systems. These play a pivotal role in evincing a significant interest among external customers that makes them provide the flow of future orders, and define a sustainable growth of green and brown field and established projects/organisations.

Nowadays, branding through the latest certifications of management systems is determined by robust internal leadership and resource capabilities, which are assessed in various phased visits by experienced external auditors. They scrutinise the fulfilment of the compliances with the desired requirements, and

hence the closure of non-conformance observations must be undertaken by the responsible process owners in the stipulated time frame. This is audited, and when it is seen as satisfactory, it earns a recommendation for the said certification for the green field project, which carries greater value for attracting and retaining business customers for organisational sustainability and growth.

The secret of infusing newer systems as per the requirements of the renowned Management Certification Systems needs the *power of 6i* at every hierarchical level. This enables the creation of a synergy wave for the accomplishment of the designated tasks and activities defined for every role of the employees within the organisation.

- **Involve:** Involving the employees at all levels through upward and downward communication forums to ensure participation, and thereby, create awareness about the preparedness required for each employee to equip with the desired competencies to comply with the audit certification requirements.

- **Initiate:** Each employee shall have to beat the inertia of the existing processes/mindset and thrust a momentum within self and team to bring out the changes to remain infused together.

- **Inculcate:** To continually refresh the fundamental requirements within the organisation through trainings and workshops in defined frequencies to retain the desired



synergies and imbibe motivation in achieving the set goals.

- **Integrate:** Forming cross functional teams and collaborating with engaging varied competencies for specific goal achievement milestones.

- **Incubate:** Ensuring the rights habits with a blend of best practices infused within for effective results enforced by mentoring and coaching of teams / individuals.

- **Inspire:** Sharing of small success stories and rewarding performers occasionally and celebrating moments of success together.

The secret of a successful certification audit experience lies in the journey towards perfection by assuming self as the customer of inspecting/auditing self-process/product, and by applying the power of 6i within oneself and the team to re-create a powerful, robust and resilient organisation. This will allow for embracing the future challenges and transform them into opportunities to excel and showcase talent to emerge as a winning organisation. **HC**

About the Author

Abhiroop Banerjee is Training Officer, Plasser India Pvt. Ltd. He wields an experience of more than 15 years in the manufacturing sector in both corporate as well as a Plant set-up. Abhiroop has an MBA in Human Resources and a Diploma from the Indian Society for Training and Development (ISTD).



Talent Bridge 2020

What is 2020 going to bring for talent professionals and candidates? And more importantly, what will drive talent success in 2020?

BY RUPAK AGARWAL

The term “disrupt” these days has become substitutable with innovation and success. A Google search on “disrupt” yielded me over 300 million results in 2020, ten times more than in 2010. I was left wondering, *“What is 2020 going to bring for talent professionals and candidates? And more importantly, what is going to drive talent success in 2020?”*

I spoke to Ruchi, the Talent Acquisition Head of one of the contemporary enterprises in present times. She leads an efficient team and has been at the source of standardizing processes that once used to deliver results, but no more. She shared with me that her team is now overworked, struggling between sourcing right resumes, scheduling first-level telephonic screenings, following-up on outcomes with hiring managers, attending meetings, conducting HR rounds with potential hires, and so on. Moreover, by the time they near the stage to close an offer with the worthy candidate, one of the two things happen—either the candidate backs out, or the hiring manager revises the requirements.

Ruchi wants her team to offer a very personalized, attentive candidate experience, but is held back by the time required from her already pressed recruiting team.

The world around Ruchi is changing at a very fast pace. As business keeps getting disrupted, the hiring needs also keep changing. She is now wondering, *“Should I*

keep matching requirements given by the hiring managers or hire for potential?” And in the latter case, *“How do I spot the potential in the candidates?”*

“Expect the unexpected” has become an inseparable part of Ruchi’s daily grind. She is convinced that at some point, she will tell her CHRO/CEO about how stressed she is. Yet it never seems to happen!

While you process Ruchi’s story, I would like to share another story about Amit, who is a 21st-century candidate. He is sharp, ambitious and efficient in his work. Having completed two years in his current organization, he wants to feel empowered and has been looking for new challenges with no success in the past six months. I happened to ask Amit about the problems he was facing. Amit beautifully articulated his concerns in the following three key observations:

- Interviews follow such a traditional format. Create a job posting, post it on LinkedIn, the company’s website, job boards, and on various other channels. Then, wait for people to apply, funnel the applicants through the applicant tracking system, pick qualified candidates, and start the screening process. After this, contact the candidates over an email, schedule phone screens, do phone screens, and *blah, blah, blah*—it is such a long and tedious process! Why cannot recruiters **initiate a straight interview conversation**

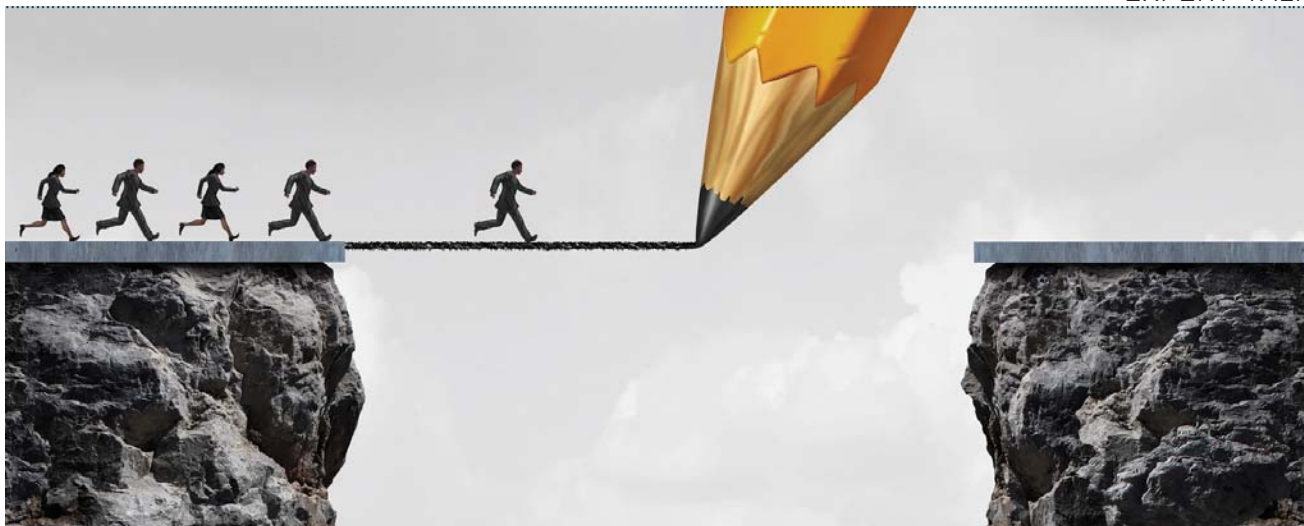
with me through texting which is simpler, straightforward, and free from hassles of login or password?

- I would love to connect and know who the hiring manager is and get answers to some of my very basic questions even before I decide to apply. **Why can the screening not be through a video call with the hiring manager directly before I apply?** This will give me an opportunity to know about the organization—its culture, mission, vision, industry, the challenges, and what s/he expects of me in that job role. Why do I have to move through such a long HR funnel?

- I am one of the “organization’s consumer”, yet **nobody seems to really bother about delivering a “candidate experience” which I can cherish.** Why can’t they allow me to take assessments as per my convenience of time and venue? Why can’t they cut down the number of interview rounds, and the time it takes for them to say a yes/no? Why can’t they re-engineer their systems for continuous two-way interactions which allows me to ask questions and speak to people already working there, rather than a one-way recruiter-led communication?

TALENT BRIDGE 2020

So what will the “Talent Bridge” of 2020 (TB2020) and beyond look like? I recently read a very



interesting IBM report on “*Recruiting 2020*”. Supported by intriguing findings of the report^[1] and based on my domain expertise, here are five key trends that I think will define business success in 2020 and beyond.

1. Ruchi and her peers constantly grumble about the shrinking pool of talent for the most demanding skills. Yet, most organizations have a prerequisite for a degree. TB2020 suggests that you ask yourself, “*Is a degree truly a determinant of a worthy candidate for this role?*” It’s time to **redefine the qualifying criteria and focus on skills**.

Also, use validated assessments that help you to zero in on candidates with potential quickly.

2. With TB2020 as her coach, Ruchi now uses new-age smart job boards that have helped her step away from the traditional hiring method of matching resumes with job requirements. These smart boards serve as an “*ecosystem of needs and a talent pool of candidates*”^[1] who are pre-screened on a range of competencies required for each job role using validated assessments and cutting-edge technology tools. These smart boards are integrated with talent databases from various institutions, local talent communities, skilling institutes, diversity job boards, minority associations, and also provide quality referrals.

Now, Ruchi searches for candidates by competencies or

roles to get ranked profiles, is able to watch their videos recorded through robot interviews, quickly engages with potential candidates using text-based conversations, and assesses them further through video-based interactions. She then aligns all stakeholders over the cloud using cutting-edge technology and extends offers to candidates within a few hours.

3. Ruchi is now, what I prefer to call, the ideal “*2025 talent professional*”. By implementing **Agile talent acquisition** methodologies, her team is running “*time-bound sprints*”^[1] that focus on the most business-critical roles. Her team members are now true talent influencers, delivering faster results with more impactful outcomes than ever before.

4. Ruchi is convinced that traditional hiring practices seem like flipping a coin, based on intuition-driven decisions. Her secret to sourcing the right talent lies in knowing which candidate has the ‘potential’ to develop and adapt to the demands of the job and which abilities and behaviours define success in each job role. By using the right technology tools, Ruchi’s team now augments data with insights and makes decisions that are balanced by facts and free from unconscious bias.

5. Amit is now able to watch the hiring manager take him through a virtual reality tour of the organization through a pre-recorded video

available on social media and job boards. It makes him feel excited about how he can add value to the organization whilst fulfilling his aspirations. Amit is able to initiate a direct conversation with the hiring team through messaging applications and take assessment tests through voice-enabled robot chat conversations. He appears for on-demand robot interviews at his convenience, where his responses get recorded over video, and he simultaneously interacts with the organization through chatbots with natural language processing to get his queries answered. Finally, Amit is at ease in helping himself be sure of being a ‘right fit’ for the organization. 

Reference:

IBM Watson Talent. (2019). *Recruiting 2020: Transforming your talent acquisition process*. Retrieved from <https://www.ibm.com>

About the Author

Rupak Agarwal is the Founder of EvueMe Selection Robot, an AI-powered Robot Interview and Assessments platform. He is an alumnus of IIM Bangalore and possesses over two decades of rich experience across diverse industries at CXO level. You can connect with him at www.rupakagarwal.com

Fetch the Future: Experience Is Out, Intellectual Sprinting Is In

Intellectual sprinting is essentially fetching the future and not waiting for it to happen.

BY KETAN BHATT



We are about to witness the dawn of a new Intellectual Revolution that will combine the power of human intelligence, artificial intelligence, machine learning, and other innovative technologies. Now is the time for experienced professionals (especially between 35 and 45 years of age) to stop bragging about past laurels and start sprinting—intellectually. For lateral positions up to middle management, prior experience as an indicator for selection and elevation has become less relevant due to the sheer transformation in all business functions.

What is intellectual sprinting?

It is a continuous endeavour to recognize emerging trends in one's profession, to grasp the impact of these trends and to acquire

knowledge/skills in order to adapt to trends with agility. Those who surpass their limits become the trend. Intellectual sprinting is a combinatorial outcome of {1} willingness to shed old skin (laurels and associated feelings/behaviours) and {2} valour to embrace and experiment with challenging ideas on an on-going basis.

The quantum of experience on a standalone basis is now inconsequential, as it won't keep one afloat in VUCA 2.0 times^[1]. At best, being experienced will get one a chair in the auditorium but not on the dais. It is time to be a learner and an un-learner concurrently. Gathering new experiences and insights is the in-thing now, and it's time to be a sprinter in the business world.

A sprinter's speed is a function of hours of practice, new techniques, diet, emotional health, learning from

unrelated disciplines, etc. Similarly, for **Intellectual Sprinters**, the corresponding inputs are intense networking, acquiring new knowledge, embracing new developments, learning new skills, and experimenting continuously.

Today, the external environment is under constant transformation due to the changing consumer patterns and government policies. As a result, skilled strategists with the ability to lead key initiatives resulting in operational efficiency will be preferred over pure-play execution-oriented staff.^[2]

When to start sprinting intellectually?

Start sprinting if:

- You are stagnating in the current role for more than 18-24 months.
- The proportion of millennials and Gen Z in the team has gone past 30 per cent.
- The new boss is younger than you.
- You face difficulty in networking.
- Past accomplishments are no longer given undue importance.
- Juniors are resolving everyday challenges faster and better than you.
- Yardsticks of recognition are changing in the organization.

Becoming a good intellectual sprinter

Enhancing professional competitiveness calls for continuous investments in upgrading emotional and cognitive infrastructure, and intellectual sprinting is the way out. The contours of career

management have changed dramatically over the last decade. There is an imminent need for experienced professionals to come to terms with fast-changing yardsticks of deliverables.

Emerging technologies such as artificial intelligence, machine learning, blockchain, and data analytics are rapidly transforming business models and workplaces. The focus is now shifting from early and mid-career professionals to leaders with significant experience (12+ years) who are willing to upskill^[3].

Embedded in the idea of intellectual sprinting is the notion of Accelerated Reverse Mentoring (ARM). ARM is about keeping abreast of topical developments, using social media effectively, and being adept at the use of technology with the help of more knowledgeable and younger colleagues. It is about learning from sources like do-it-yourself platforms beyond organizational space and moving into discomfort zones by choice but with a strategy.

The readiness to unlearn is another ingredient of intellectual sprinting. This unlearning is about celebrating naivety and vulnerability. Operating with *I-am-experienced-so-I-need-no-new-skills* mindset will surely be counter-productive. While acquiring new knowledge/skills, and attitude, one will have to redefine the idea of “what gets rewarded gets repeated”. The context here is staying relevant and not reward per se.

Both the theories and practices in the domain of business management are transcending new horizons. The manner in which we managed business accounting 10 years back is barely valid today as regulations have turned dynamic. Methods of managing Comp & Ben in early 2000 are dead because the aspirations of current generations are too diverse. The evolution and application of technology in all spheres of business are changing every 6 to 8 quarters. Here are a few examples:

- In the first decade of this century, email was the primary communicator. But no more; today, there are several ways to communicate at the workplace, including WhatsApp, Skype, Facebook Messenger, etc.
- Data analytics was not known almost until 2010.
- The Companies Act was changed in 2013 after 57 years and now is under constant review.
- Mobile meant voice calling. Voice turned less relevant, and consumers got addicted to data-packs. Data is now merely a medium for over-the-top content.
- Going by Forbes, the average tenure of CEOs is on a decline in the last few years primarily due to changing expectations of stakeholders on deliverables and governance.^[4]

So, how to be a good intellectual sprinter?

- Participate in at least two relevant L&D/networking events every year. It doesn't matter who's going to invest, the company or you.
- Collaborate with younger stakeholders across domains. E.g., engage in regular sessions with newly recruited GETs and MTs.
- Shun jargons. Millennials and the younger generations are not too impressed by fancy phrases.
- Have a bias for action and dynamism.
- Ride on the potential of the young generation as they are more informed and creative.
- Have an entrepreneurial spirit and be a catalyst for new ideas.
- Embrace risk notwithstanding intensity. Discover glory on the other side of the risk.

In the end, there are three bullets to bite:

- Does one want to make a sustainable difference to the role, function, organization, and the profession?
- Is one a brand of some sort, inside and outside the



organization and within the professional network?

- Does one want to navigate through VUCA 2.0 successfully?

If the answer to the above pointers is YES, then it is time for one to be an intellectual sprinter. If one doesn't wake up to the call, then it would be “desperate times, desperate measures”. 

References:

- [1] George, B. (2017). VUCA 2.0: A Strategy For Steady Leadership In An Unsteady World. Retrieved from <https://www.forbes.com>
- [2] Michael Page. (2017). 2017 India Employment Salary & Employment Outlook. Retrieved from <https://www.michaelpage.co.in>
- [3] Sarkar, B., & Venugopalan, A. (2019). These CXOs wanna go back to school. *The Economic Times*.
- [4] Frangos, C. (2018, December 3). Making Leadership Last: How Long-Tenure CEOs Stand Their Ground. Retrieved from <https://www.forbes.com>

About the Author

Ketan Bhatt is an HR professional with 25+ years of experience across diverse sectors like oil and gas, telecom, pharmaceutical, energy, and MSO. Ketan is passionate about integrating HR with business and fostering people-centric culture. Ketan is an alumnus of the prestigious Institute of Rural Management. Currently, he is leading HR and Admin functions at GTPL Hathway Limited.



Dos And Don'ts For PoSH Internal Committees

BY ANSHUL PRAKASH, ABHINAV RASTOGI & DEEKSHA MALIK

In September 2019, the High Court of Madhya Pradesh in the matter, *Global Health Private Limited v Local Complaints Committee [Writ Petition Number 22317 of 2017]* penalised the company concerned for not constituting an internal committee in accordance with the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013 (PoSH Act). The order drew the attention of the industry towards compliances that must be adhered to under the statute. Indeed, this assumes significance given that the Nifty 50 companies alone – comprising of

corporate giants such as Infosys Limited, Tech Mahindra Limited, Housing and Development Finance Corporation Limited, and Larsen and Toubro Limited – have submitted in their annual report, the receipt of a total of 741 complaints of sexual harassment during the year ended 31 March 2019.

Some important aspects relating to the anti-sexual harassment law and the best practices which every employer and internal committee should be aware of have been cited as under:-

Key considerations in relation to the constitution of an internal committee and

admission of complaints by the same

1. Formation of the internal committee

Constitution of the committee:

By way of background, Section 4 of the PoSH Act provides that there ought to be a minimum of 4 members in the internal committee. Set out below is the composition of the committee:

a) A Presiding Officer, who should be a woman employed at a senior level at the workplace (if such senior woman employee is not available in any of the branches of

the organisation, such woman could be nominated from any other associate organisation / sister concern of the concerned company);

b) At least 2 members from amongst the organisation's employees, preferably those who are committed to the cause of women or have experience in social work / legal knowledge; and

c) A member from amongst NGOs or associations committed to the cause of women or familiar with issues relating to sexual harassment (for example, a person familiar with labour law).

It may be noted that every branch of a company, having 10 or more employees, should have an internal committee of its own as required under Section 4 read with Section 6 of the PoSH Act. An adherence to this requirement is relevant from the perspective of submission of the annual report by every internal committee at the end of the calendar year to the District Officer (*who is a District Magistrate / Additional District Magistrate / Collector / Deputy Collector*) of the relevant district.

Registration of the committee:

Once an internal committee is constituted, such a committee, if based in Mumbai (Maharashtra) or Telangana should also be registered. For branches located in Mumbai, the internal committee is required to be registered with the office of the Women and Child Development Officer, and for the branches in Telangana, such internal committee must be registered with the state's TSHe-box portal available at <https://tshebox.tgwdcw.in>.

2. Taking cognisance of complaints

At the outset, it should be noted that every complaint of sexual harassment raised in the organisation should be dealt with in a sensitive manner. Since it is the duty of the employer to provide a safe working environment at the workplace, it should encourage the

internal committee to not adopt a straightjacketed approach of either accepting or completely dismissing a complaint.

Receipt of complaint from other genders: Where the internal committee receives a complaint received from a male employee or a transgender (*defined under the Transgender Persons (Protection of Rights) Act 2019 to mean a person whose gender does not match with the gender assigned to that person at birth*), it should assist the complainant in forwarding the complaint to the disciplinary authority constituted in the organisation, since its own jurisdiction is limited to complaints of sexual harassment raised by women.

Receipt of complaint beyond limitation period: Further, there are situations where the woman presents her complaint after the prescribed limitation period (expiration of 3 months from the date of last incident of sexual harassment, and an additional 3 months in certain circumstances recorded by the internal committee in writing). In such cases, the internal committee should look into all the relevant circumstances including whether the woman made any attempt in bringing the matter before the human resources department / management. For instance, in the case of *X v The District Magistrate (South) [2019 LLR 260]*, it was alleged by the appellant that she had intimated about the incident involving sexual harassment to her employer within the limitation period, although the same was not placed before the internal committee within the said period (as a result of which the internal committee dismissed the complaint). The Delhi High Court sent the matter back to the internal committee, directing it to give an opportunity to the appellant to produce such communication made to the employer.

Another important facet of the limitation period that the internal committee should be mindful of is

that the said period should start from the date when the internal committee was constituted in accordance with the PoSH Act. The ruling of the Allahabad High Court in the case of *Vishwesh Dayal Shrivastava v Union of India [2016 (8) ADJ 597]* becomes significant. It was held that if the forum that has been provided to redress the grievances of an aggrieved woman has not been constituted, then, until the forum is constituted, no proceeding can be taken in the manner prescribed by the statute. The inevitable conclusion would be that, for computing the limitation, the period starting from 9 December 2013 (when the statute came into force), to the date when the forum was constituted, will have to be ignored, and the internal committee ought to condone the delay, if any, in making the complaint.

Things the internal committee should be mindful of during and post inquiry

1. Important considerations during inquiry: As mandated by the PoSH Act, every internal committee should comply with the principles of natural justice. This means that the internal committee should provide a party with the copies of statements submitted by the other party, conduct the inquiry in the language understood by the parties, examine the witnesses ordinarily in the presence of the parties, and give each party a fair opportunity to cross-examine witnesses.

2. Important considerations post conclusion of inquiry: One of the most important considerations upon conclusion of the inquiry is preparation of a consolidated inquiry report. As noted by the Bombay High Court in *Jaya Kodate v Rashtrasant Tukdoji Maharaj Nagpur University [2018 (158) FLR 35]*, while every member has a right to agree or disagree with the majority, a combined report indicating a collective application of mind is a

must. Any report bereft of such joint deliberations is void. Further, the internal committee should be careful with its recommendations. For example, where the internal committee has come to the conclusion that an act of sexual harassment has not been committed, it must recommend that no action is required to be taken in the matter. Of course, if the findings in the matter point towards the commission of any other form of misconduct, the committee may make an 'observation' that suitable action may be taken by the management in this regard in accordance with the applicable policies / service rules framed by the company.

After the report is finalised, the same should be shared with the management, the complainant, and the respondent within 10 days. Once the report is received by the concerned parties, care should be taken that no personal communication is carried out with the complainant or the respondent by any internal committee member

in relation to the findings. Further, the management should refrain from requiring the internal committee to revise the report.

Although, there is no provision in this regard under the law, it would be advisable to maintain and retain the following documentation to reduce the risk of the inquiry being challenged before a competent court, and to have an appropriate defence in this regard:

- Copy of the complaint and proofs attached therewith;
- List of witnesses provided by the complainant;
- Notice issued by the internal committee to the respondent;
- Reply of the respondent and proofs attached therewith;
- List of witnesses provided by the respondent;
- Statements of complaint, respondent, and witnesses;
- Inquiry report;
- Representations submitted by the parties against the report;

- Confidentiality agreements, if any, signed by the complaint, respondent and witnesses; and
- Minutes of all meetings in connection with the matter.

Other compliances on the part of the employer under the PoSH Act

In addition to the requirements as set out above, the employer should formulate a detailed policy on prevention of sexual harassment, which includes the mechanism of approaching the internal committee for redressal of grievances. Such policy should be widely disseminated in the organisation (*this could be done through electronic means such as an intra-organisation portal*). Further, the employer should organise workshops and awareness programmes at regular intervals to sensitise employees (including third party workers) and internal committee members about the provisions of the law.



Anshul Prakash is Partner, Khaitan and Co. and heads the Firm's Employment, Labour and Benefits (ELB) Practice. Anshul advises on issues related to employment in respect of labour laws compliance, labour audits, transfer and relocation of employees pursuant to business transfers and asset sale and purchase, social security and employee incentive schemes, maternity benefits, human resource and personnel policy, workforce restructuring, etc. He can be reached on anshul.prakash@khaitanco.com.



Abhinav Rastogi is Principal Associate, Khaitan & Co. Abhinav is actively involved in general to complex employment law matters including advice and support on retrenchment of employees, closure of establishments, matters involving transfer of business and undertaking, complaints relating to sexual harassment and misconduct, drafting of policies and contracts. He is available on abhinav.rastogi@khaitanco.com.



Deeksha Malik is Associate, Khaitan and Co. She works closely with the Corporate and Commercial practice of the firm for the purpose of conducting due diligence, from an employment and labour law standpoint, on companies as part of share purchase transactions and business transfers. She is available on deeksha.malik@khaitanco.com.



Q Can the external member of the internal committee be appointed from any NGO?

A The law provides that the external member could be nominated from an NGO which is 'committed to the cause of women'. That being said, it is important to understand that since the other members of the internal committee are persons from within the organisation and may not understand the nuances of the issues related to sexual harassment entail, the external member should be one who is competent to deal with cases of sexual harassment and has had some past experience in the field. This finds support from the *Handbook on Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act 2013* released by the Women and Child Development Department, Government of India.

Q ABC Private Limited is the holding company of LMN Private Limited and XYZ Private Limited. ABC Private Limited has constituted an internal committee which also deals with complaints received from LMN Private Limited and XYZ Private Limited. Can the subsidiary companies be deemed to be compliant with the PoSH Act?

A Since LMN Private Limited and XYZ Private Limited are separate legal entities whose compliance with the PoSH Act would be assessed independently of ABC Private Limited, the two companies must constitute an internal committee at their respective offices in the manner set out under the statute.

However, within a company, it is not uncommon to have a nodal committee typically located at the headquarters, and having representatives from each of the branch offices, which would ensure that complaints of sexual harassment from their respective branch offices is taken cognisance of. Even in such cases, it should be ensured

that the annual report prepared in accordance with Rule 14 of the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Rules 2013 is filed with each of the concerned District Officers.

Q A woman employee writes an email to the management alleging sexual harassment by her senior. Given the seniority of the alleged offender, the management refers the matter to the global compliance head, who in turn, conducts an internal investigation. Pursuant to the investigation, the global compliance head forwards the report to the management recommending a written apology and issuance of a warning to the official. The management takes the necessary action basis the report. Would such action by the management be deemed to be compliant with the law?

A The steps taken by the management may not be deemed as compliance with the law. In certain cases such as *Jaya Kodate v Rashtrasant Tukdoji Maharaj Nagpur University* [Writ Petition Nos. 3449, 3450 and 3451 of 2013] and *Tejinder Kaur v Union of India* [2018 (158) FLR 35], courts have observed that if the PoSH Act, which is a special legislation enacted to make provisions for protection of women against sexual harassment at the workplace, has laid down a specific procedure to look into the complaint made by an aggrieved woman, such procedure ought to be complied with. That said, the internal committee may call for any document, including any report on the investigation conducted in the matter, and take cognisance of the same for the purpose of conducting the inquiry. 

Disclaimer: The views of the author(s) in this article are personal and do not constitute legal / professional advice of Khaitan & Co.

Digital Leadership

In today's digital world, there has been a shift in customer expectations. Hence, leaders must now be prepared to embrace uncertainty and thrive through innovative ways which were hitherto unheard of.

BY DR. K N VISWANATHAM

Digital leadership is the *sine qua non* to succeed in the digital world. And this is owing to the new reality that is emerging around us—a digitally accelerating environment that creates unimaginable opportunities, and brings about the threat of obsolescence across the nature of work, policies, systems, products, and sectors. In this new reality, it is an imperative for digital leaders to make appropriate choices that define success in the business.

An explosion of Inter Connectivity, Machine Learning, Artificial Intelligence, Blockchain, Mobile Technology, Intelligent Systems, and Innovative Apps compel today's leaders to create newer ways of working that reflect the changing world outside and inside our organisations. In today's digital world, there has been a shift in customer expectations, which is increasing at a very rapid rate. Hence, leaders must now be prepared to embrace uncertainty and thrive through innovative ways which were hitherto unheard of even three years ago.

Innovative digital transformation: The new norm

In this rapidly and digitally changing environment, an incremental change in response to competitive forces may not yield extraordinary results. Hence, innovative digital transformation has emerged as the new normal. Competitors are changing the rules and the structure of the entire market. For instance, Uber has disrupted the taxi market

across the globe. The mere use of an App has changed the ways in which we travel in cities, and has also been popularly termed as 'Uber moments'.

A research carried out in 2013 estimated that there will be over 30 Billion devices connected around the world in the 'internet of things' by 2020. Sensing and responding to data through intelligent devices range from our heart rates, the movement of goods in supply chains, to temperatures of volcanos. The future may stand witness to the fact that human interaction will be abysmally minimal to connect, adapt, and decide on future actions. Leaders need to realise that the potential for chaos is on an increase in this digital world, and the ability for human control is diminishing.

The potential of Blockchain

How leaders can create value in the new digital age has been narrated in the book, "*The Real Business of Blockchain*" by Christophe Uzureau and David Furlonger. Blockchain is reportedly one of the most revolutionary technologies available today, and from the perspective of an enterprise, it is still young and evolving. Leaders of forward-thinking organisations must appreciate the potential of Blockchain, which is a digital leadership nuance that can radically change the way organisations operate – truly a transformative paradigm shift.

Human + Machine identifies "fusion skills" that are necessary

for success in the business processes of the digital world to create better collaborative outcomes. Eight such fusion skills have been identified as below: -

- Rehumanising time
- Responsible normalising
- Judgement integration
- Intelligent interrogation
- Bot-based empowerment
- Holistic melding
- Reciprocal apprenticing
- Relentless re-imagining

Business leaders must pay attention to these fusion skills to update themselves. Contemporary literature in management has documented that the roles of employees will be redesigned around the desired outcomes of reimagined business processes. Several companies are using AI to uncover the unknowns in their businesses. It is said that the platform of Machine Learning is not only about seeing patterns and correlations in data, "*it's about actually discovering causal links.*"

Online Retailing, which is driven by the Digital business model, has become the order of the day as against the traditional brick and mortar driven business model. Same-day delivery with online shopping, and virtual reality gaming experiences are some of the changes that were forced upon us. Powered by technology, the accelerated pace of change propels today's leaders to create critical connections and build organisational agility so that companies remain relevant even when the rules of the game change.

It has been told and written on numerous occasions that leaders must seize opportunities. While seizing opportunities is often fraught with risk, not seizing them pose a greater risk, and hence, digital leadership is a great deal more promising.

The present-day thinking is that the digital age leaders need to be disruptors as well as enablers. Characteristics of digital leaders are: -

- (a) Ability to shake up thinking
- (b) Embrace ideas from different environments
- (c) Link unrelated pieces of information
- (d) See newer possibilities
- (e) Challenge the status quo

Leaders with a disruptive mindset have the traits of refusing to see things as normally as the others, challenging preconceptions, creating new possibilities, and engaging others to make it a reality. Are the leadership challenges of the digital world similar to that of traditional leadership skills is a question that needs to be examined. Researchers and practitioners have agreed that while core leadership skills remain the same, certain new skill sets are required for digital leaders.

A Research undertaken by Gerald C. Kane, Anh Nguyen Philips, Jonathan Copulsky, and Garth Andrus (2019) demonstrates that digital leadership is in high demand.



In other words, senior leaders need to be mentored and coached by digital leaders for continuous upgradation of their knowledge and skills.

5. It is pertinent to recognise that digital business moves very rapidly and getting prepared to lead with new ways in digital environment.

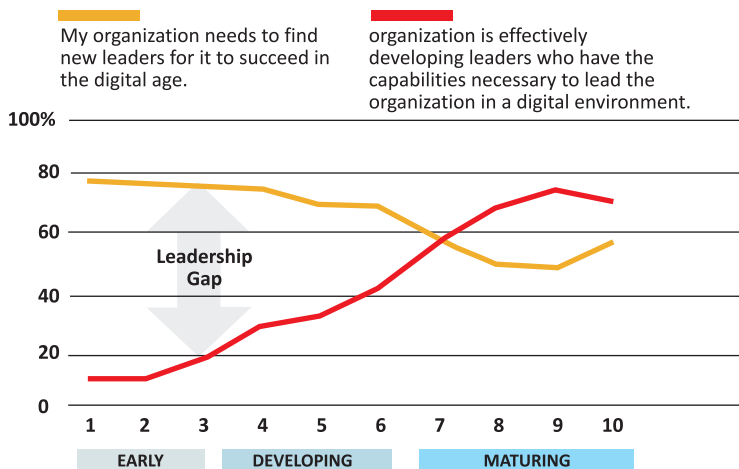
6. The ability to lead networks of people and teams should be valued as a higher order skill than leading through command and control/ hierarchical approach.

7. Innovation, a culture of experimentation, and less-than-successful efforts should also be encouraged.

8. Leaders of forward-thinking organisations must explore the possibility of exploiting Blockchain technology that can dramatically transform the way organisations operate.

9. Artificial intelligence “Human + Machine” can hugely impact the desired business outcomes of organisations. 

Respondents who answered “strongly agree” or “agree”



Source : MIT Sloan Management Review, Spring 2019, Vol 60, No. 3

In view of the above, there is a compelling case for leaders of the present-day organisations to value the importance of digital leadership, and leaders across all functions and domains must keep the following pointers in mind:

1. Leaders must build future scenarios and conceive what could be the digital reality of their organisations.
2. Anticipating markets and trends, making well-informed decisions, solving tough problems in turbulent times are three constituents of transformative vision, which is essential for digital leadership.

3. Crystal clear vision with the ability to navigate, a sound strategic willingness to be open for quick changes, and foresight are the skills needed to be honed.
4. Digital literacy is the corner stone of digital leadership development paradigm, and leaders of organisations must update their digital skills in order to make well informed decisions.

About the Author

Dr. K N Viswanatham is a Senior Faculty Member at the State Bank Institute of Leadership, Kolkata. He comes with an experience of more than two decades in teaching, training, consulting, and research. Dr. Viswanatham has a Master's degree in Psychology from Andhra University, and an M. Phil & PhD in Clinical Psychology from NIMHANS. He can be reached on consultdrv@gmail.com.

The Pillar Of Internal Mobility

Internal Mobility is one of the pillars of Talent Management. However, internal mobility of a random nature creates more upheavals than build a talent pipeline.

BY PINAKESH MUKHERJEE

The advent of the fourth industrial revolution has triggered a tectonic shift, that has rarely, if at all, been witnessed in corporate history. Business models are being reexamined from a newer lens – primarily centred around solving customer problems, and possible ways to resolve them with a mix of technology and personalisation. It is wellknown that repetitive or purely logical/rule-based work (i.e. work that operates primarily on a predefined set of guidelines, including those for exceptions) are being reviewed increasingly to be handed over to intelligent machines.

This triggers an important question i.e. what will be the roles that will have meaning for humans?

As more and more rule-based work gets automated, human capabilities are going to augment machines for such work, and exclusive human talent is going to be needed for roles that demand critical thinking, complex problem solving, applying creative ideas for business opportunities, and works of art. In addition to these, human capabilities would be immensely needed for work on designing algorithms for computer programmes, and creating data analysis models for application. On

the face of it, these skills are diverse in nature, but in the business context, they are complimentary.

“As rule-based work gets automated, exclusive human talent is going to be needed for roles that demand critical thinking, complex problem solving, applying creative ideas for business opportunities, and for works of art.”

Interestingly, Talent, in most of these roles also demonstrate a skewed demand and supply balance resulting from multiple factors. In such a scenario, it must be ensured that some of the tried and tested talent management approaches are appropriately applied, taking into consideration the business context to create a superior Employee Value Proposition. Internal Mobility is one of the pillars of Talent Management. However, internal mobility of a random nature creates more upheavals than build a talent pipeline. Some thoughts to consider while applying internal mobility as a talent management tool are as follows: -

- **Creating awareness about the evolution of business:** This remains to be the topmost priority for any talent management practice to work successfully on the ground. This means ongoing, frequent, and relevant discussions led by the leaders in the direction of the organisation's progress. This also needs to include a view of the crucial skills to succeed and contribute to the organisation's progress, and the probable roles associated with it. The learning partners then need to ensure that a significant part of all resources, if built internally, are employed towards building that capability.



• **Building transparency around the roles and the capabilities required:** No amount of communication is overstated to ensure that people across the length and breadth of the organisation become aware of roles that are likely to evolve from time to time, and the capabilities required to succeed in those roles. Again, it is not enough to publish the roles just in time, but create awareness of the roles ahead of time (maybe 3 or 6 months ahead of the actual role opening up). This, in turn, would provide a head start for people to plan, prepare, and develop skills to be ready for the role. It is quite possible that given the rapidly evolving nature of business, even 3 months of advance planning might be a challenge. In such a scenario, an overview on some of the basic skills around the role would help aspirants to have some time to build capability.

• **Learning opportunities on the job:** The importance of this aspect of talent management cannot be replaced with any alternative intervention. The power of learning on the job exceeds all other forms of capability development. However, the success of the model is dependent on a couple of hygiene points, viz. the organisation's risk-taking appetite. This means, how willing is the organisation to take a calculated risk to expose its people (mostly top talent) to newer type of work. Now, assuming that they have not done a similar job in the past, it is possible that there might be a few learning moments for them as they progress in their new roles. And it is here that the tolerance for error and the ability to learn from experience assumes vital importance. It is a culture that needs to be a part of the DNA of the organisation to make such on the job learning model to succeed. Other enablers include a seasoned mentor for the role and active involvement by the manager.

• **Stretched assignments:** In scenarios where it is not possible to

provide on the job learning in new roles, or may take time, another tried and tested model of building capability and also creating a talent pipeline is carried out through the process of stretched assignment. In this model, people are offered additional responsibilities in the form of projects, special assignments etc. which are often outside the regular scope of work. In this model, the employee mostly gets an opportunity to do work in a non-related topic, and therefore, gain valuable insights about other areas of work within the organisation. The biggest benefit for the organisation as well as the employee is the exposure to different workflows, and therefore, gain a more holistic understanding. This would also encourage more systems-driven approach to problem solving rather than evaluating business problems in silos. For the employee, it offers a complete understanding of the organisation and also the opportunity to explore opportunities for improvement.

“The power of learning on the job exceeds all other forms of capability development. However, the success of the model is dependent on a couple of hygiene points, viz. the organisation's risk-taking appetite.”

Assuming that some of the approaches mentioned above are well established within the organisation, the process of internal mobility is likely to work efficiently in most cases. However, even after role rotations are applied judiciously with sufficient foresight and planning, the success of the mobility is also intrinsically associated to another crucial element of organisational culture –



an anchor / buddy in the new role. This means that once an employee takes up a new assignment, a holding environment, in the form of a buddy (who is another colleague with proven expertise in the role) needs to ensure that there is ongoing support offered to the employee as and when the person has queries or is unable to navigate the process / environment. It is important to differentiate between a holding environment and an escape route, and the new role holder should be suitably conscious of the same. Another angle to consider is the application of a new person's perspective to look at the existing system/process and explore opportunities for improvement, thereby creating a sense of satisfaction as well as learning for the individual. The eventual goal of such an approach in talent management is to create a win-win proposition for both the employee as well as the organisation. **HC**

About the Author

Pinakesh Mukherjee is a seasoned HR professional with over 14 years of experience in domains including talent acquisition, performance management, recognition, M&A and learning. He has worked with multiple sectors in organisations such as ABN AMRO Bank, RBS, HT Media digital business, Vodafone Shared Services etc. Pinakesh holds a PGDBM from XLRI Jamshedpur and a bachelor's degree in Marine Science.

Critical Talent Management Trends in the VUCA World

Challenges of VUCA management are not likely to go away even in the farthest foreseeable future. The mandate is clear: “Shape up or ship out”.

BY DEBJANI ROY

The corporate world is almost a new-look place today. It is new terrain for managers too, who need to become comfortable behaving in different ways as situations change rapidly and demonstrate singularly unique skills than before. The workplace also does not feel the same anymore. Till now—one had only heard of disruption coming in a big way—and suddenly, everyone is swamped by it. ‘Agile’ is, therefore, the new way of life, disruption—the new normal, and VUCA—the new reality.

One does ponder as to what has changed so dramatically to usher in these fundamentally different trends at the workplace. VUCA began to appear a business reality as far back as the start of the previous decade. Explained simply as an environment laced with high degrees of volatility, uncertainty, complexity, and ambiguity, VUCA had started impacting work and the workplace in unprecedented ways. The only thing that was not so clear then was whether VUCA was going to prove to be a temporary passing phenomenon or whether it was here to stay.

That has changed today. VUCA has proven that it is here to stay. In the process, it has left both the workplace (protocols, processes, behaviours) and workforce (leaders, managers, employees, and above all, HR) wanting in their response. HR professionals, especially, never prepared themselves for this new reality. Their age-old conceptual



pro prowess, the superior intellectual inputs, the dependence on tried and tested models and hypothesis, and the ability to tweak the old and fit into the new had served them well for many years, but not anymore. The VUCA impact was all-comprehensive, unprecedented, and of a scale that did not leave much untouched. It called for new approaches, new ways of work, and even newer ways of handling relationships in the workplace. And this was all new to HR.

What has changed so dramatically for corporate and especially for HR? What are the new talent management prerogatives that seem to be here to stay?

The play between people and technology

The larger play between people and technology is leading to an

entirely new set of competencies and skills required at the workplace. Moreover, the wants the modern workforce would be very different in terms of where, how (and how not) to work. They would even dictate terms of work in certain cases. Additionally, it would be the responsibility of HR to ensure that employee-centricity continues to fuel employee experience with better solutions.

The vanishing boundaries

The new workplace would be mostly without borders. Physical boundaries would cease to play any role in defining the work norms. It would be the intellectual boundaries of the human mind that would prevail and command importance over all others. Moreover, the elusive ‘Unicorns’ found in the start-up world would further push the

envelope in defining the milestones of success, which probably would be very different from the ways success is measured today. It is, therefore, an imperative that HR scales up its offerings in terms of progressions and overall succession for the new-age employees.

The employee sensitivities

This would be a very different ball game altogether, as is already being experienced in many quarters today. There's a paradigm shift in people demographics that requires dealing with generational nuances, responding to multiple segments of the workforce, and handling them adequately through varied solutions. VUCA has affected this space more comprehensively than ever before. The volatilities at the job space and the uncertainties surrounding the same have resulted in employee fallouts, at a scale hitherto unseen and experienced.

Psychological isolation at the workplace is a reality today more than anything else, with employee establishing more relationships at the workplace with his/her smart-phone, tab, and laptop, thereby blunting the natural affinities for human relationships. It is imperative for HR to put in place active programs towards regular upkeep of mental health of its employees, so as to counter any behavioural aberrations frequently observed nowadays. Coupled with the same are the almost addictive needs of 'fast rise', 'quick gains', and 'being a brand in oneself' (a social media fallout). It's not an easy task from any angle for HR to handle.

A Culture like never before

It is one where 'agile' has replaced 'retention', and 'disruption' is fast replacing 'performance'. Where lie the answers to such eventualities? College interns have started determining early on in life the kind of environment they want to choose to work in. School children

are participating in mock corporate workshops to determine the skills they need to imbibe for success ahead. In this whole spiral, chronology is being made to stand on its head.

Challenges with re-skilling

But can re-skilling be made to follow the same sequence above? Are our institutions, policies, etc. equipped to implement the same? Can the curriculum be changed to accommodate the new-age VUCA skill demands? Are HR departments and thought leaders in a position to spell out alternatives? Is there adequate time? There are plenty of questions, but few answers as of now. Going by what I observe around me within the fraternity, the answers that are there in the air seem more "gut and instinct" than "tried and tested".

Organisations have to change

Finally, it is the organisation that has to adapt to the new language of business and the new laws of the workplace. Until it does so, conflicts inherent in the environment for all reasons enumerated above will affect productivity, growth, and success in fundamental ways. Age-old structures, traditional work ethics, archaic workplace norms, and, ultimately, dated thinking—especially on the part of CEOs and their HR brethren—would spell suboptimal progression for companies. The conditions of

“Age-old structures, traditional work ethics, archaic workplace norms, and, ultimately, dated thinking—especially on the part of CEOs and their HR brethren—would spell suboptimal progression for companies.”



VUCA will have to be met, and nurtured or tamed, where required.

There lie testing times ahead for the corporate world, and no less for the HR fraternity. The boundaries will need to be stretched, hypothesis re-positioned, and bottlenecks removed. The times are both exciting and challenging, which will further go on to define the rules for tomorrow. That's where the true mettle of leadership, whether of HR or in general, will need to be tested. Challenges of VUCA management are not likely to go away even in the farthest foreseeable future. The mandate is clear: *"Shape up or ship out"*. The most prudent and right steps taken today will certainly go a long way in defining the core for tomorrow's journey. **HC**

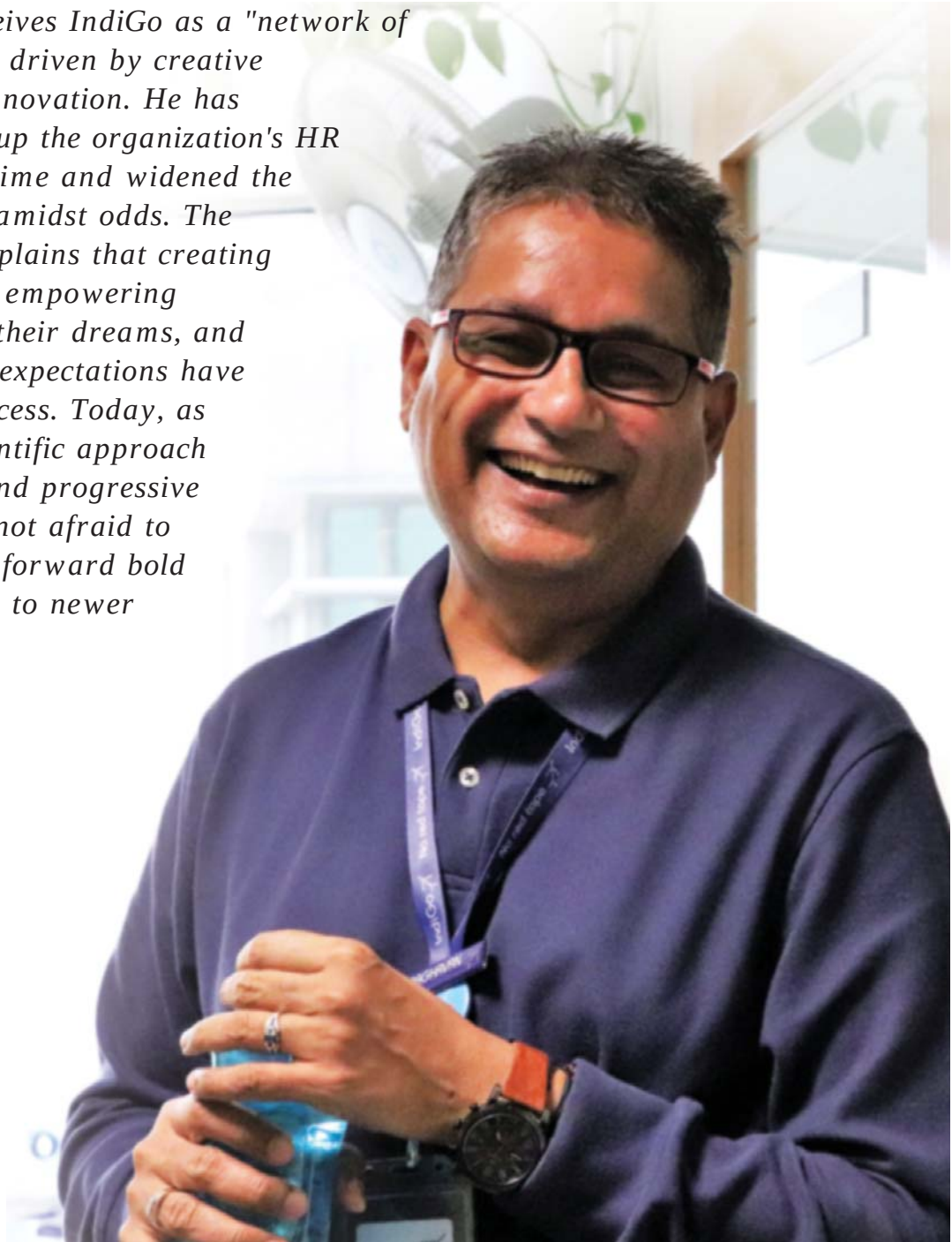
About the Author

Debjani Roy is an industry stalwart and domain expert in the field of Human Resource with over 25 years' of hard-core functional experience across companies such as Bharti, HCL, Bentley Systems, Kuoni, and SRL Diagnostics (Fortis Group). She has an established reputation of being one of the most progressive HR business leaders, having provided transformative people leadership across industries. Currently, besides being the Chief HR Advisor to Mind Your Fleet (a software start-up), Debjani is a visiting professor to a number of reputed B-Schools. Debjani is also a sought-after speaker, an author, an education-activist, as well as coach and mentor to a large number of students in the current academic space.

Going Above and Beyond

*Going above and beyond is a career choice made by **Raj Raghavan**, Senior Vice President and Head of Human Resources at IndiGo, India's largest airline by market share, and one of the most admired companies in its industry and beyond. Delighted to be a part of the 6E family, Raj perceives IndiGo as a "network of a hundred startups" driven by creative collaboration and innovation. He has substantially scaled up the organization's HR function in a short time and widened the horizons of growth amidst odds. The influential CHRO explains that creating a respectful culture, empowering employees to chase their dreams, and exceeding customer expectations have been key in this process. Today, as Raj leverages a scientific approach to drive proactive and progressive HR decisions, he is not afraid to experiment and put forward bold ideas to take IndiGo to newer heights.*

BY ANKITA SHARMA



Q How has your journey been thus far at IndiGo? What has changed since you joined the organization in 2018?

A When I turned 50 a few years ago, I asked myself a question that changed the way I went about my career thereafter. The question was, “Don’t you want to stop explaining to others what you do and simply be doing things that made a difference to your business?” The answer came to me shortly after. I had to move from being a regional leader of a global company to being a global leader of a regional company. That said, I was somewhat selective about which regional company I wanted to work at; one thing led to another, and then in early 2018, I saw myself starting as the CHRO of IndiGo. In hindsight, I should have done this many years ago!

Frankly, the last two years have been nothing short of a stellar yet roller-coaster ride. I should, however, admit that I have enjoyed every bit of it. Within the first few weeks of my joining, we saw the CEO leave and were looking for a new one. In the process, we also underwent a bit of leadership churn, but it gave me an opportunity to work closely with the new CEO as well as the Board Committees. While we were busy handling these transitions, the business grew multi-fold. What was a 150+ fleet airline then is now 250+; this meant adding as much capacity in the last two years as the company had added in the first ten years of its existence. This translated into the scaling up of the HR function to be capable of hiring, on-boarding, planning for succession, etc. at India’s largest airline by the number of passengers flown.

Q Successful companies are often celebrated for their great workplace culture. Could you give us an inside scoop of IndiGo’s work culture?

A As an adage goes, “Culture eats strategy for breakfast”. At IndiGo,



we are proud of our three organizational pillars, viz. (1) on time, (2) low-cost structure, resulting in low fares and (3) hassle-free customer service. Together, these three pillars are the bedrock of our culture at IndiGo. During the last two years, I have come to acknowledge and appreciate the humility, respect for people, and the relentless focus on operational efficiency that has made IndiGo as successful as it is today.

As is well known, not everyone has been lucky with running a successful airline company that is both admired by its customers and profitable. We continue to harp on keeping our costs low, and by no means does this translate to being cheap. As part of our culture, we question every additional dollar that we spend and see how it results in managing a well-run company. As an IndiGo employee, one of the things I have come to appreciate is this: “You are never alone at IndiGo”. This means that we have developed a caring and respectful culture across the company for our employees, even as we continue to grow as India’s largest airline. It is of great importance to us that we treat people fairly and respectfully, and not just as resources who will get things done.

Rapid Fire

Favourite quote: “If you have to think anyway, why not simply think big?”

Favourite movie dialogue of all time: “Idhu Eppidi Irukku? (How’s this?)”—by Rajinikanth in the Tamil Movie, 16 Vayathinile

The best book you recently read: “Leadership and Self-Deception: Getting Out of the Box” by the Arbinger Institute

What comes to your mind when you hear these words?

- **Democratization of Learning:** Another Buzzword!
- **Gen-Z:** Instant gratification!
- **Diversity:** It is something that even big countries are lacking in and needs a lot of focused attention and in-depth work.

Q IndiGo has pioneered people’s practices in the aviation industry, cementing its position as one of the best employers in India. Could you share some of the top attraction and retention strategies being employed at IndiGo to keep ahead in the tight talent market?

A At IndiGo, one of our stated people philosophies is that “we

Up Close and Personal

Q You are an inspiration for many. Who inspires you?

A Early in my career, I had the privilege to work under some very honest managers who were not easy to work with but were never political and only wished well for me. Not everyone gets this, and hence, I referred to myself being lucky. I still remember a tough industrial relations situation during my Brooke Bond Lipton days and how Praveen Dave, my then manager, whom many of us fondly referred to as 'Dave Saab', stood by me like a rock. I vividly remember the conversation Dave Saab had with me before offering me the role of factory personnel manager at one of our oldest manufacturing plants near Hyderabad. He was upfront, honest, and straightforward: *"Raj, this role is not for the weak-hearted, but remember that I will always be around to help"*. Without going into further details, that was when I immediately knew that I had a boss who had my back. I knew I had someone who trusted me and cared for me immensely.

Later in my career, I had the pleasure of working for Murali Kuppuswamy at GE, who is currently Hertz's Global Head of HR. Although a dear friend now, Murali was never an easy boss to work for. He had immense ability to dive deep as well as fly right up to 30,000 feet and ask strategic questions. It was by way of his somewhat intimidating and deep questions that Murali made people find their own answers rather than solving it for them!

Q What is one myth that you would like to dispel about the HR profession?

A Myth:

HR plays by the book and is rigid!

Reality:

Progressive HR leaders do not hesitate to make exceptions and, many a time, I even find them open to reversing their decisions.

Q Do you think HR practitioners need to be technologists to drive an organization's digital agenda?

A To me, it is not just about using machines to help with recruiting or overall HRMS but about how you become scientific and create a culture of experimentation within your HR function. Google HR has long been supporting hypothesis testing, primarily focusing on the factors that can predict the success of new hires. Amazon also focuses on hypothesis testing in one of its HR Tenets, *"We form hypotheses about the best talent acquisition, talent retention, and talent development techniques and then set out to prove or disprove them with experiments and careful data collection."*

An important component of HR technology is based on the facets of artificial intelligence and machine learning. The differentiator on AI-based recruiting is: how do we figure out biased decisions that machines make? After all, machine-learning-based artificial intelligence relies heavily on what the machines learn, and the inputs to these learnings come from past data with a heavy human bias! To be able to figure out what these inputs are that derive the outputs is key. Unless we do this now, the future will tell how HR professionals failed in teaching machines to be unbiased!

Q What are your top productivity hacks?

A I still believe in keeping the age-old "to-do" list. Secondly, a few years ago, I realized that I am somewhat tardy when it comes to following up and keeping myself organized. Hence, in order to keep me efficient, in my last two jobs, I have hand-picked a program manager whom I could trust to follow-through on project reviews, program implementation statuses, budgets, productivity, etc. These are high-potential individuals who come in to do this for a few years and then move on to take greater HR responsibilities.

Q What would we be surprised to learn about you?

A I am an introvert and love spending quiet times with myself! There are times where I have stayed 20-plus hours without conversing with anyone in some of my long intercontinental flights.

want to nurture the dreams and careers of our people". Several examples could be cited, but let me keep it to just one. One of the most coveted roles in an airline, among many, is that of a pilot, but the cost of training and qualifying to be one is prohibitively expensive. On the flip side, it is equally difficult to hire a pilot. In fact, Boeing had predicted a few years ago that the global airline industry is in for a talent shortage pretty soon. Several employees within the airline wish to fly in the cockpit, and in order to help them

fulfill their dreams, we came up with two innovative programs: 6E Fly High and 6E Family Fly. These programs are intended to give our employees and their families an opportunity to build a career in flying.

"6E Fly High" is an ab-initio pilot training scheme initializes the induction of existing IndiGo employees holding CPL Licenses as Junior First Officers. This program is applicable to all employees with a minimum tenure of two years with IndiGo. The program costs about INR 20 Lakh, and IndiGo

sponsors 75% of the training cost for its top three students in the batch and 25% of the cost for the rest of the selected candidates. In addition, the program ensures that all successful students are given the roles of a full-time pilot at IndiGo.

"6E Family Fly" is a similar program that aims to nurture the dreams of our employees' family members. Qualified family members can apply for pilot training, and they are assured of induction into the IndiGo pilot program on successful completion.



Both of these programs are one of a kind in the industry that helps to reinforce our culture by giving dream careers to employees and their families.

Q ‘Employee Empowerment’ is a timeless business topic full of diverse viewpoints and solutions. Making employees feel invested in what they do and eager to fulfill customer expectations is one of the hardest things for HR practitioners and business leaders to crack. In what ways are employees empowered at IndiGo?

A Airline customers are not satisfied enough by swanky planes and look for courtesy and service beyond just the smooth machines. Also, running an efficient airline means that employees need to follow a set of standard operating procedures to provide consistent service. In order to balance both our priorities, we have several initiatives, one such being peer-to-peer recognition. Anyone who wishes to thank or recognize a coworker can use “**6E Claps**”, a mechanism to recognize a colleague. Employees simply need to get on to our recognition portal

and submit their nominations through a write-up.

Another example is more customer-facing. Our frontline associates are empowered to make decisions on behalf of customers without asking for approvals. For example, during irregular operations, like weather-induced flight delays and missed flights, our airport operations executives can help move customer tickets without a change fee.

Q The bar continues to be raised on HR, as it must continually adapt to the ever-changing workforce and workplace dynamics. What, according to you, are the biggest HR challenges and opportunities for the aviation industry in 2020 and beyond?

A I think this question needs to be comprehended in the context of the specific organization that one supports and specific to the industry. While I am not an expert across sectors, I probably would think of the following from my current context and what is most relevant to me.

I believe that culture is very important to us at IndiGo. We have been very successful at building a

young organization from the ground-up in just about thirteen years, much of which had never been done before. That has allowed us to invent everything from being on-time to providing low fares and supporting a hassle-free customer experience. Because we have so much of innovation and experimentation going on at any given point of time, it feels like we’re a network of a hundred startups. And we love that. However, it also creates the challenge of consistently maintaining the culture that has made us successful. As we grow, we have to be mindful of not losing sight of what made us successful in the first place.

We want to see IndiGo as a magnificent magnet that attracts top talent, and this is not just about hiring great talent. Employees should love coming to work at IndiGo so they can fulfill their personal aspirations of working at a top-class organization. This also connotes that my team and I need to create a frustration-free employee experience for our colleagues. To join, grow, and to leave IndiGo (if at all) should be frustration-free, and this needs to be done by leveraging a combination of HR technology, analytics, and heart! **HC**



Creating A Culture Of Lifelong Learning

One of the strongest and most understated bulwarks against competition is an organisational culture of learning.

BY DIPANKAR DAS

Peter Drucker has famously stated, *Culture eats Strategy for breakfast*. Curious culinary inclinations apart, culture tends to be pervasive and permeates all aspects of an organisation. So, if organisational learning is to be considered seriously, then the organisation needs to embed Learning into its culture. And that is no easy task!

Irrespective of whether an organisation is customer-centric or employee-focused, success hinges upon the sustenance of a culture of lifelong learning. Umpteen number of studies indicate that happy employees equal happy customers, and studies have also shown that the happiest employees are those who are well-trained and receive ongoing education.

Oscillating between Herzberg and Abraham Maslow, HR Honchos and Leaders often assume employees want more money, benefits, bonuses, etc. and niceties such as Learning do not figure anywhere in the totem pole of desirable objects. True, employees will never say no to an outsized increment, but it has also been found that employees want to learn—about tools to do their job and to know what is expected of them. The 21st century employee is only too aware that her value in the labour market is only a part of the function of the college she has attended or her



familial inheritance, and more is derived from the expertise she brings to the table.

“Employees will never say no to an outsized increment, but it has also been found that employees want to learn—about tools to do their job and to know what is expected of them.”

Dimensions for a positive learning culture

A study on Continuing Professional Education (CPE) reveals that there

are several important dimensions to creating a positive learning culture. A culture of such a type for an organisation is based on openness and trust, where employees are supported and rewarded for learning and innovation. The dimensions include:-

- Leadership
- Relationship to organisational strategy
- Teamwork
- Empowerment
- Mentoring

Leadership: When the enthusiasm for life-long learning starts with a Leader, it can have a cascading affect through for those who work for him/her. The more senior the Leader, the bigger the impact and influence she will have on the

organisation. In such an environment, employees are like sponges who absorb Learning from the opportunities the organisation affords.

It is even more exciting to find a Leader who wants to continue learning. The fact that they continue to see Learning as a critical component to overall customer and employee satisfaction is fantastic. However, to see the Leaders working on improving themselves as well, is rare, but very special.

At an annual review, in an organisation the author used to work for, the Chief Learning Officer announced a new collaboration with a premier Management Institute. But what brought greater cheer alongside was the surprise announcement that the Country Head had also enrolled for the programme, and was likely to fly out soon – a case of leading by example.

Teamwork: Though individuals need to take responsibility for their own learning and professional development, teams and networks have an important role to play as well with CPE. When you share the learn load, more topics can be covered and fed back to each other. Individuals are important, but if you have a cohort for any programme, the impact is all the more greater.

Teach back Programmes: Send employees out to learn, bring them back, and ask them to teach the others what they learned. As Confucius said, *“Tell me and I’ll forget; show me and I may remember; involve me and I’ll understand.”* The employee will retain it longer by having to teach others, and you will get the biggest bang for your buck if you have your employees share what they learn with the rest of the team. Even for the shortest of programmes, if you ask the participants to go back to their teams and teach the key learning points, the impact will be exponential.

Organisational Strategy: All companies want their employees to adhere to their strategic imperatives. But top down communication is not really the way to ensure this. The more a company can involve its employees in the strategising of the company goals, the better. And the more transparent organisations are, stronger will be the loyalty of employees. Let them be a part of the plan—to contribute and to learn, and to help you meet your business objectives. Strategy is the key link between theory and practice in any CPE activity.

“The more a company can involve its employees in the strategising of the company goals the better. And the more transparent organisations are, stronger will be the loyalty of employees.”

Empowerment: School days were about learning what we were told to learn, but learning in the adult stage becomes more powerful if the employees are involved in creating the overall company vision and mission. They need to be empowered to drive and deliver results. Individuals need to be empowered within their day-to-day duties to gain maximum development within their immediate work environment.

Mentoring: The Indian culture has always believed in the guru-shishya tradition of discipleship. Individuals do not always have the skills or the expertise in assessing their own needs and cannot be expected to make an objective assessment of themselves. While they must be included in their own CPE, a robust Mentoring programme can be an important part of any support framework for ongoing learning. A Mentor can help the

employee discover what to learn, where to start, and how to choose platforms that help the overall goals of the company, as well as the individual.

Lifelong learning: Lifelong learning is about the opportunities to learn all through one’s life, in different settings, and through different mediums. It calls for innovation, as well as a more holistic, flexible, and an open-minded way of looking at education. It is an education without a start and a finish.

Brian Tracy had said, Commit yourself to lifelong learning. The most valuable asset you will ever have is your mind, and what you put into it. Creating happy and loyal employees who will create happy and loyal customers happens in a culture of lifelong learning. Remember to include the fundamental importance of visible leadership, role models, and “champions” of the cause within the organisation.

The closeness of the relationship between the CPE policy and organisational strategy, the power of teams and teamwork, empowered individuals, and the critical role of mentoring in terms of support, facilitation, and providing an independent and objective perspective, all play critical roles in a lifelong process of learning on one hand, and organisational growth on the other. It was not for nothing, that Benjamin Franklin had said, ‘an investment in knowledge pays the best interest.’ 

About the Author

Dipankar Das is the author of *Cracking The CSAT Code at the Call Centre*. He has worked in diverse organisations, including Genpact, Concentrix and with the Tatas. He is currently the Vice President and Global Head of Skill Development at iSON Experiences.

Your Hiring Defines Your Future

While a greater spin might take time and consistent effort, it might look overwhelming from where you stand right now, since each day spent contemplating is bound to put you behind the competition.

BY AJAY TREHAN

When a technological advancement is written about, it is either done with an intent to evoke fear or rake reverence. It is rare to come across a restrained account that underscores a historically proven impact. And this holds true in the context of the HR experience at the beginning of a new decade, to be impacted by technologies like Artificial Intelligence (AI) and Machine Learning (ML), as well as the emergence of the tech-inspired, Gen Z workforce. The challenge however is that while it is natural to get muddled amidst the chaos that precedes change, there is also a need to want in on the latest trends. For the HR function however, it is key to start from the basics, and bring in hiring and onboarding into mainstream boardroom discussions.

Getting the basics right

The initial experiences of a prospective employee with your organisation can leave a lasting impression as you send vital cues that can influence their enthusiasm about joining or not joining your organisation –the wait time at your office, the number of forms filled, the number of occasions they were called back to complete various processes, and who they interacted with. And when the tech-informed, hypervisual, digital natives of the future, plagued with short attention spans are factored in, it does not take long to realise that hiring



and onboarding is awaiting a marvellous makeover.

To add to the recruiters' woes, the Conference Board's 2016 survey of global CEOs identified that attracting crème-da-la-crème that comprises only about 5% of the global workforce, but delivers 95% of the results, will remain as the main challenge in the coming days. An increase in the number of insider frauds across industries further highlights what we already know – the current methods of hiring are inefficient, prone to errors, and will not get us very far in our efforts at building a safe workplace and a productive workforce.

A comparison of the employee background verification and onboarding technologies at disposal, and their actual adoption in organisations- large or small- reveals a deep chasm that is being deepened with fallacies such as :-

- Laborious and manual document collection and data gathering
- Poor archiving of data
- Redundant form filling
- One fit all verification procedures for employees at all levels

While lack of resources to manage the verification and onboarding function may be a deterrent for small organisations, large organisations suffer owing to extensive deadlines and the need to process large volumes of applications and data in a limited time frame.

HR Technology in 2020

There is a lot that data solutions, enabled by technologies like AI, ML, and deep search can do for hiring and onboarding functions with respect to technology adoption. Endtoend automation of verification and digital onboarding can ensure

that all key actions are well-defined, assigned, and completed in time for each new hire – providing clarity and consistency across the organisation. The awareness about and access to specific platforms, powered by the latest technologies and leading databases is important to that end. For the tech-savvy, these platforms allow for easy sign up across the web and mobile.

The ability to create customised workflows can aid creation of customised packages. Workflow automation enables activity-triggered tasks such as form filling, document submission, sending reminders to candidates, automatic check initiation for verification, and complete visibility over the audit trail of cases through a single dashboard, bringing disparate departments on the same page. Insights on attrition, employee behaviour, and lost talent can serve two ends - simplify and amplify the user experience and contribute to a marked performance efficiency of teams involved in hiring and onboarding processes.

These tech platforms also improve the quality of employees hired, and aid the creation of a safe work environment. Their ability to access leading databases allows employers to authenticate identity, education, past employment history, address, and a lot more in just a few clicks, significantly reducing the time taken to perform this activity. The time thus saved can be the difference that motivates a good candidate to pick you over a competitor with a long onboarding and verification cycle. Real-time identity verification and image matching benefit companies, especially those in the sharing economy or ones that systematically manage gig and part-time workers. The Denver body of the Boy Scouts of America, the largest scouting organisation in the USA, for employing huge numbers of seasonal workers switched to automated onboarding, eliminating the need for workers to be physically

present to furnish paperwork. And as a result, they saved 48+ hours in admin efforts in comparison to a paper-driven, manual process that took weeks.

“While lack of resources may be a deterrent for small organisations, large organisations suffer owing to extensive deadlines and the need to process large volumes of applications and data in a limited time frame.”

Going a step further

A digital onboarding process makes it easier to keep the hiring manager involved through timely notifications about the actions needed on their part. For the candidate, this creates a seamless preboarding and onboarding experience wherein they feel connected from the start. Remember, how you hire and onboard can be the best endorsement to a candidate about your company. It is the best opportunity to indicate to them that you care about them, their time, and experience.

Additionally, a digital onboarding process is crucial for the standardisation of hiring processes. A uniform candidate experience is relevant for large organisations, or those eyeing the global markets. In today's time, some of the most successful organisations are those that take data gathered from their digital onboarding processes to create individualised offboarding strategies focused around wooing back exemployees and attracting the talent they lost to competitors.

According to the Aberdeen Group, 54% organisations with a formal onboarding process report



more productive new hires, and 50% experience greater retention of new workers. These numbers are insightful for organisations sitting on the fence about adopting digital onboarding and making it a part of their hiring process in 2020.

As hiring and retention strategies for a new workforce are put together, it will be valuable to evaluate existing technologies for maximising the impact of HR. The Gen Z is expected to push employers to not just be tech-oriented, but to imbibe a tech DNA, which makes it urgent to identify need gaps in hiring and onboarding processes at an organisational level and fill them with care. While a greater spin might take time and consistent effort, it might look overwhelming from where you stand right now, since each day spent contemplating is bound to put you behind the competition. The key is to get started! **HC**

About the Author

Ajay Trehan is an entrepreneur from India with over 26 years of experience in building and operating successful businesses. He founded AuthBridge in August 2005 and nurtured the organisation from a largely services-based to a highly tech-enabled business model. His vision has led AuthBridge to become India's leading data solution company offering authentication and onboarding solutions across industries.



The Network(ing) Effect

Just as the 'Network Effect' is a phenomenon whereby a product or service gains additional value as more people use it, your 'Networking Effect' can exponentially increase the opportunities that are available to you.

BY VIKAS DUA

In today's increasingly intermingled world, connections are the key, whether they are online or offline. As our online connections are increasing, events connecting like-minded professionals in the offline space, such as conclaves, seminars, round tables, and panel discussions, are also growing at a fast clip. Design and call them what you will, but, at the core of it, they aim to connect professionals (or academicians or students) and further an agenda to benefit the community.

So, while you participate with that noble objective in mind, there is no harm in also leveraging these meetups for your own personal

gain (even as you do some justice to the hors d'oeuvres that are hopefully on offer)! For starters (*Oh! Why can't I keep food off my mind?*), identify and acknowledge your personal objective from such an event once invited. Do note that your networking can happen in three phases, as outlined below.

Phase 1: Pre-event

Often, as an attendee, you will have visibility of the key speakers attending the event from the promotional communication. Sometimes, especially in the case of a round-table discussion, you may be informed about the identities of the other attendees. Leverage this

knowledge and send them a personalized LinkedIn invite to initiate the connection. This way, you will have a reference point when you reach out to them during phase two (i.e. during-event).

[Sneaky Tip: Sometimes, the event organizers send a calendar invite forgetting to BCC the participants. Use this to your advantage by pulling out email addresses of attendees you want to reach out to.]

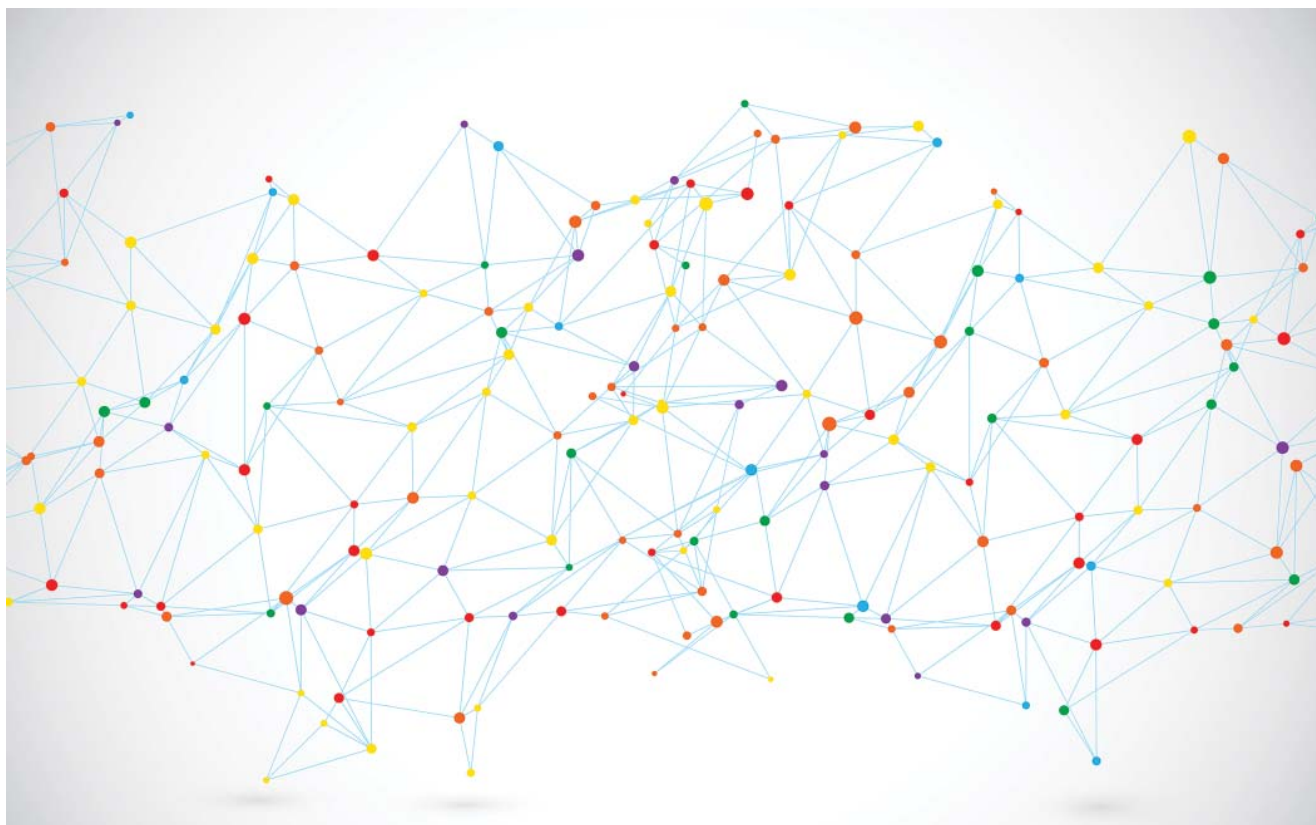
Phase 2: During-event

This phase requires some deft handling as far as networking goes. There are multiple reasons for the same. For one, the main agenda of the event is the primary focus of the organizers and attendees. Also, you are not the only one hoping to establish a connection with the celebrity keynote speaker. Interestingly, you may be someone who another attendee desperately wants to connect with!

So, navigate this phase carefully. Be cognizant of how the event progresses and look for opportunities, such as coffee breaks, to establish a connection with those you've identified. You may meet an old colleague or acquaintance, and the conversation may take you down the memory lane, derailing you from your networking objective. Be vigilant about this too!

Often, you will not be able to reach out to all physically. Therefore,





during the event, make use of the venue supplied note pads (or your Notes App) to jot down names and designations of those around the table. It helps to search them out on LinkedIn in phase three (i.e. post-event).

[Smart Tip: Use the Bluetooth-enabled 'Find Nearby' feature of the LinkedIn app to quickly identify others in close proximity at the event and connect with them. This feature has been explicitly designed for this very purpose. Besides being super quick, it is also eco-friendly—doing away with paper business cards.]

Phase 3: Post-event

Now that the event has concluded, it's a good opportunity to initiate some connections (if still not done so), and build on the ones already made. Dropping a personalized email or a LinkedIn message works best. A word of caution though: don't dive straight into 'selling' mode for that may tend to put off

most recipients. Look at this opportunity as just cementing the connection. There will be more opportunities to pitch for something or make a request, at a later date when you feel you've established rapport to be able to do that.

[Killer Tip: In your email/message, pro-actively share some information with the connection such as a research report that links back to some information/comment mentioned by him/her. This will be a sure shot way to move one level up in the mind space of the recipient.]

Just as the 'Network Effect' is a phenomenon whereby a product or service gains additional value as more people use it, your 'Networking Effect' can exponentially increase the opportunities that are available to you. As you do that, however, do keep gender sensitivities in mind, and also the adage that says: "less

is more". Make sure you leverage it consciously, judiciously, and in the right, professional manner.

Keeping the theme in mind, do network with me at LinkedIn (vikas.dua) or drop me an email at vykas.dua@gmail.com. I would appreciate having your feedback and suggestions! 

About the Author

Vikas Dua is an accomplished HR and recruitment professional with over 15 years of experience in the field, having worked with both start-ups and large corporations like Wipro, Concentrix and Startek Aegis, driving hiring in the APAC region. Currently, he is Chief HR Mentor at Attayn.co—a disruptive HR Tech firm working on enhancing and democratizing knowledge sharing in the academic space.

Bengaluru Is The Highest Paying City In India

BY ANUSHRUTI SINGH

Bengaluru, also known as the IT capital of India, has retained the tag as the highest paying city for talent in the country, according to the Randstad Insights Salary Trends Report 2019.

As per the findings, in Bengaluru, the average annual CTC for talent across junior-level job roles stood at Rs 5.27 lakh, whereas, it was Rs 16.45 lakh for mid-level and Rs 35.45 lakh for senior-level. The city had topped the list in the year 2017 and 2018 Salary Trends report as well.

With the average annual CTC of Rs 5 lakh, Hyderabad is at the second spot and Mumbai is close to third at Rs 4.59 lakh per annum for junior-level roles. Meanwhile, Mumbai (Rs 15.07 lakh) and National Capital Region (NCR) (Rs 14.5 lakh) attained the second and third spot for mid-level jobs. In addition, Mumbai (Rs 33.95 lakh) and Pune (Rs 32.68 lakh) are at second and third position for senior roles, respectively.

The study also finds that professionals from the IT industry command the highest salaries. The sector stands first for highest average annual CTCs paid at the junior (Rs 4.96 lakh) and senior (Rs 35.84 lakh) levels.

With an increase in the demand for GST-compliance specialists, management consultants, accountants, and lawyers, professional services stood as the second highest paying sector for junior and senior levels, while topping the salaries for mid-level (15.3 lakh) professionals.

From a functional point of view, the strategy and consulting professional command the highest salaries for junior (Rs 6.90 lakh) and mid-level (Rs 15.32 lakhs) roles. With an average annual CTC of Rs 35.65 lakh, Digital Marketers emerged as the highest-paid for senior professionals. 



Desk Plants Can Lower Workplace Stress And Anxiety!

BY ANUSHRUTI SINGH



Keeping a small plant on your desk can calm you down and make work less stressful, suggests a recent study. The study conducted by the University of Hyogo in Awaji, Japan, examined the practical use of plants to boost mental health among employees typically excluded from exposure to healthy green environments.

Sixty-three employees across different offices in Japan participated in the study, which was done in an open area and amidst real office settings. For the findings, the research team examined the psychological and physiological changes in the employees before and after placing a plant on their desks. The participants were asked to take a 3-minute rest whenever they felt fatigued to gaze and take care of their desk plants.

Participants were offered a choice between six different types of small indoor plants, namely, air plants, foliage plants, bonsai plants, san pedro cactus, kokedama, and echeveria. Researchers found that all types of plants helped in the reduction of stress levels. Each employee chose one of the six types of plants and placed it near the PC monitor on their desk.

There were two phases of the study: a control period without plants, and an intervention period where the employees stared at their desk plant for three minutes. The researchers measured psychological stress in the participants using the State-Trait Anxiety Inventory (STAI). The data calculated during the experiment showed that both pulse and STAI scores decreased significantly from pre- to post-intervention, suggesting that the small plants were beneficial in lowering stress and boosting mental health. 

Enabling Tech To Embrace Gig

Organisations are committed to leverage data and analytics to spur growth. In such a scenario, HR practices are undergoing a multifaceted approach to technology and transformation, in order to acclimatise to the surroundings.

BY RAJAT GROVER

In today's competitive environment, it has become prudent to adapt and sharpen business agility among organisations. While customers remain key, innovation and adaptation to the digital way of doing business has been a key differentiator for all. Through digitisation initiatives and analytical investments, organisations have been able to establish a wider and a more effective connect and improved efficiency with its people and business. And this progress has been achieved through an upgraded workforce. What is important to the customer life cycle is the digitisation of enterprise and employee processes. And this automation has improved productivity of various people in different functions.

Organisations are investing heavily on technology, software development, and related people skills since it is the need of the hour. With an increased investment of more than 30% in technology, there has been a relative growth of more than 50% in the workforce. And people with new skillsets such as Developers, Agile, Architects, UX, Design Thinking, and Cloud have got added. A shift from the traditional method of software development to agile software development has allowed organisations to respond quickly to the changes happening in the environment.

Organisations are committed to leverage data and analytics to spur growth. In such a scenario, HR practices are undergoing a multifaceted approach to technology and transformation in order to acclimatise to the surroundings. And looking back, we were not truly novice to such a development. The difference being, everybody is specifically talking about new age tech-enabled work, which is a concept that has conjoined with our changing lifestyles and preferences. This has made its way for change management, where it is imperative for HR leaders to contemplate innovative strategies to incorporate this workforce. And today's job seekers are looking for a new kind of work that upends the traditional approach the industry has accepted for decades. As technologies develop and become a way of life, the more diverse population becomes confident to experiment and familiarise to this way of work life - sharing a new perspective and way to work through the Gig economy.

Some very specific endeavours that have stood out and helped are initiatives such as ENACH, E-Sign etc. These have been adopted by NBFCs which are much faster to adopt than many other sectors. NBFCs' adoption to these technologies has paved the path for a faster growth in the MSME sector through quicker loan processing. Cloud Computing helps in creating



a flexible business model that ensures that the needs of the growing businesses are looked into. Technologies such as the web-based Loan Origination Software (LOS) platform can replace legacy systems and increase turnaround times. There are many more such initiatives being developed and utilised.

Going forward, technology will serve as the backbone of the Gig economy's growth. As today's workforce is more dynamic and tech savvy, organisations are becoming more forward-thinking and agile. All these technologies put together are making a difference in the NBFC industry. As more people prefer this mode, new data will be collected on when (and how frequently) they prefer to work, the skills they want to pursue, and the types of roles they want to fill. This new data will help provide companies with insights so as to create opportunities for Gig workers, which is a win-win for both. From a leadership viewpoint, it is time to rethink, rediscover, and reinvent the novel ways for a successful streak. **HC**

About the Author

Rajat Grover is GM & Head of Business HR, Fullerton India Credit Company Limited. He has an experience of over 16 years and has worked with Yes Bank, IDBI Bank Ltd, Reliance Retail Ltd. etc. As an SAP HCM Functional Consultant, Rajat has very good knowledge of digitisation and digitalisation.



The Future of Time Investment

In the new hyper automated age, Return on Time Invested (ROTI) would depend paradoxically on areas of personal growth that are expected to remain free of automation.

BY **BRIGADIER SUSHIL BHASIN**

This piece is about getting a sound Return on Time Invested (ROTI) in the foreseeable future, which is, for purposes of this article, the next 100 weeks of our life. Before we decide what 'sound' in this context is, let us revisit the baby-new world that is being born even as I type these lines. The future is already here. Driverless cars, co-living, hyperloop travel, commercial space travel, the colonizing of other planets, and living forever are ideas that either exist or are very close to becoming commonplace realities. How many jobs, professional specializations and professions will go the way of the thresher, the telegrapher, the typist, the horse buggy driver, the mail-runner?

Hyperloop, a magnetic levitation vehicle, does not touch any surface and has therefore been likened to an airplane in terms of technology as well as travelling experience. However, as it operates in a sealed chamber, its routines would not be as impacted by the vagaries of extreme weather as an airplane. A road journey from Mumbai to Pune that is covered today in about two hours by road would be covered in just thirteen minutes once Hyperloops are available for the public. The World Economic Forum's Future of Jobs 2018 report cites an estimate that the changing relationship between

humans and machines may result in the displacement of 77 million jobs globally and the creation of 133 million new roles by 2022. Now, if you really wish to add an extra edge to your pessimism, CGP Grey's "Humans need not apply" with its 17 million views on Youtube is just what you need. The sum of what the video is saying is that the bots are coming for our jobs.

Grey points out that human workers are like horses that were used for transportation before automobiles emerged on the scene. The global horse population peaked in about the first quarter of the 1900s, and then went downhill from there because automobiles were cleaner, cheaper, and easier to maintain. Today, there are general-purpose robots that learn new tasks by simply observing them. The repetition of jobs once observed by bots is, thereafter, a simple matter. Sure, they presently only function at one-tenth of human speed, but they also finish the same tasks for one-hundredth of the cost. So, what would an hour of your life pay you in terms of money in this ever-changing world? There are no clear answers, but you could look at two personal 'to-do' areas irrespective of your area of specialization that could supplement your ROTI or what you earn in monetary terms in an hour.

Self-work and creativity:

With the creation and distribution of audio-visual media in various formats becoming easier by the day, personal branding through improved grooming, public speaking skills, human connect, voice culture, and articulation will become key to standing out. It is therefore imperative that we foster a spirit of creativity in our schools, our families, and businesses as well.

Continuous re-education:

Only those with an open mind, fast reflexes, and a readiness to return to school will survive and thrive in such an environment. 

About the Author

Brigadier Sushil Bhasin is a time investment strategist, global speaker and author of two books *Design Your Life* and *Million Dollar Second* published by CNBC TV18. As a TEDx speaker and corporate trainer, his stated mission is to help create a world conscious of time as a vital resource. Brigadier Bhasin is based out of Mumbai and can be reached on sushil@BrigSushilBhasin.com.

Embracing Agile

*To gain insights into building the much needed and talked about capability of agility, Human Capital interacted with **C V Srikanth**—who has been coaching, counselling, and mentoring individuals and groups for more than fifteen years. His vast corporate experience of nearly three decades, including leadership positions, coupled with his spiritual grounding, gives him a unique understanding of business.*

BY ANKITA SHARMA



Q ‘Agile’ has gained prominence, and is rapidly penetrating every fibre of business. How are agile organizations different from what the business world knew before?

A Agility is the new ability! It is about priming for and embracing transformation—smartly. It is an innovative and more astute arrow in the organizational quiver. The pace of change and demands necessitated an evolution from efficiency and efficacy to focus on perpetual learning, adaptability, manoeuvrability, and deliverance. A relatively seamless, dynamic structure with transposable areas of roles and responsibility, while maintaining stability and encouraging elastic dynamism, is evolving.

Flexible teams, processes, structures and strategies are signs of an Agile organization. High-performing and growing organizations are driven by harmonious cultures, platforms, information systems, technology and aptitude mobility. Talent acquisition and senior succession transitions today prepare agile potential leaders for cross-functional teams who can augment the vision and redesign missions in mutating environments.

Q Traditional leaders know that adopting an agile mindset is critical to their organization’s success, but many find it difficult to understand and implement. How can leaders internalize this new mindset?

A Traditionalists need to understand that the binary view (top and bottom line) has morphed into a 360-degree vision. The edge of the company is the happening place for moving to the next, thereby, making a case for flexibility and transformation. It is about living in the moment to be aware, conscious, engaging, and instinctive to indiscernible yet emerging trends.

It is necessary to realize that leaders are no longer drivers. They are creators, not necessarily only at the top but at every possible level. The days of a top-down check-and-control organization are long gone. Agility is about affecting change without waiting for a crisis, gaps in performance, reactive responses or lost opportunities. The new perspective is less about

hierarchical building blocks and more about consistently cross-fitting teams with challenging scenarios.

Q What, according to you, is HR’s role in driving agile transformations?

A Competence is about cognition and application. HR has a central role in this transformational troposphere—to be on the ball with creating new learning curves by curating content for consistently connecting with individuals and teams. Preparing platforms for constant interdisciplinary competency-development upgrades is imperative for grooming intrapreneurs. This should include tasks and challenges that are experiential for lateral-thinking initiatives, as well as give the freedom to explore, express and experiment with new ideas. This will break down intra-workplace complexities into smaller bits to create a more Agile whole.

An area needing more focus is coaching—particularly senior management. It brings in a fresh perspective and thinking for synergizing self, the team, and the organization. Talent today is retained by creating an engaging, creative, thought-provoking, and fulfilling environment. HR needs to ensure that they help drive home the feeling that value is not captured from outside. Value is created from within, with the collaboration of every stakeholder. Consistent HR activities in enhancing a trusting learning environment, encouraging shared goals, and conducting training for new upgraded technological and other available tools, which lead to improved cohesive performance are an indisputable trait of an agile organization.

Agile organizations don’t change leaders quickly; they make leaders quickly. If the DNA of an organization is to keep up with the Darwinian theory of the survival of the strongest, the leadership needs to imbibe the state of mind where you embody the change and live the vision—a shared one. The Mahabharata was won by an army by agility—not by the army of size. **HC**

www.liveyourknowledge.com gives an insight into C V Srikanth’s value creation content and experiences. He can be reached on life@liveyourknowledge.com



Success-Proofing the Digital Transformation Journey

Digitalization is a storm that's brewing, and organizations will need the right talent to survive this storm.

BY SUBHASHINI PANYAM

One of the most quoted predictions around the future of jobs anticipates that two in three children starting school today will work in professional roles that are yet to be created. Exponential transformation in the nature of business and advancement in the digital space are expected to be the major contributors to this change. So, what exactly is digital transformation, and why is it essential to success-proof it?

In the current scenario, digitalization is bringing about a change in our perspective toward work and how we function. If we look around, successful digital businesses today share common traits of focusing more on customers. They operate efficiently and quickly, and are incredibly responsive. These agile organizations create insights that open newer avenues for operation. Keeping this in mind, all organizations are striving for innovation in day-to-day operations. The markets, too, are continuously evolving, and we are gradually coming to terms with the fact that adapting to the speed of the digital transformation is the only way to stay relevant. Without digitalization, there is a strong possibility that we will no longer be relevant or competitive. This makes large-scale digital transformation inevitable.

So, let's agree that digitalization is a storm that's brewing, and

organizations will need the right talent to survive this storm. This is where the problem lies for most companies as, on one side, there is an exploding skills gap, while on the other, there is a need for jobs. Albeit, the story of the skill gap is not a new one but rather a familiar one. Today, skills security, as a concept, is eroding more rapidly than ever. Skills that were relevant two years back may not be as crucial now. The demand is to continuously develop a highly-skilled workforce for organizations. Today, the traditional working pattern of one employee and a single job is becoming obsolete. It is being replaced by new types of collaboration that are more digital and customer-oriented. Increasingly, work is no longer a place wherein the employee is expected to go to the same office, at the same time, to log in at the same geographical location. It is transformed into working remotely, in a convenient time zone, and from anywhere in the world.

How do we accelerate the adoption of new-age skills in an ever-changing world?

Society 5.0

According to *Global Japan*, Japan's vision for the future is that society 5.0 will be a super-smart society where every industry and all segments will have been impacted by technologies, such as artificial intelligence (AI), Internet of Things

(IoT), and robots. The World Economic Forum also anticipates that Society 5.0 will be a futuristic society in which sustainable development will occur due to the creativity of diverse people who will utilize digital skills for problem-solving and value creation. Japan's way of addressing and adopting new-age skills is an early step. The country is doing this by redefining its education standards and preparing for the future. It is aimed and expected to reduce the digital skill gap.

Geographical Disparities

With STEM (Science, Technology, Engineering, and Mathematics) and ABCD (AI, Blockchain, Cloud, and Datamatics) on the rise, not all countries today have the ability to address the growing talent demands. While the US is a powerhouse, it is unable to fill all jobs due to the lower number of STEM graduates compared to other countries like India. As a result, countries with vast talents such as India contribute to the largest offshore centers and will continue to do so. This rapid change has resulted in the rise of developing countries that is propelled further by the growth of infrastructure to address present as well as future needs. Such global disparities are evident today, and countries will have to make crucial decisions to fill the gap between supply and demand.

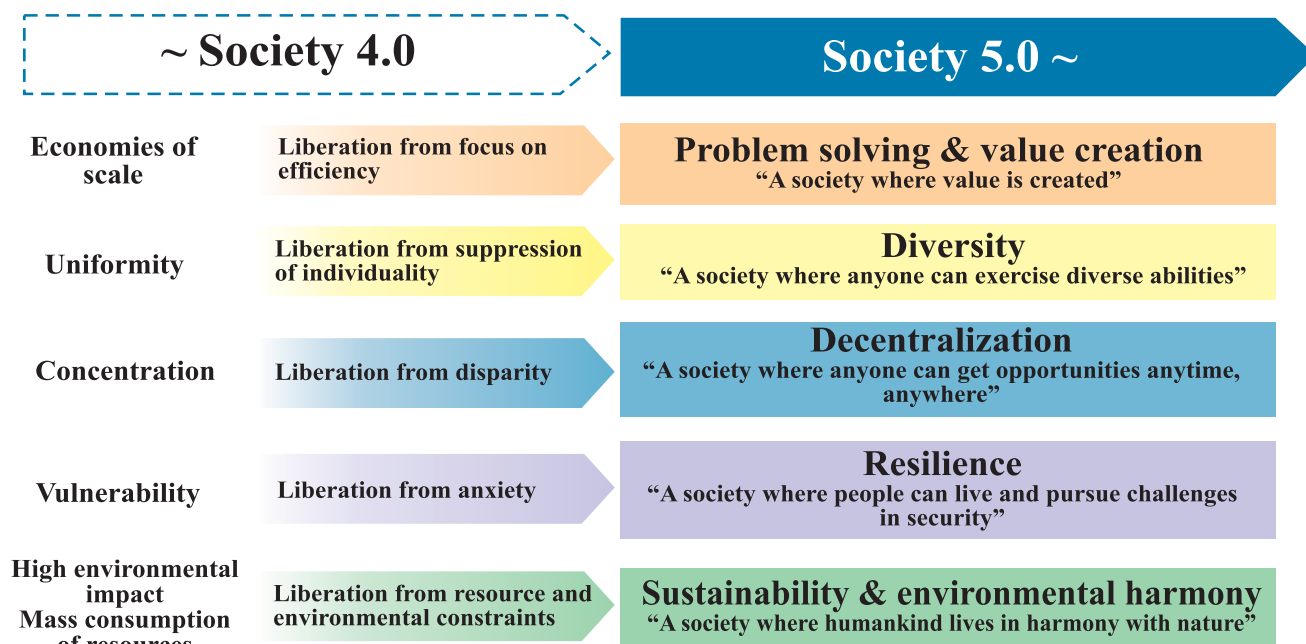


Image Source: Nakanishi, H. (2019). *Modern society has reached its limits. Society 5.0 will liberate us.* [online] World Economic Forum.

Global organizations should develop their go-to-market strategies and further blur the boundaries of doing business and developing talent.

Creative Thinking

So what is the most important digital skill? Obviously, it is not related to a specific device or software. We see that many occupations have a considerable percentage of tasks that can be automated. As technology is ever-changing and evolving, past winners are quickly forgotten and replaced by something better. Therefore, the most important survival skill for any organization or employee in the face of transformation is creative thinking. It demands the ability to learn, unlearn, and relearn quickly. To ensure the longevity of a workforce and oneself, people must be able to do what machines are unable to do.

Development of a Recombinant Digital DNA

Digitalization doesn't necessarily mean going online. It means that you have to be open to newer ways

of using technology and changes in ways of living to adapt to changing human needs. Keeping an open mind on change adaption is essential. One should look at being early adopters of technology, learn fast, fail fast, and let others know. The technology can be anything that's relevant to the business. Most technologies that we see today are just the tip of the iceberg compared to the speed at which we are making advancements in technology. Companies need to engage with other ecosystems that could be even their competitors, partners who are big or small, and employees who are working full-time or as consultants. All of them should come together for a larger purpose, which is to provide a winning solution for all. Critically, organizations should align their employees with the long-term digital strategy and build digital DNA.

To summarize, let's understand that machines clearly can never replace humans. For thousands of years, it has always been humans and human values that have won. It isn't easy to develop any skill overnight. It is vital human qualities

such as courage, judgment, patience, and interpersonal skills that make the difference. We have to learn, explore, and embrace the unending possibilities. **HC**

References:

http://www3.weforum.org/docs/WEF_Future_of_Jobs.pdf
https://www.hitachi.com/rev/archive/2017/r2017_06/trends/index.html
<https://www.weforum.org/agenda/2019/01/modern-society-has-reached-its-limits-society-5-0-will-liberate-us/>
<https://www.i-scoop.eu/industry-4-0-society-5-0/>

About the Author

Subhashini Panyam is with Hitachi Consulting as Country Director for Talent Acquisition - India and Vietnam. She is playing a pivotal role in redesigning the DNA of the organization amidst the transformation journey that the organization is undergoing. She is a thought leader who specializes in providing technology-driven solutions and developing business-driven models. A well-rounded expert in envisioning, strategizing, leading and managing a robust ecosystem, Subhashini believes in achieving business results through people.

PAST EVENTS

JKLU HR Summit 2020 and Dr. Uday Pareek Special Lecture

DATE : January 21st, 2020

VENUE : JK Lakshmi Pat University (JKLU), Jaipur

ORGANISERS : JKLU, National HRD Network

JK Lakshmi Pat University, Jaipur (JKLU), in collaboration with the National HRD Network, ISTD and Human Capital organized its HR Summit 2020 along with Dr. Uday Pareek Special Lecture at the university campus on January 21st, 2020.

The event included a keynote address by Mr. P. Dwarakanath, Chairman of GSK Consumer Healthcare, on 'Developing Competencies for Future Readiness' and panel discussions by seasoned HR Practitioners on themes 'Organization Transformations using Innovations' and 'Integrating Happiness with Business Excellence'.

The HR Summit was held to recognize and honor Late Dr. Uday Pareek, former Professor of IIM Ahmedabad and Founder President of the National HRD Network (NHRDN), and fondly referred to as 'The Father of HRD in India', on his birthday in his home city of Jaipur and was graced by the presence



of his family members, including his son, Mr Anagat Pareek, Sr. VP PayTm and daughter, Prof Surabhi Purohit of Rajasthan University, who shared highly inspiring anecdotes from the life and times of Dr Uday Pareek.

The event shared provoking thoughts and HR Practices on innovations, transformations and the future competencies, business excellence employee engagement and happiness and saw the enthusiastic participation of more than 150 Business Leaders, HR Heads, Strategy Planners, Academicians and Thought Leaders from different parts of India ♦

UPCOMING EVENTS

Manthan 2020



DATE : February 7th – 9th 2020

VENUE : TISS, Mumbai

ORGANISERS : TISS, Mumbai

Manthan, the Annual Management and Cultural fest of Human Resource Management and Labour Relations program of TISS, Mumbai, is all set to take place from February 7th – 9th 2020.

The inaugural night of the 23rd Edition of Manthan will be held on 6th February. The theme for Manthan 2020 is 'Pitstop to the Future'.

Since 1997, Manthan has lived up to its name by challenging beliefs and revisiting assumptions to face the ambiguities of the business world, especially the HR domain. It comprises HR & IR business case studies, quizzes, dance performances and other cultural events.

Over the years, Manthan has evolved in both scale and form. Manthan 2019 witnessed a participation of around 800 students from 60 B-schools, including the top 20 B-schools across India. The three day event extravaganza saw an array of bright minds challenging the dominant discourse. ♦

Anveshan 2020 - Forging Connect

DATE : February 15th-16th, 2020

VENUE : Goa Institute of Management

ORGANISERS : Goa Institute of Management 'Anveshan - 2020 - Forging Connect' sponsored by Deccan Fine Chemicals (India) Pvt. Ltd. is one of the largest National Level HR Business Symposiums conducted by any B-School in the country. It is organized by HRiday - the HR Club of Goa Institute of Management.

This is the eighth iteration of Anveshan and will be held from February 15th to 16th, 2020. MBA



National HR Business Symposium

GYAANODAYA
Keynote Address by Industry Experts

SAMIKSHA
National Level Live HR Case Study Competition
Prize worth Rs. 50,000

Margdarshan
Industry Mentorship Simulation Programme
Prize worth Rs. 25,000

InQuizitive
Online HR Quiz Competition
Prize worth Rs. 5,000

Yukti
Certified HR Centric Workshop

Venue: Goa Institute of Management, Goa
Date: 15th-16th Feb 2020

Sponsors: deccan, HumanCapital, SAFEXPRESS, BIG, The Souled Store

students across 250 B-schools in India participate in the symposium.

There are 5 events will be held under Anveshan-

Gyaanodaya- Gyaanodaya is a platform taken by prominent leaders from the Human Resource domain that is essentially leveraged upon by the students of Goa Institute of Management through the expertise and vast industrial experience of the speaker. It is a highly celebrated event under Anveshan and also marks the launch of the symposium.

Samiksha- It is the flagship event of Anveshan. It is India's biggest National Level Live HR Case Study Competition done in collaboration with a prime organization. It is conducted in 2 rounds and the winners take away cash prizes worth Rs. 50,000.

Margdarshan- It is an HR simulation competition which enables participants to apply their knowledge and achieve a business outcome through simulation

Yukti- It is a series of certified workshops organized by the best in the industry for nurturing and learning of the students.

InQuizitive- It is a National Level Online HR Quiz competition. This competition is conducted online and attracts participation from across the country. ♦

HR Conclave 2020 on Future of Learning & Development

DATE : February 29th, 2020

VENUE : Hotel Jaypee Siddharth, Delhi

ORGANISERS : Institute of HRD

Institute of HRD will be hosting a HR Conclave on February 29th, 2020 at the Hotel Jaypee Siddharth in Delhi to deliberate on the theme Future of Learning & Development.

In this HR Conclave Human Resources and L & D professionals are expected to participate and deliberate on the theme. The event will witness innovative and engaging sessions and deliberations by eminent HR thought leaders and Professionals.

Leading organizations which includes Samsung, HSBC, HMD Global, Magic Bricks, Zomato, NEC, V Mart Retails etc. are expected to share their practices in Learning & Development.

The conclave will have deliberations on various sub themes such as Future of Learning & Development, Technologies for Learning Effectiveness, Application of Artificial Intelligence in Learning, Learning Portals and their Effectiveness, Promoting Learning culture in organizations.

The other highlights of the event include Top Twenty 20 L & D Professionals Awards, Panel Discussion, Case Studies and networking opportunities. ♦



DELHI

HR CONCLAVE 2020

SATURDAY, FEBRUARY 29, 2020

Theme
Future of Learning & Development

Knowledge Partner
HumanCapital
REALISING BUSINESS STRATEGY THROUGH PEOPLE

For Registration & Sponsorship Contact : D J REUBEN +91 96630 64455

HIGHLIGHTS
• HR Expo 2020
• Keynote Addresses
• Panel Discussion
• Tech Presentations
• Networking

HumanCapital

REALISING BUSINESS STRATEGY THROUGH PEOPLE

subscribe today!

Human Capital is India's leading and most respected HR magazine since 1997, with the widest subscriber base of over 65,000 readers.

- Every **print issue** is filled with cutting-edge & futuristic articles, interviews of HR bigwigs, and opinions from HR opinion makers.
- **Online library** gives you access to over 1200 articles from all our archived back issues, a wealth of information that continues to be relevant today.
- Our newly launched **e-magazine** will appeal to the tech-savvy HR professional of today. Read Human Capital e-magazine on your desktop, laptop, I-Pad, or Blackberry.
 - Exclusive experiences & inside success stories shared by industry leaders themselves.
 - Regular content innovations like 'HR Roundtable', 'Debate' and 'CEO Speak'.
 - Broad canvas ranging from HR to Labour Law, including HR case studies.
 - Content focused at workable HR solutions that impact the bottomline.



	1 year (12 issues)	2 year (24 issues) (Save 18%)	5 year (60 issues)
PRINT MAGAZINE	Rs. 1600*	Rs. 2600*	Rs. 6400
E-MAGAZINE (not downloadable)	Rs. 1000	Rs. 1600	Rs. 4000
ONLINE LIBRARY	Rs.2000	Rs. 3250	Rs. 8000
CD ROM		Rs. 999	

SPECIAL VALUE PACK OFFERS	1 Year (12 issues)	2 Year (24 issues)
PRINT MAGAZINE + ONLINE LIBRARY+ CDROM	Offer price Rs. 4200* (Save 8%)	Offer price Rs. 6800 (Save 18%)
PRINT MAGAZINE + ONLINE LIBRARY	Offer price Rs. 3300* (Save 8%)	Offer price Rs. 5200* (Save 18%)
E-MAGAZINE + ONLINE LIBRARY	Offer price Rs. 2750 (Save 8%)	Offer price Rs. 4500 (Save 18%)
PRINT MAGAZINE + E-MAGAZINE	Offer price Rs. 2300 (Save 8%)	Offer price Rs. 4200 (Save 18%)

*Print Prices Inclusive of Shipping via Registered Post.

Get 3-month free access to Human Capital E-Magazine!

Visit humancapitalonline.com --> E-MAGAZINE --> Register

You can also email your Name, Company, Designation, Mobile No. and Email id on info@humancapitalonline.com

"Once registered, the access will be enabled in 24 hours."

Limited offer on a first-come, first-served basis.

For subscription enquiries

Please contact us at: **Phones:** 0562-2527775, 7535077222 or **Email:** subscribe@humancapitalonline.com | www.humancapitalonline.com

Appointments



Quick Heal Technologies Appoints Reetu Raina As CHRO

Quick Heal Technologies Limited has appointed Reetu Raina as its Chief Human Resource Officer (CHRO). Raina has a breadth of experience across sectors including Telecom, BFSI, and IT before joining Quick Heal Technologies. In her earlier stints, Raina has held leadership roles with domain-leading brands like TATA, HDFC Bank, and Amdocs. She was the Head of HR for Network Software at Sterlite Technologies and had previously led the talent management function at Amdocs - and was recognised in both these roles for leading the HR transformation and creating future-ready structures.



Charandeep David Joins Max Life Insurance As Corporate VP-HR

Charandeep David has joined Max Life Insurance as its the Corporate Vice President of HR. Prior to this, Charandeep served as Head L&D - Self Operated Business (SOB) at OYO. She has 25 years of in-depth experience in learning and development, change management, talent development, and knowledge transfer with a key focus on customer service for global customers in multiple locations. In her earlier stints, Charandeep has been associated with organizations like as British Airways, GE, Genpact, Aircel, Jet Airways. She has also worked with British Airways for 9 years in Operations, Customer Service and Training.



Diebold Nixdorf Appoints Ranjan Mishra As HR director

Diebold Nixdorf has appointed Ranjan Mishra as the director of Human Resources, India. He will responsible for all people operations, encompassing commercial business, shared services, and global delivery centre. Previously, Mishra was associated with Vodafone Idea as EVP-human resources, taking care of HR for technology, shared services centre and the You broadband business. Mishra holds an MBA degree in HR from Jiwaji University and has pursued executive MBA in general management, from IIM Bangalore.



Prashant Parashar Joins CleverTap As CHRO

Prashant Parashar has joined CleverTap, an AI-powered customer lifecycle and user retention platform, as Chief Human Resources Officer. Earlier, he was associated with Emcure Pharmaceuticals Limited as the President, Global Human Resources. Prashar is an HR thought leader with more than two and a half decades of experience in culture and organisation transformation through systems, processes and people interventions across the organization. He has pursued Post Graduation in Personnel Management from Xavier Institute of Social Service, Ranchi.



Automation Anywhere ropes in Yousuf Khan as Chief Information Officer

Automation Anywhere has appointed Yousuf Khan as its first Chief Information Officer. Prior to Automation Anywhere, Khan worked at Moveworks as the CIO and Vice President of Customer Success. Before Moveworks, he served as the first CIO of Pure Storage where he was part of the leadership team that led the company through its IPO and international growth.

NOW HIRING



Recruitment-Talent Acquisition Accenture Solutions Pvt Ltd

Looking for Recruitment-Talent Acquisition where you will be responsible for Talent Acquisition where in as a recruiter you will ensure the business requests are executed as per the contractually agreed timelines adhering to metrics of cost, time taken to identify and quality of hiring a candidate. You will be responsible to manage the end to end recruiting life cycle of a candidate in terms of sourcing/scheduling and offer negotiation until the candidate onboards.

Experience : 7-8 Years
Location : Bengaluru / Bangalore
Job ID : 161019007014



Manager HRM-E&P TATA Steel

Hiring for Manager HRM with Key Accountabilities : Support the implementation of the HRM strategy for Business Unit, to ensure timely and effective execution of all processes and regular escalations of all employee queries and grievances so as create an engaged and competent workforce. Ensure end-to-end management of contract workforce by focusing on vendor/supplier management, day-to-day administration of grievances, wages and contract terms and capability development of contractors to engage skilled contract employees towards ensuring increase in motivation, capability and productivity of contract workforce at Tata Steel.

Experience : 3-8 Years
Location : Jamshedpur
Job ID : 121119904152



Employee Engagement Manager IBM India Pvt. Limited

Position open for Employee Engagement Manager with Key Responsibilities: Considering engagement metrics and employee feedback specific to your site, work with leaders to generate ideas and plan activities that meet goals Participate in regular meetings with the Engagement Program Manager and Engagement Leads at other sites to align on plans and drive initiatives forward Collaborate effectively with cross-functional teams to execute successful activities.

Experience : 3-8 Years
Location : Bengaluru / Bangalore
Job ID : 131119907419



HR MIS Executive Axis Bank Limited

Great opportunity to work with Axis Bank. We are currently seeking a high caliber professional to join our team. Good command on excel. Responsible for maintaining the HR MIS. Ability to handle a variety of tasks and priorities at the same time. Analytical thinking and innovative work approach. Manage queries, issues and escalations if any working on Monthly/ weekly reports and dashboards.

Experience : 2-7 Years
Location : Mumbai
Job ID : 111119007100



HR Business Partner - Global Operations Hewlett Packard Enterprise Pvt. Ltd.

As a APJ Regional HR BP, acts as a consultant and partner to the Global Operations Business Organization. Drives the people strategy and organizational design, and the process of transformation, talent management, and workforce planning. Leads change initiatives and implements specific HR strategies to achieve organization goals and objectives. Aligns performance management and reward systems to drive and reinforce desired behaviors.

Experience : 6-10 Years
Location : Bengaluru / Bangalore
Job ID : 81119904337



HR Lead Wipro Limited

A Business Partner role stretches across the gamut of HR activities touching an employees life-cycle at various stages in a Business Unit. The Role would encompass the following: Partner with the business to identify and fulfill short term business needs towards talent management. Collaborate with business team to ensure compliance and traction across various employee life-cycle processes. Plan and execute Engagement Activities across the unit. Interact with other functions to resolve process breakdown issues.

Experience : 4-8 Years
Location : Bengaluru / Bangalore
Job ID : 81119903768



Manager, Recruiting Scheduling Gartner India Research Advisory Services Pvt Ltd

Opening for Manager, Recruiting Scheduling skilled in talent acquisition and management to compensation, benefits, analytics and operations, finding and keeping the right people is the core of our strategy for success. You'll work alongside smart, creative, motivated colleagues and have unlimited opportunities to grow.

Experience : 5-8 Years
Location : Gurugram / Gurgaon
Job ID : 230819901329



INDIA'S LARGEST RECRUITMENT PLATFORM

Offering Campus to Leadership hiring solutions



TO BOOK A DEMO

Call us now:  18001025080  rmstraining@naukri.com



The Benefits of Cloud Computing in HR

BY SAFURA BEGUM

Technology has changed everything around us, and the human resource function is no different. Today, HR is not merely confined to back-office working through heaps of papers. It has transformed into a tech-savvy department that employs next-gen technologies such as cloud computing to carry out and expedite day-to-day functions such as hiring, onboarding, leave management, exit process, etc.

Cloud HR software has completely changed the human resource functions making it even more efficient yielding better results. Some of the positive changes brought about by the cloud-based HR software include less paperwork, increased employee engagement, round the clock information access, real-time and accurate assessments, cheaper and faster solutions, and improved overall perception about workplace security.

The immense benefits offered by cloud computing in the HR department also means that HRs have to be the key in determining the technology that will be employed by their organization. Making the right choice will lead to several benefits, whereas making the wrong choice can spell doom for the organization. Irrespective of the platform used, a few key parameters will remain unchanged.

The software that is used should meet the present and future demands of the organization. It should be easy to implement,

maintain, and update as and when required. The additional updates should be easily available and not come with a heavy price. The cloud-based HR software used should have premium security that safeguards all the sensitive data of the organization. Lastly, it should add great value to the organization.

The catch 22 situations for organizations is the need to ensure that the IT department understands the needs of the HR function while ensuring the best IT solutions. This is where HRs will have to step in and work towards employing the best solutions for the organization. The two of the most notable platforms available in the market are Google Cloud and Amazon AWS.

Google Cloud

Google Cloud, as the name suggests, is a cloud-based solution offered by Google. With over 1000+ solutions, Inventateq's **Google Cloud training in Bangalore** provides every solution from infrastructure modernization to productivity and work transformation. The human resource department can leverage analytics, data warehousing, artificial intelligence, and similar solutions.

Amazon AWS

Offered by another technology behemoth, Amazon AWS is a cloud services platform that offers computing, database storage,

content delivery, and other functionalities that help businesses grow. Inventateq's **AWS** training can be employed to accomplish a wide variety of objectives, from predicting career success using **machine learning** to determining the cultural compatibility of the next hire.

DevOps Model

Irrespective of the technology that your organization decides to use, employing a DevOps model will reduce the time required for development and implementation. Inventateq's **DevOps training in Bangalore** will help HR professionals to efficiently ensure the integration of development and operations teams in delivering a robust solution for the department. This will, however, require a change in culture and mindset of the organization, which will have to be long-term as well as a gradual process. 

About the Author

Safura Begum is the CEO & Founder of INVENTATEQ, a Software Training Institute. As an entrepreneur, Begum shares a constant passion towards learning new things to keep her institute updated. Safura holds a Bachelor of Science degree and possesses expertise in the technology space.

TRAINING SCHEDULE (Jan - Mar 20)

	SNo	Course	Jan-20	Feb	Mar
Electrical / Electronics / Instrumentation	1	PLC Prog. & Applications		17 - 21	
	2	Advanced PLC			16 - 18
	3	PLC Networking			17 - 19
	4	PLC Prog. & Networking		17 - 25	
	5	PLC & SCADA	28 - 05		
	6	SCADA System			23 - 27 (RS View)
	7	HMI Panel Programming		04 - 06	
	8	Field Instrument. & Control	13 - 17		
	9	Programming & Maintenance of AC/DC Drives	20 - 24		23 - 27
	10	Variable Frequency Drives	20 - 22		
	11	PLC to Drive Communication			02 - 04
	12	VLSI Design	20 - 24		
	13	Embedded System Design			16 - 20
	14	Electronics Maintenance		10 - 14	
	15	Electrical Control and Relay Logic Applications		24 - 28	
	16	Preventive & Breakdown Maintenance of Electrical & Electronics Equipment			23 - 25
	17	Industrial Automation		17 - 27	
	18	MATLAB - Programming & Simulation		24 - 28	
Mechanical	1	Industrial Hydraulics		17 - 21	
	2	Advanced Hydraulics	06 - 10		
	3	Industrial Pneumatics			23 - 27
	4	Mechanical Maintenance	06 - 08 Machine Alignment & Balancing	03 - 05 CBM	16 - 18 O&M of Gear Box
			21 - 23 O&M of EOT Cranes	24 - 28 Vibration Analysis	
	5	AutoCAD	13 - 17 Mechanical		
	6	CAD/CAM	20 - 24 ProE	17 - 21 Solid Works	
	7	CNC Milling		10 - 14	
	8	Advanced Electronics in Automotive Vehicle	20 - 24		
	9	Welding Technology	21 - 23		
Computer / IT	1	Oracle PL & SQL			16 - 20
	2	Oracle SQL & Administration			23 - 27
	3	CISCO Network Essential		17 - 22	
	4	CISCO Routing & Switching		24 - 05	
	5	CISCO Cyber Security Essential	20 - 24		
	6	Graphics Designing (Print/Multimedia)			09 - 13



**A Helping Hand
in Implementing
CSR Projects
of PSUs / Industries**

FEE
for all
courses

at CRISP (5 days Training)
Rs. 17,000/- per participant
(Non-Residential)

Rs. 21,000/- per participant
(Residential)

Note: Course Fee for 3/6/10 days training can be obtained from CRISP

ON-SITE TRAINING

Rs. 30,000/- per day

(Travel Fare & Accommodation for Trainers is additional)

GST Extra (Payment in the name of CRISP, Bhopal)

For more information please contact:

Centre for Research & Industrial Staff Performance

(Established under Indo-German Technical Cooperation)

Shyamla Hills, Bhopal-02, Ph.: 0755- 2661401/4223702 Fax :4220022 Mob : 09425302725, 09826334406

Email: rmaheshwari@crispindia.com; faisal@crispindia.com Website : www.crispindia.com



XLRI
Xavier School of Management
For the greater good

RESPONSIBLE GLOBAL LEADERS OF TOMORROW



For the Greater Common Good

XLRI, a respected Management School recognized for far-reaching contributions to management education beckons all aspiring leaders of tomorrow. With highly qualified full-time faculty, world-class library, superior IT-infrastructure, state-of-the art auditoriums, excellent sports facilities & comfortable student residences, XLRI is an institution that helps to mould responsible leaders who will shape a sustainable future.



Responsible Leaders. Sustainable Future.



Discover more about XLRI at:
www.xlri.ac.in

Genesis 5416