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OF MANAGEMENT TECHNOLOGY

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# Leading the New Way for HR

2015-16





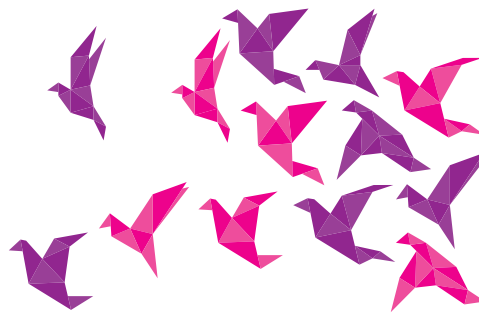
# LEADING THE NEW WAY FOR HR




**Compiled & Edited by:**

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### Dr. H Chaturvedi

Director,  
BIMTECH

*Dr. H Chaturvedi is Masters in Commerce and Doctorate in Business Management from Agra University, Agra. Dr. H Chaturvedi has more than 36 years of experience in teaching, research and administration. As a former Director with the All India Council for Technical Education (AICTE), New Delhi, a statutory body under MHRD, Government of India, he has been associated with the formulation of policies, planning, regulation and control of Management Education as well as other disciplines under technical education.*

*Dr. Chaturvedi joined Birla Institute of Management Technology (BIMTECH), New Delhi as Director in 1999 and launched full-time post-graduate programmes in insurance, retailing, international business and sustainable development. He has been instrumental for forging linkages with 40 B-schools and universities of Europe, Asia, Africa and the USA.*

*Dr. Chaturvedi is a founder member and the Alternate President of Education Promotion Society for India (EPSI), a national platform for eminent educationists, education service providers and edu-entrepreneurs. He is also the president of the Alumni Association of Agra University (AAAU) and Ranganathan Society for Social Welfare and Library Development (RSSWLD), Uttar Pradesh.*

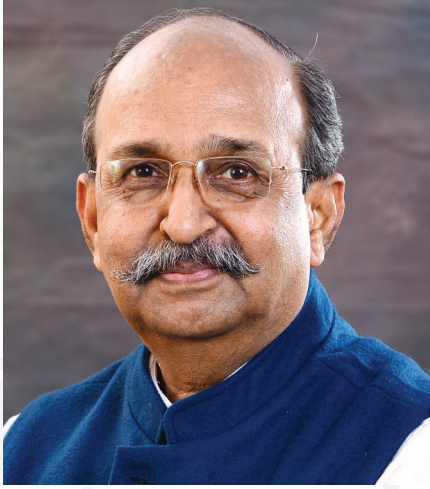
It is a matter of immense pleasure to put forth the proceedings of three HR Roundtables on the theme "Leading the New Way for HR" organized by Birla Institute of Management Technology (BIMTECH), in association with Deloitte and the National HRD Network. All these events held at Delhi, Mumbai and Bangalore were addressed and graced by leading thought leaders and trail blazers from the Indian business who have been actively involved in engaging and developing their human resources. They represent a wide spectrum of industries and their views and experiences on these occasions are extremely relevant.

The world of work has become increasingly demanding and turbulent. The major challenges facing organizations are responsiveness to customers, increasing revenue and decreasing costs, building organizational capability, change and transformation, implementing technology, attracting and developing human capital, and ensuring fundamental and sustainable change. Thus, levels of competition among organizations have increased. Most organizations today can copy technology, manufacturing processes, products, and strategy. However, human resource management practices are difficult to copy, thereby representing a unique competitive advantage. To be successful in the future, organizations will have to build capability. HR professionals and practices will be required to create value by increasing organizational competitiveness.

A majority of employees want work that is challenging, satisfying, and where there are opportunities for learning and development. While factors such as competitive pay might affect the decisions that employees make about working for a particular company, factors such as opportunities for learning and development are related to employees' expressing a willingness to "go the extra mile" at work. Other factors leading to better employee engagement are the number of work hours, satisfaction with opportunities for training and development, the culture of flexibility, supervisor support, perceptions of inclusion, and perceptions of job security.

A lot of companies are discovering that their current performance discussions are focused primarily on an employee's pay level rather than on useful feedback, coaching and improvement needs. Performance review time brings excitement and dread in the workplace. The dread comes in because, for many employees, the yearly review is the only time they receive meaningful feedback on their performance, good or bad. Performance reviews can be emotionally fraught, and they take up a lot of time and energy that contributes very little to the bottom line. But in truth, the performance review system – the metric of choice in most businesses for years and at times, an employee's only indication of his or her value – has become a major point of contention between many employees and their bosses.

Today, when the levels of engagement and motivation are subject to constant fluctuation in response to small indications of whether the company really believes in serving a higher purpose, what kinds of behaviour are rewarded and how much can be learned from working there, performance management practices are of greater significance. Organizations need to skill up to ensure they re-engage their workforce. To do this, leaders need to find innovative ways to bring about passion and purpose in the workplace and provide employees with ways to fulfill their personal, professional and social goals. To tackle the changing workforce – one that's younger, more demanding and more dynamic than ever before – business and HR leaders need to reengineer, innovate and transform their human capital strategies and practices, founded on a deeper understanding of the 21st century workforce. The purpose of this series of HR Roundtables is to bring various stakeholders on a common ground, to collate their experiences, to share processes, to look at best practices and to predict the future roadmap of HR in India.



**Prof. K K Sinha**  
Dean, Development  
BIMTECH

**K K Sinha** is a Graduate with Honours in Economics and Post Graduate in Personnel Management / LSW (Gold Medalist, University of Patna). He has worked in HR for 42 years and held leadership positions in organizations like Steel Authority of India (SAIL), NTPC, Reliance Energy, Reliance Infocomm and Reliance Industries Limited, and as the Group Director, Human Resource, Jindal Steel & Power. During his tenure in NTPC, where he was Director (HR) for 8 years, he transformed the HR processes and the work culture, enabling NTPC to be ranked as the "Best Employer" and one of the "Great Places to Work" consecutively for 3 years.

He has received extensive training in Human Resources from Harvard Business School, Templeton (Oxford), Michigan Business School, Tata Management Centre, IIM, Ahmedabad, IIM, Kolkata and ASCI, Hyderabad. He has also been invited to deliver talks in many academic institutions in India and abroad including Auckland University, Martin Hautus – The Pacific Peoples Learning Institute and Cornell Institute of Business and Technology, New Zealand.

A keen learner and HR thinker and innovator, he also tailored and executed change in Corporates, working with international level Consultants like McKinsey, Hewitts, Mercer, E&Y, AT Kearny to name a few.

On his retirement from active Corporate world after 42 years of sojourn, currently, he is working as Dean-Development, in the leading Business School, BIMTECH, sharing Corporate perspective and experiences with the budding leaders...He is a visiting Corporate Trainer. He has also been working as a Consultant in a number of corporates like NTPC, Viraj Profiles, NTPC-SAIL Power Company, UltraTech/Aditya Birla, REC, Damodar Valley Corporation, Adani, to name a few.

He has written a Book, sharing experiences of transforming HR in mega PSU in the Power sector NTPC Ltd, "My Experiments with Unleashing People Power", published by Bloomsbury, which has been rated in Business Standard's The Strategist top five.

**G**lobal organizations today must navigate a new world of work, where a clear distinction between work and life seems to have vanished. Hence, organizations now face increasing demands to measure and monitor the larger organizational culture and redesign work to help people adapt. In organizational settings characterized by increasingly permeable boundaries and transient work relationships, a conceptualization of employee engagement with the organization rather than work or job may be more meaningful.

Since time immemorial, organizations have endeavoured to get the best out of the people working with them. But now, performance appraisal is all about performance management. It has become one of the most difficult and tricky terrains for managers, worldwide. Systems have evolved as a holistic developmental tool for managing the performance of people in an organization. There is also the need in a highly competitive market to use positive reinforcement systems that keep employees, especially millennials, engaged and up to speed on how they are doing.

The function of human resource has been evolving with times as reflected in the change in the nature of roles from being supportive and an administrative function to being a strategic function. The identity of the function has also been changing. Today, the ability to learn, change, and adapt increasingly becomes the greatest sustainable competitive advantage. New demands facing organizations as a result of heightened competition, globalization and technological advances have been a premium on creativity and innovation, speed and flexibility, as well as efficiency. The critical firm assets do not appear on a balance sheet, but reside, instead, in people and management systems.

At the turn of the millennium thinkers in Business and HR also started deliberating leveraging the best out of talent in the new emerging world. BIMTECH was proactive in throwing some very critical issues in the midst of HR and Business Professionals and academicians of repute to deliberate and put forth their perspectives for the future. During the year 2015-16, we identified the Theme of "Leading the New Way for HR" with some very critical sub-themes of 'Culture & Engagement' 'Re-imagining Performance Appraisals', and the most important agenda of 'Re-inventing HR: An Imperative for Organizations'. Around 20 panelists deliberated and shared while around 400 professionals participated.

For developing the HR Agenda for the future, we would link it with current and prospective state of business strategy. It was essential, in the rapidly changing times, that we would identify and assess the gaps in business environment and strategy, the organizational capabilities available, viz., the requisite talent with reference to the future environment and strategy; and supplement the HR practices today, viz., the HR Practices that would be required for actualizing the future business strategies and organizational capabilities that have already been identified. BIMTECH's HR Roundtables have always provided these to the HR professionals, proactively.



## Leading the New Way for HR

Culture & Engagement

### Leading in the new world of work

**GLOBAL** organizations today must navigate a “new world of work” — one that requires a dramatic change in strategies for leadership, talent, and human resources. In this new world of work, the barriers between work and life have been all but eliminated. Employees are “always on” — hyper connected to their jobs through all pervasive mobile technology.

In this new world of work, the barriers between work and life have been all but eliminated.

Networking tools like LinkedIn, Facebook, and Glassdoor enable people to easily monitor the market for new job opportunities. Details about an organization’s culture are available at the tap of a button, providing insights about companies to employees and potential employees alike. The balance of power in the employer-employee relationship has shifted — making today’s employees more like customers or partners than subordinates.

Many of today’s employees work in global teams that operate on a 24/7 basis. An increasing number of skilled workers in this new world work on a contingent, part-time, or contract basis, so organizations must now work to integrate them into talent programs. New cognitive technologies are displacing workers and reengineering work, forcing companies to redesign jobs to incorporate new technology solutions.

Demographic changes are also in play. Millennials, who now make up more than half the workforce, are taking center stage. Their expectations are vastly different from those of previous generations. They expect accelerated responsibility and paths to leadership. They seek greater purpose in their work. And they want greater flexibility in how that work is done.



## Leading the new way for HR

For human resources (HR) organizations, this new world requires bold and innovative thinking. It challenges our existing people practices: how we evaluate and manage people and how we engage and develop teams; how we select leaders and how they operate. HR organizations now face increasing demands to measure and monitor the larger organizational culture, simplify the work environment, and redesign work to help people adapt.

For HR and talent teams, 2015 will be a critical year. As these forces gather momentum, we see 2015 as a time for creativity, bold leadership, and a fundamental reimagining of the practices HR leaders have been using for years.

“Softer” areas such as culture and engagement have become urgent priorities.

### The new way for HR in the Indian Context

Bolstered by the robust economic recovery and a stable central government – India continues to be an attractive destination for global organizations. With a population base of 1.3 billion, of which over 61 percent belong to the working age group – India is also home to the largest working population in the world. India today is a one of the major talent hubs and finds itself on the cusp of next wave of growth.

Skill shortage, however, remains a key issue for businesses in India. This becomes a major challenge given that ours is fast growing knowledge based economy. In fact, according to the Deloitte HC Trends 2015 survey, 73 percent respondents agree that developing the right skill set is a major talent concern. Thus, business leaders and human resource managers find themselves caught in an ever intensifying competition for the “right” talent.

Keeping the Indian context and challenges in mind we have identified the trends which will define the HR landscape in India.



# Culture and Engagement: Impact on the bottom line

Culture and engagement are now business issues, not just topics for HR to debate and there's no place for organizations to hide

Today's organizations operate in the era of social media. Every corporate decision is immediately publicly exposed and debated. Once-private issues are now posted online for every employee — and every potential employee — to read. An organization's culture — which can be loosely defined as "the way things work around here"— is increasingly visible for the world to see. Given the harsh spotlight of this new transparency, an organization's culture can become a key competitive advantage — or its Achilles' heel. Culture and engagement are now business issues, not just topics for HR to debate. And there's no place for organizations to hide.

Deloitte's research shows that in most companies, engagement is low. According to the Gallup, only 9 percent of the Indian workforce is "engaged" while 31% are "actively disengaged". Upwards of half the workforce would not recommend their employer to their peers.

This is a new and systemic problem for organizations and is stemming from the fact that most organizations do a poor job of measuring their achievements or shortcomings with respect to culture and engagement. Historically, companies have relied on annual engagement surveys, often costing hundreds of thousands of dollars and taking months to deploy. And very few companies have a process or tools to measure culture and learn where it is strong, weak, or inconsistent. At a time when corporate cultures are being continuously debated, shaped, and redefined on social networks, the once-a-year survey is perilously obsolete.

Culture and engagement is no longer an arcane topic owned by HR. It is now an imperative for every leader and every executive in the organization. Ultimately, the issues of culture and engagement are driven by leadership. Companies pushing aggressive growth plans, experiencing financial stress, or going through layoffs or mergers often see a radical shift in culture. While most leaders are measured on the basis of business results, organizations must begin holding leaders accountable for building a strong and enduring culture, listening to feedback, and engaging and retaining their teams.

HR should also understand the impact of performance management, work-life balance, and flexibility on engagement. While management practices once pushed companies toward a highly competitive performance management process, in 2015, many Companies are finding that pressure and competition often lead to high turnover and ultimately poorer business results.





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**HR**



7th AUGUST 2015

WELCOMHOTEL SHERATON

# Culture & Engagement

## PANELISTS

**Ms. Anuranjita Kumar**

Chief Human Resources Officer, Citi South Asia

**Mr. Biswajit Roy**

Director (HR & Business Development), Oil India Ltd.

**Dr. J. K. Mitra**

Professor (OB & Strategic Management),  
Faculty of Management Studies, University of Delhi

**Mr. Umesh Dhal**

Director - HR & MS, LG Electronics India

**Mr. V Krishnan**

Executive Director-HR, Dabur India Ltd.

**Dr. Vishalli Dongrie**

Sr. Director, Human Capital Consulting,  
Deloitte India (Moderator)



**Anuranjita Kumar**

Chief Human Resource Officer, Citi South Asia

*Ms. Anuranjita Kumar began her career with Procter & Gamble in 1994 and joined Citi in 1995. She has worked across various geographic regions, held a variety of roles, and is the first South Asian and woman leader to be appointed Head of HR, Global Banking EMEA in 2007.*

*An alumnus of XLRI, Anuranjita is the first woman management committee member at Citi India. She is on the board of various organizations and professional bodies and has been recognized as amongst the 'Most Powerful HR Professionals of India' by the World HRD Congress in 2012 and amongst the 'Most Powerful Woman Leaders' by Fortune in 2013. She is an accredited executive coach and also a senior trainer for the Senior Leadership Development curriculum at Citi.*

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**LEADING THE NEW WAY FOR HR**



**Anuranjita Kumar**

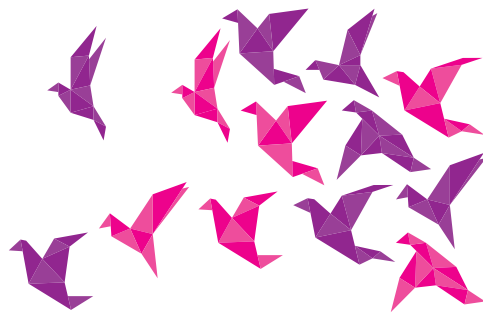
Chief Human Resource Officer  
Citi South Asia

Culture may be regarded as behavior and norms to interact with each other. Over a period of time, the various practices or behavioral quotes contribute to an overarching culture. We often hear a statement when interacting or during hiring a person that the person is like a 'Citi banker' or from 'Levers' - a typical statement that almost brands the person. There is something in this talented individual that we relate to the particular brand. This resonates in the way we behave in a particular company or with particular sets of individuals.

Culture is not built overnight; it is built over decades or centuries. Citi Bank is a two hundred year old organization and we can understand what Citibank culture means. Though sometimes it may be difficult to pin down, but we know when we see it. Similarly, it would be true for many other companies.

Leadership has been ranked behind culture and engagement. Does leadership set the tone of culture or does the culture breed leadership? Productivity and engagement reflect the financial impact of culture. We often talk in terms of 'culture of engagement'. But it could also be 'culture of disengagement'. Culture may be negative or it could be positive. It depends on the angle that we are looking it from. There can be a number of surveys: engagement and satisfaction. Everything need not be benchmarked. Though I am not a great fan of these surveys but I feel that they need to be reviewed in view of what these are resulting into, financially or number of bad employee related issues or employee attrition. The hiring rates depend upon the number of offers made and there are enough matrices to suggest whether it is working or not.

In the pre-2008 period, the culture of the financial services as a sector was regarded as very dynamic and was perceived to be a sector which paid pretty well and a lot of people wanted to join it. Hiring talent was never a real issue because it was described that people like to work in a dynamic culture. In the financial crisis, the dynamic culture led to very risky behavior which led to some severe financial losses across the board. This reflects the financial impact which the negative culture can create leading to disastrous consequences not just for the organization but for macro economics around us. And then we decide



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to resurrect to bring a responsible culture. This is the journey that we have started on which is yet to be completed.

Culture does not change overnight and is an evolution. Dramatically the culture of a place would not change until there is some crisis. Cultural change is much bigger than the generational changes which are happening. With every generational change, working styles are changing, preferences about how we wish to work or about getting things done are changing. Citibank operates in 104 countries. This means that we deal with 104 countries of different cultures under the same umbrella and we still bind together by the same glue. The culture is much stronger which holds the organization together. It doesn't change with generations overnight. May be in a few decades, it might be tweaked a little.

For instance, I was addressing management trainees who have joined CITIBANK recently, and somebody raised a question about how fast could he become the CEO of the company. For a moment I reflected that may be when I was a management trainee, I would not have even asked the question because I would have assumed that this was very distant but this is the Google era of instant gratification. The response needs to be handled tactfully. A new generation will not change the culture, though there is an evolution of working style which may change over a period of time. Gen Y, for instance, is regarded as very informal and is looking for flexible working times. There are policies and privileges to manage these aspirations and work styles but this does not imply that the work styles and culture of Citibank would change dramatically.





**Biswajit Roy**

Director (HR & Business Development), Oil India Ltd.

Mr. Biswajit Roy has over 32 years of rich experience in the Oil Industry, spanning across a spectrum of diverse functions. He has been actively associated with the introduction of Assessment Centres, implementation of electronic multi-rater performance management system and the formulation of new Vision and its implementation strategy at Oil India Limited. A graduate in Chemical Engineering from the University of Roorkee, he completed National Management Programme from MDI, Gurgaon. His papers have been presented in international forums and published in national and international journals. He was adjudged 'Overall Winner' of the prestigious Global HRD Award 2014, presented by the International Federation of Training and Development Organizations.

# CULTURE & ENGAGEMENT

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**Biswajit Roy**

Director (HR & Business Development), Oil India Ltd.

The culture in an organization may be defined by what the employees in an organization do when they are not under observation. If the culture of an organization is enabling in nature, it makes the people perform better. In my opinion, there is a direct correlation between the culture of an organization and the financials. However, culture is not the only factor to affect and there could be other factors as well. The extent of correlation however may vary from industry to industry and from country to country. If we are working in India, there should not be any need for benchmarking our culture with that prevalent in the US though in terms of processes of businesses, like quality, down time, cycle time etc, we may benchmark.

As HR professionals we often observe two sets of managers, one being an autocratic person, while the other not being so autocratic a person. The people working under not so autocratic person are happier, perform better and their delivery is much better.

The engagement surveys give us some matrices that provide us an overall picture of the organization and its people. It is very important that once the results of the survey are declared, some action is initiated wherever there are deficiencies. If we don't, then the instrument of the survey will not be effective and it won't give us the desired results.

The biggest problem arises when many organizations do the engagement surveys but do not take any worthwhile action despite getting the results. Surveys don't reveal the clear picture because essentially it is the perception of the individuals to whom the instrument was administered. But nevertheless it is better to have some information despite all the associated fallacies and deficiencies that the survey instruments may have. We have at least some yearly relevant information than not having any information.

Even though the information received in these surveys may be in terms of perception, but if no action is initiated by the organization to the information given by the people in the organization, then the people tend to lose faith in the survey instruments and the processes of the engagement surveys. It is not fashionable to undertake engagement surveys but rather it is important for the cause of the organization to know where exactly they are headed towards.

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a brief profile



## Dr. J. K. Mitra

Professor (OB & Strategic Management),  
FMS, University of Delhi

*Dr. J. K. Mitra is the former Head and Dean (2006-2009) of FMS and had been Professor-in-charge of S. P. Jain Centre of Advanced Management Research and Director of Centre for Applied Behavioral Science and Action Research, Delhi. He is the first recipient of Young Scientist Award in Psychology and Educational Sciences from Indian Science Congress Association. His research interests include Cross Border Post Acquisition Management and Rejuvenation of Old Institutions. Dr. Mitra has conducted numerous Organizational Diagnosis, Strategy Planning and Team Building workshops for a large number of organizations and is also in the Governing Body of many national level institutions.*

## Dr. J. K. Mitra

Professor (OB & Strategic Management)  
Faculty of Management Studies  
University of Delhi

We tend to see culture and engagement as two separate things. The more apt word would be 'culture of engagement', because engagement is part of the culturing element of an organization. Since the time of Hofstede's work on culture, we have seen that the culture of a company gets influenced by the culture of the country. India is a nation of many nations because of our cultural diversity. This is also applicable on our corporate situations. Indian practices are not so much in line with the Asian corporate situations but to the global scenario.

When it is a small organization, it is a 'clan' kind of culture. We have numerous examples of organizations having a clan kind of culture and giving excellent returns. The problem takes place when it becomes a little de-personalized and goes towards the market. The culture has a very important influence and it does impact the balance sheet of the organization.

Research on culture is problematic. The totality in which we want to describe it is beyond measurement. For instance, when we say Indian culture, it is very easy to say but it becomes very difficult to precisely define it and differentiate it from the culture in Pakistan or Nepal or Bhutan. Although we all might have experienced it, but since every unit is different, the cultural elements are different. Research on climates of the organizations is very well focused and a lot of work has taken place.

Cultures should not be perceived to be top down though it might appear so. A leader personifies certain initiatives and therefore we consider culture to be top down. But culture is actually

evolving and in fact it is a gestalt.

The type of people who are joining the organizations today have grown up in an environment which is distinctly different from the environment of the earlier generations. For instance, there seems to be growing impatience, though this impatience need not necessarily be taken in negative light. It may be impatience with corruption, impatience with any kind of thing which is not working or obsolete, impatience about not getting returns from investments in terms of time, energy and attention. This is certainly going to put forth a very important question about the HR practices on the ways to re-design them because this element of impatience is not a corporate element, but is a national element. This impatience is the reason for which we have seen changes in the governance and government structure, nationally or regionally. Similarly, the corporate environments will have to respond to these kinds of elements since the culture of an organization cannot be completely devoid of the culture of the country. Therefore whatever is happening around us will have a direct impact on to this element.

The employee engagement surveys don't reveal the true picture. However they are very important because the surveys allow us to compare. Even if the scale is not correct, it is the same scale that we are using across the organization or is being used in the industry over the years. So when we compare the 2015 results with 2014, however imperfect the survey instrument may be, still we would get some idea. It is very important that we do not limit ourselves to the matrices which are typically being used in these surveys, but to use many other kinds of behavioral details which may not have been captured by the survey. The engagement surveys were initiated because loyalty had to be discarded when organizations found that it is a double edged sword: if we expect our employees to be loyal, then the organizations have to be loyal to them. But in difficult times, this becomes a liability. Therefore loyalty has been replaced by the term engagement.

HR needs to essentially reconcile the paradoxes which are inherent. Any kind of survey or study that involves recording and documenting behaviors, critical incidences displayed by the people is useful in understanding the things taking place under



### Umesh Dhal

Director - HR & MS, LG Electronics India

Mr. Umesh Dhal is an astute HR professional with over 31 years of experience. He has been instrumental in guiding and mentoring the organization towards maintaining and strengthening its position of leadership. Prior to LG, Mr. Dhal has worked with leading organizations like Hero Honda Motors Ltd., Sylvania Laxman Ltd. and Escorts JCB Ltd.

A keen student of human psychology, he has worked extensively in employee development. A certified analyst in a number of psychometric tools, he is an expert in the field of Competency Mapping, Coaching and Counseling. He is not only a strategist, but also an able administrator in the field of employee relations.

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### Umesh Dhal

Director - HR & MS,  
LG Electronics India

There is a direct correlation between culture, engagement and balance sheet. Leadership drives and evolves the culture. Culture is the way an organization moves and helps achieve a good balance sheet. Whatever we want to achieve in an organization, we have to imbibe that in the culture of the organization. This is reflected when we see things moving in the right direction, right way and start getting the right results.

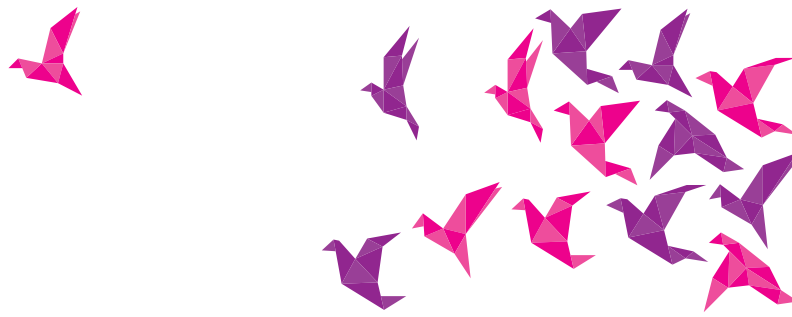
Every organization has its own culture. There are no organizations which are culture-less or are having a weak culture. We often talk about the Japanese culture, Korean culture, American culture, British culture and Indian culture. The foreign companies or the MNCs when they came to India, they merged their culture with the Indian culture. This is reflected in the results. If the goal is clear, culture and engagement could help Lord Ram to make a bridge between India and Sri Lanka by using the local resources, ie. by using the Hanuman Army and achieve what he wanted to achieve. Therefore real culture and real engagement actually can bring the desired results.

A conglomerate is not one organization but a group of organizations. In a conglomerate the value system remains same. But from organization to organization and from industry to industry within the conglomerate, the culture can be different. For example- if one organization is into automobile, it will definitely have certain different culture and if another organization is into software, it will definitely have a different culture. But the fundamental ethics and value systems will remain the same. The local leadership in that particular organization/ premises/ establishment will evolve the local culture.

Gen Y are more influenced by the West. This generation has to be handled carefully. We have to channelize their aspirations and energy for the right cause and overall goal of the organization. As a culture we have to address this issue not as an intervention or as a small time approach. That means we have to evolve certain changes and we have to modify the culture. Values and fundamentals don't get modified but culture gets modified because it will influence our behavior and also influence our path to achieve what we want to achieve.

The engagement surveys give us the reference points or the percentiles. For instance, on leadership it is in this bracket, so that we can start discussions. The survey is an indicative tool which gives us some hints about our performance on various parameters and the various areas for further improvements. If we all look in our family systems, the values do not change when we nurture our children. Similarly when there is a new on-board in the organization, we clearly define the value systems and the culture of the organization. Since they have high aspirations they definitely try to bring about modification of the culture.

The time has changed and the HR system has also changed. HR should get shifted from specific HR persons to all the managers. There are instances where the blend of foreign culture and Indian culture has tilted towards Indian culture. Initially when these people land, they try to influence their culture slowly. But gradually they realize that the intelligentsia of India has their own aspirations, their own imbibed culture. They will allow us to have a real good blend of both the cultures. Then they start respecting our culture and we have to respect their culture. The essence is that we have to co-exist.



a brief profile

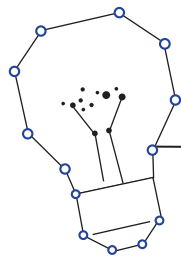


**V. Krishnan**

*Executive Director – HR, Dabur India Ltd.*

*As Executive Director of HR, Mr. Krishnan leads Dabur’s HR Organization for the India business. He is a key member of the Management Committee and supports the International Business as well. He is responsible for the strategy and execution of the end-to-end HR agenda which includes driving organizational development strategies that support the company’s global growth, talent management and total rewards for more than 11,000 employees apart from anchoring key Corporate HR initiatives.*

*Prior to joining Dabur India Ltd, he has held crucial HR responsibilities with Whirlpool of India, Xerox and Eicher. An engineer and an MBA, he brings in 29 years of cross industry experience, as an HR business partner.*



## CULTURE & ENGAGEMENT

7 AUGUST 2015 | WELCOMHOTEL SHERATON | NEW DELHI

**V Krishnan**

Executive Director - HR  
Dabur India Ltd.

Culture is a word which is used very extensively. The culture in the organizational context means the way an individual feels to work and engage in the work place. Every organization has a cultural context which is relevant to the business and the strategic context. The cultural context is very deeply ingrained in the DNA of the organization. The cultural context needs to be in synchronization with what the organization is trying to achieve at the business level, then the culture is facilitative towards the business.

As HR professionals, the biggest challenge which we face when we are hiring somebody is to identify whether the individual will be culturally fit in the organization, especially at the leadership levels. People who fit into the culture of the organizational context are engaged employees since there is no dichotomy between their style and personality and that of the organization. Just as every person has a personality, similarly every

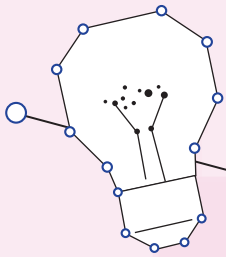
organization has a personality. Therefore certain people who will be extremely successful in one organization may not necessarily be successful in another organization. This is the reason why we will find a lot of high profile hires from one organization not doing too well in another company and therefore moving on.

If for example, someone asks me about the culture at Dabur, the typical answer will be that it is very entrepreneurial. Dabur is an organization that has grown very fast, is a public listed company, highly delivery and performance oriented that provides lot of empowerment to the employees to work and to challenge the status quo. People who are coming from very systematized and process oriented organizations will find it difficult to adjust here.

As a practicing HR manager, I have a very simple definition of an engaged employee: when packing bags in the evening, is the



## LEADING THE NEW WAY FOR HR



## CULTURE & ENGAGEMENT

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person planning for the next day; when coming to office in the morning, does the employee feel the spring in his steps...'. When we really love our work, we see a lot of meaning in it and connect with the workplace. We start enjoying our work. Work is not seen as work but we find lot of deeper meaning in it. When we get the right person in the organization who can be regarded as culturally fit and engaged, he would not be guided only by the performance score, balance score card objectives etc. Such a person will do what is in the interest of the organization. His discretionary effort at his work will be much beyond what is expected of him. When the discretionary effort exceeds expectations, then the organizational performance also goes high.

Therefore, it is important to re-visit the cultural context of the organization on a regular basis. Sometime major happenings in the organization's life cycle force us to look at the cultural context to change it. For instance, there was a tectonic shift in 1995-96 at Dabur when the promoters decided to step back and professionalize the organization. This resulted in redefining the cultural context. We need to take a holistic view to make the organization relevant to the demographic profile of the employees.

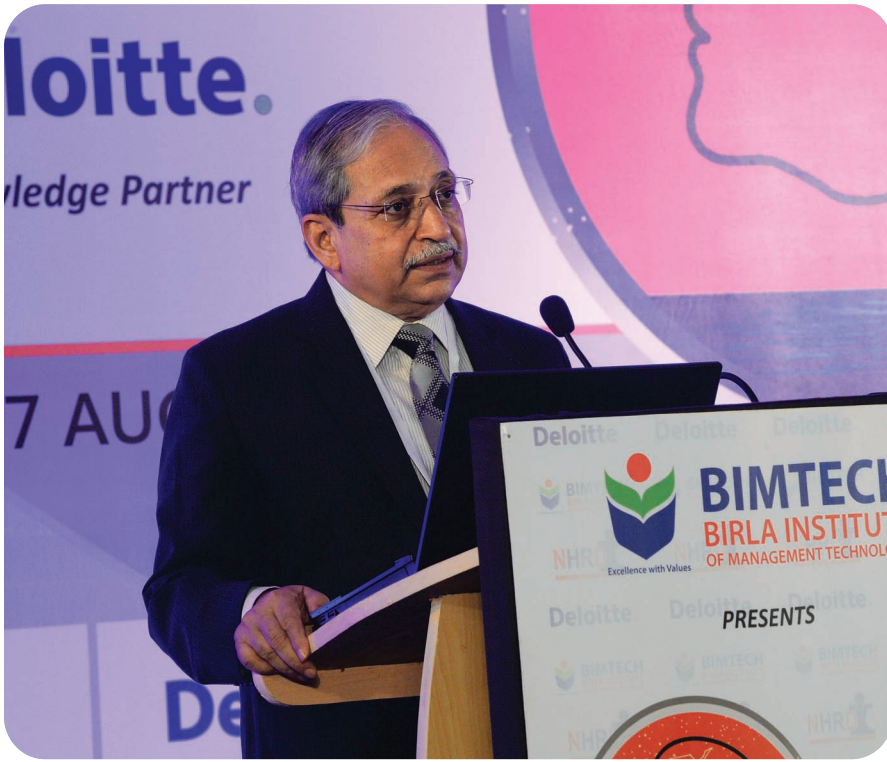
Every organization has a cultural context which makes it successful. Personally, I am not a believer in benchmarking cultures across organizations. It is important to understand what has made an organization successful and the ingredients of culture which are facilitating that success. The whole issue of benchmarking and trying to find out best practices has been over-rated. Organizations need to look inwards to introspect about what factors have contributed to the success or to not being successful and to compare themselves to the peers in the industry.

Cultural context or the DNA is generally uniform across the organization. However, across different functions there could be differences because of the leadership styles of people leading the various functions. There will be local climate across different functions depending on the leader, various functions and the

deliverable pressures of that organization. For instance, in a FMCG organization in the typical sales function, the leadership style generally tends to be extremely directive and pace setting, but in the marketing context, we may find the leadership style to be more participative. Therefore, depending on the deliverable pressures, there are different climate situations which tend to co-exist. The leadership style must be relevant to the deliverable and the people should be aligned to it. It is possible for simultaneous existence of different climates, but in the cultural fabric or thread there will be certain common elements.

Every organization has a cultural context which makes it successful. Personally, I am not a believer in benchmarking cultures across organizations. It is important to understand what has made an organization successful and the ingredients of culture which are facilitating that success.





# Re-imagining Performance Appraisals

## A Change is Underway

Current performance discussions are focused primarily on an employee's pay level rather than on useful feedback, coaching and improvement needs.

The secret is out. Many organizations used to think of performance management as a backward-looking assessment program owned by HR. No longer.

Performance management is being reinvented for a new, forward-looking purpose: to serve as an efficient, focused business process that improves employee engagement and drives business results. Redesigned performance management processes may or may not include year-end ratings, but across the board, they tend to focus less on evaluation and more on agile goal setting, regular feedback, coaching, and development. They shift the focus away from forced-distribution rankings toward helping managers coach people to succeed. By changing this one HR "ingredient," it is possible to affect many others.

Deloitte's research indicates that the transformation of the aging performance management process is long overdue. According to Deloitte's worldwide Global Human Capital Trends survey 2015, 73 percent of respondents rated performance management as an "important" or "very important" issue, up from 64 percent last year.

So far, however, the rising importance of revamping performance management is just beginning to translate into a positive view of the process clearly indicating that organizations around the world, India included, feel that there is a very real and urgent need to change the way performance management is conducted. A lot of companies are discovering that their current performance discussions are focused primarily on an employee's pay level rather than on useful feedback, coaching and improvement needs. As a result, the employees rated low in the current forced bell curve rankings rarely get any constructive guidance to help improve, which is what the discussion should facilitate in the first place.

Technology now makes transparent goal setting and agile performance management easier than ever. A host of new tools permits employees to share their goals, provide feedback and provide recognition online, even "gamify" the performance management process to make it more productive and useful.

Done poorly, performance management can not only waste valuable time, but also have a negative effect on engagement and retention. Done well, it can be one of the most inspiring and developmental events in an employee's career, as well as drive performance improvements and organization-wide results. The days of traditional appraisals and forced ranking are coming to an end; performance management is now a tool for greater employee engagement.



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# Re-imagining Performance Appraisals

16 OCTOBER 2015 | HOTEL TRIDENT

## PANELISTS

**Mr. A Thirunavukkarasu**

President - Corporate HR, JK Organization

**Mr. Barttanu Das**

Head-HR, Blue Dart

**Mr. Gautam Chainani**

CHRO, UltraTech Cement

**Dr. Ritu Anand**

Vice President and Deputy Global Head HR, Tata Consultancy Services

**Mr. T K Srirang**

Head- HR, ICICI Bank

**Dr. Vishalli Dongrie**

Sr. Director, Human Capital Consulting, Deloitte India (Theme Presenter)

**Ms. Ruhie Pande**

VP and Head - HR & Training, Marico Kaya Enterprises (Moderator)



## A Thirunavukkarasu

President – Corporate HR, JK Organisation

Mr A Thirunavukkarasu, popularly known as Thiru, assumed his new role as the President – Corporate HR at JK Organisation (EZ), in June, 2015. Prior to that, he was associated with Vedanta Resources Plc, as President – Group HR and Member of the Executive Committee.

His key strength is to provide strategic HR insights and pragmatic solutions to the CEOs of operating companies and their leadership teams. His significant contributions include bringing measurement focus to the HR function, enhancing employee engagement, career development plans, continuous improvements and employer branding initiatives, besides improving diversity at work place and aligning HR processes in tandem with the Organizational Growth. He has also been conferred with several awards.

# Re-imagining Performance Appraisals

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## A Thirunavukkarasu

President – Corporate HR,  
JK Organisation

Every company has a performance management system which is either driven by business or by HR. This is a debatable question. In my view business should drive the performance management system. In my current organization we had initiated a differentiated workforce concept where, in the senior leadership, we distinguish an 'A' category customer or 'A' category jobs from others. We may term it as critical or strategic and those people are going to make a significant difference to the business. Then we evaluate them separately and then provide coaching and development inputs in their IDPs. The CHRO along with promoters and directors would look at this section. It comprises of approximately 3% or 4% of the performance appraisees at the top levels and provides them input and continuous feedback.

It is a cultural concept whether we are willing to differentiate employees in terms of rewarding performance. If we declare some employees as critical resources, we might lose them to the market. But, as long as the system is transparent and meritocracy exists, we should have the guts to declare and differentiate performance, long term incentive and variable pay.

However, once we declare this for a particular short term period or for a couple of years' time, then it remains in the appraisers' head that the particular employee is a permanent high potential employee. This needs periodic check if the situation has changed, market has changed and business has also changed. Irrespective of the individual development plan or growth plans, if a role or work ceases to be significant, then I should be shifting my focus to another one who may be 10 years or 15 years younger to that particular role holder. The managerial mindset is very important rather than the various systems and processes.

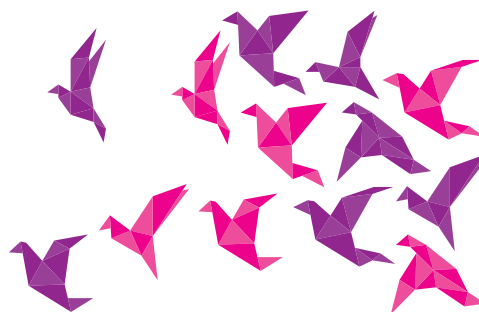
When we go to the campus, we should be going to campus with a positive mindset of selecting the pupil and inspiring people to join. Similarly in Performance Appraisal system, irrespective of our level in the organization, as an appraiser it is important whether we are going to evaluate or enable better performance. If we are intending to enable the performance of our subordinates, then there are

changes in body language, the dialogue of performance appraisal. Instead of telling people what you should do, we should introspect from our side about how to inspire people for better performance.

Whether we like it or not, performance and rewards are inseparable. Perceived value is very important. In my previous assignment, we wanted to implement stock options scheme for all levels and also for management trainees recruited as per GET scheme. It was London listed stock options scheme. There were concerns raised that these GETs are all young people and why are we offering them this scheme when other companies are offering this to GM and above only. There was a suggestion that we give them a fixed retention pay, say five lakhs or six lakhs after three years since, in any case they will leave the organization after three years. Then we debated on this issue and decided that we would talk to the stakeholders, the young trainees. We asked them whether they would want cash or stock options, Rs. 6 lacs or 7 lacs after three years that is guaranteed or 40% of Rs. 6 lakhs or zero if TSR is not happening, which may go up to ten lakhs or so. But 9 out of ten young people including newly joined candidates said that they would like to avail stock options.

We have been trained to say that people will retire at 55 years or 60 years. Long term career has declined and shows slow growth. But today people are willing to relax at 45 and they want to create wealth quickly. We need to be ready to create good opportunities for young people and then the average age would be brought down. So who am I to plan their future career up to the age of 60 years because probably they might move out after 45 years and become entrepreneurs? Are we ready to take this kind of bold challenges?

Please don't complicate further by adding one more appraisal form related to leadership dialogue or performance dialogue and so on. I have seen many guidelines such as seventy minutes we should spend on leadership dialogue, out of which 20 minutes we should talk about family followed by other concerns, etc. HR heads have got this idea that no paper work crosses all important matters rather than purpose. Sometimes the purpose is forgotten and processes start driving us. Let us go back to the purpose due to which all these things are happening. The purpose is growth, profitability and profit. We need to re-invest for stakeholders and convince them.



a brief profile



**Barttanu Kumar Das**

Head – Human Resources, Blue Dart Express Ltd.

*Barttanu Kumar Das is Senior Vice President and Head - HR at Blue Dart Express Ltd. A graduate in Economics with a Post Graduate degree in Personnel Management and Industrial Relations from Utkal University, Bhubaneswar, he has an overall experience of 25 years in diverse sectors spanning Power, Infrastructure, and Logistics/distribution.*

*He is responsible for HR strategy, organization and leadership development, Employee Relations and business partnership for the organization. A strong believer of change and transformation, he has written articles and presented papers in many conferences. Under his HR leadership, Blue Dart Express has won several recognitions for HR excellence, figuring in the Top 11 Best Employers in India in 2014-15 recognized by Aon Hewitt Best Employers study.*

**Barttanu Kumar Das**

Head-Human Resources,  
Blue Dart Express Ltd.

**W**e need a good performance management system to create a performance culture in the organization. We cannot completely abandon whatever systems exist. We should have some kind of performance management system, which may be either regarded as a good system or a bad system. We need to move from a bad system to a good system.

We need to consider the various challenges for the future that we face, especially when we talk about leadership challenges, learning & development challenges etc. Information related to these is gathered from the various surveys and reports. The performance management system should be an enabler for meeting these requirements of leadership and learning & development. We have made it bureaucratic and more process driven and have not looked at the real power of performance management system. We need to look at the subject holistically about ways to make the performance management as management by target instead of management of targets or objectives. We have to position this performance management system as a powerful tool of management of achievements, which is a major shift.

HR leadership needs to work with the business leaders to create the shift and transformation. Today the employees, managers and even HR folks, hate the current performance management system which has been revealed by various surveys. We need to change this into a process that they like and appreciate it to use it as a tool for self development. Getting feedback is a powerful tool in the quality of discussion we engage in. In my 25 years of experience I have not seen that quality of discussion on performance management system amongst the reporting managers. People do not have such amount of time.

Initiatives that we had launched in our organization to position and to bring out the development focus include the executive development review or a development dialogue for the managers. This process was ranked as the best by around 600 managers and we were forced to think as to why we had not done this earlier. A direct involvement of the business head, HR facilitator or the HR head and the reporting manager is giving excellent feedback about the kind of open and transparent environment which we have been able to create. This initiative has been adjudged as the best or the highest ranking HR process in the company.

I am personally very much convinced that the way forward is coaching and development and to position performance management system to bring about the desired change. HR has to really work and invest more for talent development.

We need to consider the various challenges for the future that we face, especially when we talk about leadership challenges, learning & development challenges etc. Information related to these is gathered from the various surveys and reports.



**Gautam Chainani**  
CHRO, UltraTech Cement

*In his role as Chief Human Resource Officer, Mr. Gautam Chainani is responsible for directing, leading and guiding HR strategy and practices for UltraTech Cement Limited, part of the Aditya Birla Group. UltraTech is the single largest building materials company in India with Operations across India, UAE, Bahrain, Bangladesh and Sri Lanka with over 30,000 workforce. He joined the Aditya Birla Group in 2007 in the Financial Services Business and has moved to UltraTech in November 2013.*

*Prior to joining the Group, Mr. Chainani was Vice President HR with the American Express. A post graduate in PM and IR, Mr. Chainani brings with him over 27 years of experience, with organizations like WNS Global Services Ltd., Bharati Cellular Ltd., Wipro Consumer and Hindustan Lever Ltd.*

## Re-imagining Performance Appraisals

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### Gautam Chainani

CHRO,  
UltraTech Cement

**T**he processes like goal setting are no more static and need to be reviewed every quarter even in the manufacturing sector. This is similar to the financial services or services business. The second issue that is happening is that even in manufacturing, more and more cross functional teams are working on different business projects. Today, the supervisor could be from finance sector or from technology or from alternative field. We need to get feedback from these resources as part of the Performance Management process.

The third thing that is happening is that the structures are no longer static and are getting revised and reviewed literally every year. At one point of time, in the manufacturing sector, we could review structures once in ten years, but now we need to work on them every year. The new millennium that is entering the manufacturing field is similar to the millennium in the services business. They are looking at growth, feedback development and are looking at careers. At the same time they are looking for multiple career opportunities.

There are a few things we must do in this space to increase the pitch and frequency of dialoguing and to increase the level of engagement feedback that we are getting. After every performance review process, every year we reach out to over 7000 employees of our organization seeking actual feedback on various parameters. One of these is about the quality of discussion with the manager; second is about the kind of preparedness of the manager- whether he was prepared fully as per perception of the subordinate; the third question relates to the time the manager spends with the subordinate for the review of performance- does he spend 30 minutes or 15 minutes, and so on. Further, we try to find out degree of satisfaction with the entire appraisal process amongst the employees.

This data is being fed back with managers which is being sliced and diced in to regions, verticals and functions so that more and more feedback starts to flow in. The people are getting more and more sensitized about what the organization is seeking feedback about. After this survey someone came up to me and informed me that his

manager had actually done his performance appraisal while they were standing and waiting for the security check in at the airport. It was a long line and so the manager suggested that we complete the appraisal process now itself because by the time we would check-in our baggage, we would have finished the whole exercise.

We took another initiative that we had picked from the services side. We wrote to all our employees that they can click a selfie with the manager at the end of the appraisal process and send across. Many of the diehard folks from the manufacturing sector said that this will never work. But to our surprise, out of six and a half thousand people we have, three and a half thousand had actually posted selfies back to us with photographs of their managers. There is a huge amount of engagement and there is huge amount of dialogue which needs to set in the trends, going forward.

The growing role of technology is going to be very critical. With all the analytics and data mining, the sharper focus that we have with numbers and data is going to throw lot of information that is going to be available to the manager and employee. But no matter how much texts we get or how much tech-intensive we get, culture and engagement actually derives from high touch. Dialoguing will continue but the level, caliber and discussion will be much different from what it was happening today. So for example if the Gen Y or baby boomers just swallowed everything that the boss said, the conversations with the new millennia are going to be quite different. They will not hesitate to point out whatever is wrong based on what the results suggest. The millennials may come and inform the boss that they are not able to find career in the present company and so would look for it somewhere else. This is the level of frankness and transparency that may come up and we need to be ready to take that kind of feedback.

If we look at the correlation coefficient between pay and performance, and run it over for a period of five or seven years, then we will not get the coefficient of correlation beyond 0.35 or 0.4. This is fairly weak correlation coefficient. So while we talk here of pay as a great differentiator, but actually there are many other over-riding factors that play a role and these different variables add to the whole thing.

# Re-imagining Performance Appraisals

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## a brief profile



### Dr. Ritu Anand

Vice President & Deputy Global Head HR,  
Tata Consultancy Services

*Dr. Ritu Anand is a pioneer in the field of HR with a career spanning over 25 years. She is currently Deputy Head, Global HR, and Head, Talent Management at Tata Consultancy Services where she oversees key aspects of HR, including compensation and benefits, company policies, performance and leadership management. She also spearheads the Workplace Diversity initiative in TCS, and is a member of the Group Diversity Council and the HR Steering Committee at the TATA Group. She has been a recipient of the "WILL Women's Choice Award" and has also been a recipient of several other awards including the "Seasoned HR Professional Award 2014" by NHRD. A doctorate in Psychology, Dr. Ritu Anand is most passionate about people and what drives them.*

### Ritu Anand

Vice President & Deputy Global Head HR,  
Tata Consultancy Services

The issue is not about managing performance but the issue is of differentiation or to differentiate payments. While we are not talking of compensation but we are intending and implying silently about compensation. The working generation is changing. Around 80-85% of India and our company TCS is having Gen Y. They don't want to be appraised in any way closer to what we have been doing so far. So the terms such as management development are not going to be. We need to change the way we measure and reward people or else it is not going to work very soon.

Typically the manufacturing organizations, services and IT Companies can boast about manufacturing and BPO processes which relate to back-end processes. The assembly line operations such as number of calls and number matrix, predictive and prescriptive analytics are coming into picture. Technology provides us the analytics and matrix as a supervisor. And even if we don't do any appraisal, it shows on my radar about the persons who are high performing and are at the top end of the payment bracket. Nobody is interested in development in the traditional sense of the word. Facebook, Twitter, Instagram and WhatsApp are major source of development in modern times. There are psychometric tests that suggest about individuals' barriers and strengths. For development, they want short term courses etc at their convenience which they can do may be at midnight because that time they are free. Employees are not interested if we are going to call up to fix a time and suggest ways that would take them to the next level for promotion.

I get a lot of inspiration from stories of sportsmen. In a football team or cricket team or even in basket ball team, players are all working towards achievement of goal. After the match there is an instant feedback from the coach with a pat on the back for the job

well done. That's it. If persistent results with runs are not being made or goals are not being scored, that person is out of the team. That's it. And that is instant for everyone to see. There is transparency and there is continuous feedback as well.

Currently while we are reading everywhere but we should not jump into the fray and make the statement that so and so organization has dropped the bell curve or death of bell curve because ultimately how do we pay to the jobholders differently. The companies who do the differentiation based on the matrix and prescriptions will obviously succeed in retaining the people while others will not. When a soldier standing at the Wagah border takes a bullet on the chest, he still expands his chest and stands because he is motivated and inspired by the love for the country. In this case the compensation doesn't play any role, nor does the appraisal. That kind of inspiration of countrymen we can never imagine among corporate.

Culture and engagement are always very important. Continuous feedback, paying people at fixed and competitive rates to the market, keeping the variable component low (currently we are doing at a very high rate) and ensuring that larger mass gets the same and very few get high and low is what we need to do. This coupled with potential assessment and continuous rotation is the way to go in the future. Appraisal may be once a year or four times a year, it depends on the demographics of the company. In a stable organization, where same people report to same manager, one year time period may be regarded as enough. But if it is a dynamic project based organization then appraisal being done ones in a year is not enough.



### T. K. Srirang

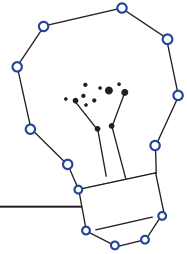
Senior General Manager & Head HR, ICICI Bank Ltd.

Mr. T. K. Srirang, Senior General Manager and Head HR, ICICI Bank Limited, holds an MBA degree in Personnel Management and Industrial Relations and Bachelors in Industrial Engineering.

In his 19 years of work experience at organizations like Coca-Cola India Limited, Ford India Limited, ICI India limited and ICICI Bank, Mr. Srirang has handled Industrial Relations, Mergers, Leadership Development, Performance Management and large scale recruitment and employee engagement processes. Since 2001, at ICICI Bank he has successfully handled integration of Sangli Bank and Bank of Rajasthan through an approach based on sensitivity, mutual respect and openness. His current responsibilities include shaping HR policies and culture for the Bank and driving these policies and processes across various business groups.

## Re-imagining Performance Appraisals

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### T. K. Srirang

Senior General Manager & Head HR, ICICI Bank Ltd.

It is too early to declare whether the new age performance management system is an old wine in a new bottle. We need to understand the new age performance management system that is being proposed. A lot of focus has been on feedback or check-in, the new jargon that is being used. The big shift requires managers to meet the subordinates and team members regularly and providing feedback on an ongoing basis.

In my opinion, the old performance management system did not hinder giving regular feedback. Indian organizations jumped into this Bell Curving bandwagon in 2000 not fully realizing what could be its consequences. And the worry is that a lot of us are focusing on doing away with Bell Curve. Therefore before we rush into this new wave of discussion we need to think about what is so new about the performance management system in depth.

Performance Management system is always a business process and not a HR process. This is something that needs to be reviewed. We tend to focus disproportionately on rewards as tool for managing performance. Over the years we have seen that if we are incentivizing people and putting more money as bonus, automatically the performance will be good. This will bring us to some fundamental issues. Traditionally, the concept of incentives was largely used when there was an adverse relationship between the management and the workers and incentives were used to release their efforts.

Unfortunately over the years we have blindly used it across sectors. And today I believe the major challenge in the organizations is about the release of ability and not effort. But we use incentives for that. Rating is largely a process of distribution of rewards. Doing away with bell curve is not synonymous with doing away with performance management system since the bell curve is just a small part of performance management.

The discussion which most organizations are struggling with is the challenge of differentiation. It has nothing to do with Bell Curve or normalization but instead it relates to the dilemma to differentiate

or not to differentiate. We know that if we differentiate there are consequences; if we don't differentiate then also there are consequences. The fundamental framing of issue is related to an understanding about the more acceptable consequence amongst these. And as long as differentiation continues, all the consequences that are associated with differentiation would continue to exist.

We need to challenge some of the discussions that have happened. We all follow some distribution, but we never follow a bell curve. In fact as we go to senior levels there is no distribution that is followed. But yet somewhere we believe that in India we will follow the Bell curve concept. Most organizations follow a very loose distribution, which may be sometimes left skewed or right skewed depending on various market conditions.

The performance assessment should be done once in a year to be fair because we cannot judge performance in anything less than that. The new performance management system proposes to increase the frequency of feedback. Formalizing these feedback sessions would make it bureaucratic and create systems around it. We should definitely give more feedback but I don't think we should leave it as a loose structure rather than formal reporting systems. Else after five years we will be doing away with this as well.

The life cycle of employees are changing. In every organization there are a set of people who inherently invest in their teams and do it very well. We can have some systems and processes to ensure the threshold or minimum delivery. It is a challenge which has existed since very long. For instance in 1996, when I initiated a program on coaching and mentoring the employees, there were people who did that brilliantly while some people struggled to do it. That struggle still continues even after so many years.





# Re-Inventing HR: An Imperative for Organizations

CEO's now see human capital strategies as one of their top priorities for growth. In order to meet their business goals, senior executives today are holding HR departments accountable for developing creative new ways to acquire talent, build employee skills, develop leaders, engage employees at all levels, and retain critical workers. This challenge comes at a time when shifting demographics, rapid technological advances, increasing globalization, and the rise of new work arrangements are forcing companies to reengineer many of their people strategies. Many businesses have also told us that they are seeing a "disruption" of the CHRO role in their organizations and are refocusing HR as a "business contribution" function—a role that demands deeper skills in data and analytics as well as MBA-level business capabilities.

The critical question is whether HR teams have the skills they need to rise to the challenge. Today's HR organization must be agile, business oriented and data-driven to meet the business needs and ensure attraction, retention and development of the right talent. These imperatives demand a massive up-skilling of HR and create an unprecedented opportunity for HR to play an eminent role in the business strategy.



Lack of the  
new age  
skills severely  
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goals.

At present, most CEOs and CHROs complain about the lack of the right talent skills within HR which are required of them in the fast paced business world. What is behind this perceived lack of HR skills? Given that many organizations do not invest enough resources in developing either the HR or the business skills of their HR teams in the right direction, it is no surprise that they are falling behind. This lack of the new age skills severely limits HR's ability to impact business strategy and advance business goals. Companies need to challenge themselves to develop programs and professionals with the expectations to transform HR employees into skilled business consultants. Businesses report that their HR teams are "not ready" or up to the job in critical areas including leadership, retention, global, and analytics. To achieve better business results, companies will need to reskill and invest in their HR and talent capabilities. What skills does HR need to more effectively meet the demands of today's businesses?

The specific list will vary across companies and industries, but all share the need to develop skills in three primary areas: (i) HR and talent skills (ii) Business, industry, and global skills and (iii) Management, leadership, and program implementation skills. Focusing on emerging HR skills, such as analytics and deep business and global skills, could be a place to start.

The global economy is poised for a growth cycle. A limiting factor will be the increasing scarcity of talent, which will only intensify the need for HR to ably lead the organization forward. HR needs to raise its game by aligning its skills and capabilities with the organization's overall business goals. As HR pursues its own makeover, its strategic role must also change to meet the intense pressures of today's business environment. HR teams that rise to the challenge will see their internal effectiveness, external market value, and overall stature climb.





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**Bengaluru**

# Re-inventing HR: An Imperative for Organizations

## PANELISTS

12th FEBRUARY 2016 | SHERATON HOTEL

**Dr. T V Rao**

Chairman, T. V. Rao Learning Systems Pvt. Ltd.

**Mr. Balachandar Natarajan**

Group Head -HR, Coffee Day Enterprises Ltd.

**Mr. Krishnamurthy Shankar**

EVP, Group Head- HRD, Infosys Ltd.

**Mr. Pramod Mahatme**

VP-Employee Relations, Wipro Consumer Care & Lighting

**Dr. Saagarika Ghoshal,**

Director-HR, Metro Cash & Carry

**Mr. Saptarshi Chatterjee**

Director Human Capital Consulting, Deloitte (Moderator)



### Dr. T V Rao

Chairman, T. V. Rao Learning Systems Pvt. Ltd.

*Dr. T V Rao, Chairman of T V Rao Learning Systems, was a Professor at IIM, Ahmedabad for over 20 years and subsequently an Adjunct Professor until 2014. He also worked as the L&T Chair Professor of HRD at XLRI, Jamshedpur. With over 40 years of extensive work in the field of HRD, he was nicknamed as one of the "Fathers of HRD in India". He was the Founder and First President of the National HRD Network and the Founder and the First Honorary Director of the Academy of HRD. He has established the first dedicated department of HRD at L&T along with Dr. Udai Pareek in mid-seventies much before HRD was known.*

*He has authored around 60 books and pioneered the 360 Degree Feedback, Assessment Development Centres and HRD Audit in India. He has won several awards for his outstanding contributions to the field of HRD including the title of "Ravi Matthai National Fellow" awarded by the Association of Indian Management Schools.*

## Re-inventing HR: An Imperative for Organizations

12th FEBRUARY 2016 | SHERATON HOTEL | BENGALURU

### T V Rao

Chairman  
T.V. Rao Learning Systems Pvt. Ltd.

In 1974 when we started the first Human Resource Development Department, it was started with a certain philosophy. I would like to underline : HR is a philosophy. In order to implement the HR philosophy we thought of a function. A function is created in an organization to promote certain kind of interest to achieve certain kind of goals. The goals are some kind of philosophy. The philosophy is that every individual dedicates a major part of his life in the service of an organization. Organization is the first family and it should make the work more exciting. It is the responsibility of the organization to create happiness at work place. It is their responsibility to use a variety of mechanisms to understand the human potentials. But in order to do this we have created HR departments and have identified HR as a function. Over a period of time change has taken place. HR has become strong departments but philosophy has been left behind.

HR department works for their own sake and multiply for their own sake, sometimes to promote the philosophy and sometimes not. There are examples where in a few cases; the HR executives have promoted the HR philosophy. They have done a lot of good work for the corporation, won the credibility of the CEOs or group-chairman and have become business heads in some of the companies. The HRD network itself provides many examples of this sort.

The HR philosophy is being suggested by reading the books of Dave Ulrich, Udai Pareek and TV Rao and we are perpetuating the HR department and not the HR philosophy. If we need to understand the HR philosophy, we need to go back to the basics of 'Designing the HR system' Chapter 1, 2 and 3 which lay down the principles and philosophy of HR functions. These chapters suggest

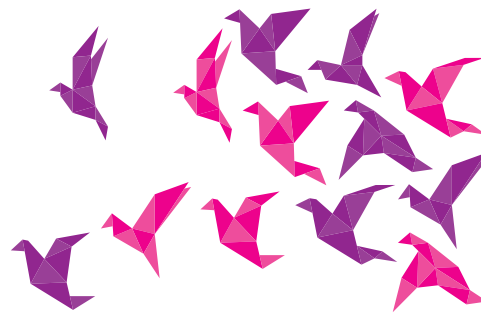
that the HR's job is to integrate and differentiate employees, to manage specialization and to manage growth and manage the happiness. The basic competency that is missing in the HR people is working for the larger goal of creating 'Happiness at work place'. Some companies might be saying that they have done away with employee engagement surveys. They have actually done away with the surveys because the surveys were serving only the interests of the consultants and the business magazines rather than that of the company. However in case the companies have done their internal surveys and made necessary changes in them, the surveys are still being used because they are philosophy driven.

Competency models have been developed by SHRM, NHRD network etc. There are certain things which are common in them. All of these have stressed on credibility of HR managers. They have also talked about HR values. This is very important. At the same time, they have also talked of HR function as business strategic partners. We forget the first two but look at the third one and that becomes very important for us. So the change is there.

There are many changes happening in the country, at least in thought today. There are many innovations happening. HR is not only for corporate sector - HR is for entire country or for the entire world. I am a strong believer that HR is not a strategic partner in business. In fact, HR is business. There can be no business without HR. We cannot do any business, whether it is clean India, manufacture India or start ups. These are all talent based and people based human capital based. Therefore HR's job is for everyone and every individual should take care of his or her HR role. CHRO's job, in case that kind of role exists, is to make everyone believe that an individual is responsible for his/ her own HR and the



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job is to treat HR as business.

Organizations recruit individuals with a hope that he/ she is the human capital available. They don't normally recruit a role holder although they may emphasize on that. But once we recruit, it is very important that we treat this person as a human capital or treat him as a role holder. This implies that we are creating but not integrating. The organizations should take care of individuals and reciprocal relationship should exist.

It is very important that we prepare ourselves for the future uncertain environment. In my latest book authored on Performance Management, I have mentioned that our PMS orientation should shift towards selectively forgetting the past. Every individual KRAs and KPAs should selectively forget the past and should ask what is it that I am supposed to do in my capacity. Every individual should introspect about what he can do which is better than that done in the previous year. Organization gives guidance but every individual has to be involved in managing in the VUCA world.

For instance, Govindarajan has said that 70% we should spend on managing the present, 10% or 20% we should spend on selectively forgetting the past while 10% we should spend on selectively predicting the future. It is not only corporations but individuals at all levels need to become change managers. That is a big challenge for HR.

We are still struggling with forced distribution which is totally outdated. In 1974 report on L&T, we had clearly stated to delink performance appraisals from rewards. Because the moment we link them with rewards, a vitiated circle has been created. L&T implemented this for five years and then gave it up. We have not learnt our lessons from this. Now after thirty five to forty years we are reverting back to what has been said earlier. The biggest challenge for HRD in an academic institution is to facilitate learning among the faculty. Students today are well read and have good network.

Technology can give a lot of assistance to HR functions. HR

people need to become more technology savvy. Technology can be a great aid in recruitment and performance management etc. Seven years ago, SAIL had computerized the entire PMS operations. Consequently, the KRAs and KPAs of every single manager were available to everyone. So somebody sitting in Bhilai could see the KRAs of the Assistant Manager in Bokaro. They could start comparing, learning, contributing and competing with each other. We have not recognized the importance of modern technology in treating human beings as human capital. Today the world is moving fast by using the e-learning modes of technology. People are learning today on their own and not making HR to facilitate learning for them. In case a skill is important for the employee, they learn it on their own even before they are sponsored for the training.

As member of the Khandelwal committee I came across a very interesting case on Knowledge Management as we were dealing with Public sector units. Normally when a senior manager is promoted as a Vigilance DGM, he is posted in another bank. We came across a DGM Vigilance who was posted in a bank, he collected all the business related cases for the last few years and he started to analyze them and to create case studies and intended to use these details to educate people on how to avoid future vigilance cases, upload them and train people because this vigilance orientation is preventing people from taking any decisions. This is knowledge management. Business newspapers these days are talking about bad loans/ NPAs (Non-Performing Assets). We need to put the relevant data for the last few years on the computer, ask a series of questions and a focused attention of the HR personnel for six months to do some research. Therefore Knowledge Management can be facilitated by an HR person to learn from own experiences which can help to improve the credit assessment ability and even convert the NPAs. HR in the post 1990s lost a great opportunity in the IT sector of being the knowledge managers. They passed this to others without our knowledge and a separate category of knowledge managers came into existence. And we were left helplessly concentrating on recruitments and retirements. Knowledge management should have the field of HR managers because they are Human Capital managers.



## Balachandar Natarajan

Group Head, Human Resources, Coffee Day Enterprises Ltd.

N Balachandar is currently Group Director- HR for the fast growing and expanding Coffee Day Group, which has interest in Coffee, Financial Services, Resorts & Hospitality, Infrastructure, Logistics and Furniture. He is responsible for people strategy and execution for the Group. Having worked at Asian Paints, Standard Chartered Bank, GE Healthcare, GE Capital and Strides Arcolab, he has a rich experience in multiple industries. He has been teaching at IIM Bangalore and is currently President of National HRD Network, Bangalore Chapter. He is also a Member of the Karnataka Knowledge Commission Task force on Skill Development.

Mr. Balachandar completed his MS in Industrial Management at IIT Chennai and has a Master's with major in PM & IR from Loyola College Chennai.

# Re-inventing HR: An Imperative for Organizations

12th FEBRUARY 2016 | SHERATON HOTEL | BENGALURU

## Balachandar Natarajan

Group Head -HR,  
Coffee Day Enterprises Ltd.

We have spent quite a long time in defining the robust processes in the past. There is a need to go back to the basics to introspect and try and answer questions about the reasons why do we do what we do, whether it is the engagement survey, the Bell curve or the appraisal system. The HR manager needs the courage to ask these questions to make a difference to the organization or the institution he is a part of. The big change is that the HR leaders need to reinvent themselves to ask 'why' and to have the courage to take it forward from thereon.

At GE, the organization structure was changing every year within one business or the other. For instance, if today their head quarter is in Tokyo, tomorrow it would be Singapore and the next day it would be in Paris. We need to build a culture of flexibility and adaptability in the organization in order to prepare for the future. To some extent, one can predict this by observing the market trends etc. Good companies such as Unilever, GE, Microsoft or Asian Paints, are organizations that have completely adapted to everyday change. One of the important responsibilities of an HR professional is to build an ability to adapt regularly in the culture. For this we might have to shake the organizational culture and thereby create new systems, new processes and move people from one functional area to another. We need to build a culture for adapting to change to be ready for tomorrow which would help to survive.

It's not the education that gives us the wherewithal to be a leader or a manager. The skill set that one possesses is important. There is a shift from knowing to doing. Knowing can be bridged. For instance a person can be taught to read the balance sheet in three months in case he does not know that. As a consultant we would want an imaginative guy or an engaged guy. In the interview we look for interesting people rather than only the skills. People are moving away from knowledge to skill, since the gap in knowledge can always be bridged.

Several companies have adopted programs like 'Earn while you learn' for continuing education for the workmen and blue collar workers. For instance, Ashok Leyland had three main tie-ups in Uttarakhand with the Government, Organization and NTT. These



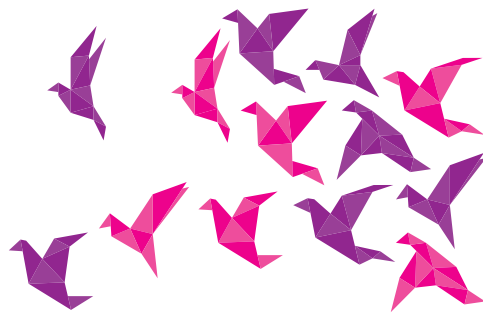
are delivering the training program for children who have passed 12th standard till they get a Diploma of four years. They have classroom education in the morning and work in the afternoon. This is helping them to build the skill-set for the supervisory level by the time they finished their education. Such programs are helping in the transition of workmen level to move up to the managerial cadre. In Asian Paints at one point of time, it was tough for a clerk to become a manager because of the type of people and the way the roles were defined. Managers were a lot of thirty or forty people who came from IIMs year after years. The clerks would never be promoted. For instance, sales executive would never become a sales manager running a branch, similar to the caste system. However, the same company has changed.

White collars vs blue collar is more about shop-floor workmen vs managerial staff. The concept was that the shop floor worker will continue to be a worker always because it was very difficult for him to transition to be a manager. There were strict distinctions existing earlier which are giving way to a lot of fuzziness happening now. People need to come out of the mind set where they slot employees as blue collar etc. because a worker can be supervisor and a supervisor can be a manager some day. The case in point is a Barista who makes coffee in Café Coffee Day, grows in seven-eight years to run a city with fifty stores managing the complete P & L, people management and the environment. It is no rocket science, and there is no degree required to run fifty stores. Though, in case of businesses which are technology driven, know-how would be required as compared to that in the hospitality industry.

I would like to quote an example from Café Coffee Day. When we hire people for the first time as Barista, to work in this environment, they often come from interior villages and towns who have never seen big cities. There is a huge cultural shock for them. It is hard for them to even understand that when they can get a cup of coffee for



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five bucks in the village, why do people come to these outlets, sit for two hours and shell out Rs100 for a cup of coffee. These fellows might not have even worn chappals while walking in the village, and here we expect them to wear shoes and uniforms. There is a huge shift in the quality of raw material which we are getting and the way we transform them into rendering quality service demanded by the customers. There is a huge transformation in terms of not just the knowledge of preparing coffee, which is rather easy to learn, but to deliver excellent service day after day despite having tough situations in the home front. This shift takes time and we need to put them through multiple levels of training and development, coaching and mentoring before we transform them to become a certified brewmaster whom we can trust with delivering superior service.

We talk about gamification these days to get people interested in learning. There are people who want to learn and there are people who are lazy about learning. People who want to learn would learn in whatever methods you offer them or on their own on the internet. There is another group of people who need to be goaded into the room to give inputs to them and that is tough. Such group of people will always exist. Not all of us will want to do everything individually and voluntarily. There will be a set of people whom we have to provide inputs which is interesting and is delivered in the manner that is useful for them so that they are interested. They will be having apathy for learning and we need to take steps to get away from that apathy. If we are going to measure the staff learning and if we are going to staff people on how well they do their jobs, they tend to pick up skills



White collars vs blue collar is more about shop-floor workmen vs managerial staff. The concept was that the shop floor worker will continue to be a worker always because it was very difficult for him to transition to be a manager.

automatically which we are expecting them to possess. We will have to go back and ask why people are not interested in learning something and go back to the basics of fixing that. We all are learning skills. There is huge shift towards self learning. The environment generally around is such that a lot of self learning is





**Krishnamurthy Shankar**

*EVP, Group Head - HRD, Infosys Ltd.*

*Krishnamurthy (Krish) Shankar is Executive Vice President and the Group Head of Human Resource Development at Infosys. In this role, he is responsible for envisioning the roadmap for HR, driving strategy, and implementing operational priorities aligned with the overall organizational mandate.*

*He has over 30 years of experience and has led several global HR functions in organizations like Bharti Airtel, Hindustan Unilever and Philips. In his wide ranging experience in these organizations, he has led the transformation of HR into a strategic partner, facilitated organization-wide transformation and capability development, and was instrumental in building a strong talent pool through a series of leadership development initiatives.*

*An alumnus of XLRI Jamshedpur, he holds an executive certificate in Strategy and Organization from the Stanford Graduate School of Business.*

## Re-inventing HR: An Imperative for Organizations

12th FEBRUARY 2016 | SHERATON HOTEL | BENGALURU

**Krishnamurthy Shankar**

EVP, Group Head  
HRD, Infosys Ltd.

Indian HR is very strong with strong foundations. Indian HR professionals as a nationality are among the top three or four in the world. In many multinational companies, we have many Indians playing key roles in HR. If we look at the practices many Indian firms adopt, they are very much in the fore-front in their practice. Thanks to people like Dr. T V Rao and Dr. Pareek. If you look at Unilever or GE for instance, in the top leaderships there are many Indians doing a great job. We have to be proud of the fact that HR in India is really at the top in three or four countries of the world in terms of practices and administration.

The role of HR is changing. One of the key things is the rate of change happening in the industry. The dynamism in the industry is changing the way HR has to act. Earlier the change could take place gradually. One prominent change that has taken place now is that HR has to react very fast to the situations. In fact HR has to predict what is really going to happen. Businesses today are people businesses. I think the role HR has to play is got to be much more strategic and needs to predict the changes in the industry in terms of skills required, kind of workforce needed in future and also the ways to build them. This requires a thorough understanding of business, strategy, geo politics and economy and also to work closely with the business leaders. If any organization has to survive in these turbulent times, they should be able to predict future in a better way than their competitors and that is where HR plays an important role.

We need to enable each individual to achieve their potential. We need to do this in the context of business as well as challenges of the industry. It is not an easy task. There are some factors that differentiate the IT services industry from others. Foremost amongst these is the scale. Secondly, it is very dynamic. Technology

and skills are changing constantly in the industry. Further, it is a people intensive business and requires that we keep the customer in the forefront. Therefore the HR practices required would be different.

HR has to lead the ability to predict what is happening. For example automation, new technologies are coming, start-ups that are coming and what are they doing. There are a range of activities that are going to happen in the new frontiers. We are at the centre and so we need to look at things happening around us. We need to be lot more in touch with the customers and employees in terms of what they see or perceive. We need to take the clue from the skills that people are really looking for to hire or what the consumers say that they want.

In order to be able to predict what is happening, we need to be updated about the changes happening around us in the industry. We need to keep in touch with the leading edges of industry, know how the customers are changing; technology is changing. It has to be in our DNA to be in the fore front.

Technology cannot be a bane. It is always a boon. A lot of intellectual capital has gone into building something and it needs to be seen in ways that we are using it. Automation is affecting the way work is being done. There are many new technologies that are coming. Automation is having an impact on the work. It is amplifying the quality and quantity of work that people are doing. The technology is going to be a big enabler that is enabling us to do more. In the next few years we will see an exponential growth of technologies that will enable us to do a lot more. Technology has really enabled HR. It removes the middlemen. Technology is being used in various jobs and enables people to move across different





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jobs and to choose what they want to do which would not have been possible earlier because they would have needed to move via different bosses in the hierarchy. Employees can do a lot of things on the mobile. That is going to be another big thing that will make us more productive. It will connect more people so that we can learn lot many new things.

The world is changing at a fast pace. The larger source of knowledge today is Google. We can learn a lot more through this. People learn a lot more from others who are facing similar problems. Internet is the single most important source of knowledge management today. In the organizations we need to build a culture of sharing and creating knowledge.

HR systems are supposed to ensure that employees demonstrate the right mind set and right behavior by hiring people, training them, rewarding the right behavior, incentivizing them and

putting them into right roles. At Infosys, Vishal Sikka started to encourage employees to do more innovations. The idea was termed as 'zero distance'. Everybody was encouraged to suggest one improvement idea. For this everybody was encouraged to look around at people who are doing similar jobs, may be in some better ways and go back and implement those improvements in their own projects and talk about it with others. It is important to tell others about what you are doing. Therefore by setting up vision about what we need to do, modeling it and telling people about those things by sharing with them easier ways, we are training them on Design Thinking so that the advice is adhered to. We need to ensure that there are teams implementing these, sharing the success with others, motivating them and rewarding them to ensure that other people follow it and that would bring about behavioral change.



**Pramod Mahatme**

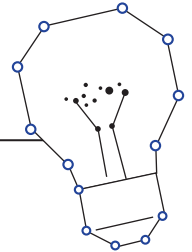
VP - Employee Relations, Wipro Consumer Care & Lighting

*Pramod Mahatme is Vice President Employee Relations at Wipro consumer care and lighting and as Group Employee Relations Head he provides guidance and mentoring to other units of Wipro Corporation on Employee Relations subjects. He has 33 years of Work Experience in Industry as HR professional engaging with talent and labour, facilitating acquisition, engagement, development, compensation and separation.*

*An alumnus of Symbiosis Institute of Business Management Pune, he holds a post graduate degree in Personnel Management. He started his career in Industrial Relations in 1981 with the labour advisory department of Bombay Chamber of commerce and Industry. Prior to joining Wipro, he worked with Indian Seamless and Hindustan Lever and has been instrumental in shaping the new trends in Industrial Relations.*

# Re-inventing HR: An Imperative for Organizations

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**Pramod Mahatme**

VP-Employee Relations  
Wipro Consumer Care & Lighting

There are many changes that have happened from the time of industrial relations to talent management. One of the most fundamental change we have seen is in the role of HR functions itself from the one which was defined by Edwin Flippo to Dave Ulrich. The Personnel Management in 1970s was a line management responsibility and the role of Personnel Manager was to aid, advice and assist the line manager in procurement, development, maintenance, compensation and separation. In this role of an advisor which rests on expertise, to aid and assist the line manager, the personnel manager had to have an expertise in at least one or more portfolio of functions that he had been assigned. The role was one of a strategic partner.

The multiple HR roles model proposed by Prof. Dave Ulrich has made HR as co-champions with the focus on deliverables. There are four quadrants in which he talks about HR as a strategic partner, with a metaphor added about employee champions that has completely confused the HR managers. This is the major change that has created confusion. The role of an advisor for the HR manager and carrying this expertise has become slightly dilute. Calling an HR manager as an employee champion is as ridiculous as calling marketing manager a consumer champion.

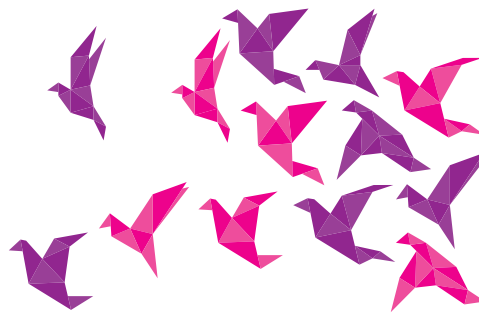
India can be regarded in a very enviable state today. It is one of the most potentially attractive places for investment that the whole world is looking for. We have a huge potential talent that is available. I think one of the important tasks that HR has is to effectively leverage this potential. The students applying for JEE are students securing distinctions and are potential talent. Every year, more than seven lac students appear for seven thousand seats in IITs. Similarly, in IIMs, students who score above 99 percentile are preferred. This means that there are more than hundred times students that are available than those that are getting selected. In a large country like ours we are still working with the shortage mindset. We have huge surplus and we have every reason to transform this potential talent into becoming actual talent.

Real Corporate Social Responsibility (CSR) is to run an ethical business, have a profitable growth and create employment and employability. That is where the greatest contribution of HR to the

nation would be to really focus on contributing and converting the potential talent we have into the actual talent that is industry ready rather than people expecting the institutions to create industry ready people.

One of the major transformations that have happened in HR is our movement from recruitment to talent acquisition. Recruitment is the process of creating large pool of people available for HR department and it was the task of the industry to induce them, train them and make them ready for the job. The talent acquisition, on the other hand, involves coaching people by one another.

The Multiple HR roles model proposed by Prof. Dave Ulrich has made HR as co-champions with the focus on deliverables. There are four quadrants in which he talks about HR as strategic partner with a metaphor added about employee champions that has completely confused the HR managers.



## a brief profile



### **Dr. Saagarika Ghoshal**

Director- HR, Metro Cash & Carry

*Dr. Saagarika Ghoshal, Director, HR for METRO Cash and Carry India, has been listed as one of the 50 Most Influential HR Leaders in Asia and was covered by Business Today as one of the Next 30 Most powerful Women in Indian Business.*

*An author and business coach, she drives a people agenda aligned closely to the business priorities, which focuses on bringing real impact to organizational results by bringing together the best talent practices needed to attract, engage, build, leverage and retain top talent. She is known for leading transformation and Innovative people practices and her expertise lies in helping organizations foster a culture of Diversity and Inclusion, leading Due Diligence for M&As, Organization Development and Corporate Governance for Boards.*

## **Saagarika Ghoshal**

Director  
HR, Metro Cash & Carry

There is a cliché that change is the only constant. I think in HR we have been changing more often. In most HR organizations 'competencies' are attached to the credibility. No matter how competent one is or how many degrees one holds, but at the end of the day we have to perform in the organization. It depends on how well we are able to transform the organization to make it more profitable, sustainable and future ready organization. This is what can be termed as 'credibility' in today's world.

As HR leaders it is very important to look at valid propositions in terms of competency frameworks. They will provide the basics or the base to move from one end to the other. But the fact remains that what we do in the various organizations is very different. It depends on the intelligence of the team or the 'competencies' of the team in HR or in the businesses to see the ways in which they are transforming the lives of every individual in the organization and how we transform the organization and make a difference in the business. This comes back in terms of the philosophy of credibility and values.

In terms of HR being the strategic business partner, the HR person is very much a part of business and leads the business as much as the CEO does. The basic competency needed is to know the business thoroughly.

In our organization we are implementing a 'Value Creation plan'. Instead of doing KRAs and rewards and recognitions around it, we say that we are creating value for organizations and individuals for a horizon of three years. There are benchmarks wherein we reward and recognize people. Since it is a value creation plan, we also recognize failures. Although we don't reward failures but we allow failures and there is no punishment

for failures and try to make sure that the same failures are not repeated in future as a team in the organization.

The value creation plan has helped us not only in terms of building business in a more sustainable manner, but also helped to build a culture of dependability, collaboration and harnessing onto mutual strength amongst the employees, with less politics at the individual level. This is just a beginning and there are good signs. Intuitively I can say it might work. It is a great idea to create value for an organization and also for the individuals.

Good organizations realize that sustainability is the key and all good corporations who survive tomorrow will survive only on this. Various initiatives led by HR are focusing on building sustainable organizations. The organization needs to move to more inclusive work cultures. Blue collar and white collar is only HR connotation. We as a nation and as an organization have to move towards more inclusive work cultures rather than class cultures. India is amidst growth expectation. A lot of things are on the positive side, such as a young population. Technology is also changing at a fast pace and we have Digital India which has put India on the global map. Technology is a great enabler that is changing our lives drastically. But it is very important that we do not miss the human touch.









# The Forces of Global Change: Reinventing HR

2016-17

**HR ROUND TABLES  
2016-17**



## ROUND TABLE 1

### **Demographic Upheavals: Changing Role of HR**

Location: New Delhi

Date: Friday, 23 September, 2016



## ROUND TABLE 2

### **Changes in Digital Technology: Evolving New Organisation**

Location: Chennai

Date: Friday, 21 October, 2016



## ROUND TABLE 3

### **Rate of Change: Creating New Learning Organization**

Location: Bengaluru

Date: Friday, 9 December, 2016



## ROUND TABLE 4

### **New Social Contracts: Restructuring Culture and Employee Engagement**

Location: Mumbai

Date: Friday, 24 March, 2017



# Leading the New Way for HR

2015-16



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