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**BIMTECH**  
**BIRLA INSTITUTE**  
OF MANAGEMENT TECHNOLOGY



# THE FORCES OF GLOBAL CHANGE: REINVENTING HR

2016-17





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## DIRECTOR'S MESSAGE



### **Dr. H Chaturvedi**

Director,  
BIMTECH

**W**ith a Masters Degree in Commerce and Doctorate in Business Management from Agra University, Dr. H Chaturvedi has more than 37 years of experience in teaching, research and administration. As a former Director with the All India Council for Technical Education (AICTE), New Delhi, 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 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 with great pleasure that we put forth the proceedings of three HR Roundtables on the theme “The Forces of Global Change: Reinventing HR” organized by Birla Institute of Management Technology (BIMTECH), in association with Deloitte and the National HRD Network. All these events held at Delhi, Chennai and Mumbai 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.

In the current business scenario, there are sweeping global forces which are reshaping the workplace, the workforce, and the nature of work itself. In this era when humans can impact the world through social media, machines can learn from past experiences, and analytics can predict the future, there is bound to be a major shift in our workplaces and workforce dynamics. Demographic upheavals, the rise of digital technology, rapid business-model innovation, and socially driven evolution in the employer-employee relationship are driving change for both HR functions and the organizations they serve. As a result, today's organizations have to cope with a plethora of demands and pressures.

In his recently published book titled “Practices for Engaging the 21st Century Workforce: Challenges of Talent Management in a Changing Workplace”, Prof. William G Castellano from School of Management and Labor Relations, Rutgers University, says that this is a new era in which dazzling technological advances, new global competitors, and a new generation of workers can change the direction and fortunes of the old economic order.

Ageing populations are apparent throughout the developed world

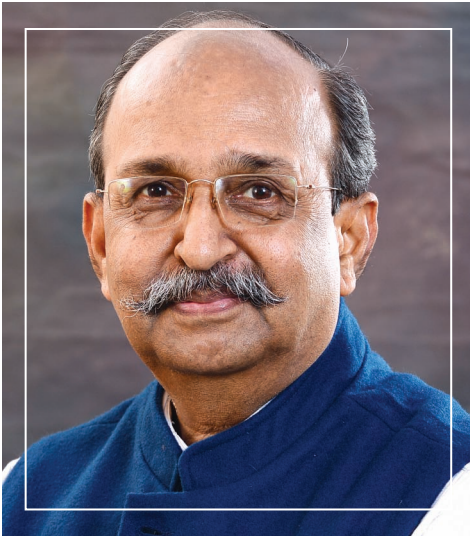
as people live longer, healthier lives. This may increase the potential for intergenerational conflicts in the workplace, where older employees are perceived to be blocking the career growth of their younger colleagues. Millennials, on the other hand, have very high expectations of their employers, are focused more on the immediate future than the long-term and are keen to strike a positive work-life balance. HR managers will need to find ways to diffuse these tensions and create environments in which individuals of all ages can collaborate effectively.

Due to globalization, employable populations are moving more freely than ever around the world, which is leading to increased cultural diversity. This will undoubtedly create challenges in terms of equality and inclusion, and will force HR professionals to become much more culturally aware so that they are equipped to manage employees from a growing number of countries, faiths and ethnic groups. With the surge in female employment, HR departments are already modifying many of their existing practices and policies to cater for women and to create parity and harmony between male and female employees.

These demographic shifts are going to require new ways of thinking by HR professionals. It is imperative to assess whether companies are ready to deal with these new challenges. It is equally important to determine how HR is realigning its role to provide and create a culture of engagement in an increasingly complex global marketplace. The purpose of this series of HR Roundtables was 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.



# INTRODUCTION



## Prof. K K Sinha

Dean-Development  
BIMTECH

**P**rof. Sinha is a Graduate with Honours in Economics and Post Graduate in Personnel Management. He has worked in HR for 42 years and held leadership positions in Steel Authority of India, NTPC, Reliance Energy, Reliance Infocomm and Reliance Industries Limited, and as the Group Director, Human Resources, Jindal Steel and Power Limited. As Director (HR) in NTPC, 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 three years.

He has received extensive training in HR from Harvard Business School, Templet on (Oxford), Michigan Business School, Tata Management Centre, IIM Ahmedabad, IIM Kolkata and ASCI Hyderabad. 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.

His book, “My Experiments with Unleashing People Power”, has been rated among The Strategist top five in Business Standard. His recent book “Manthan – Art & Science of Developing Leaders” was launched in April 2017.

**D**emographic changes have made the workforce increasingly diverse, and this has forced organizations to make considerable changes to the way in which they approach people management. Though this is not a one-off shift, yet it presents greater challenges for HR professionals as they look to hire, train, manage and retain an entirely new mix of employees. According to a report titled “Shaping the Future of HR” published by the SHRM Foundation and the Economist Intelligence Unit in 2013, there are a number of emerging and consolidating demographic trends that are likely to transform the profile of employees over the next 20 years.

From the increasing use of contingent freelance workers to the growing role of robotics and smart machines, the corporate workforce is changing radically and at a very fast pace. These changes are no longer simply a distraction; they are now actively disrupting labour markets and the economy. The concept of “contingent workforce management” is being reshaped by the increased use of machines and the “gig economy”, consisting of networks of people who make a living, working without any formal employment agreement. Every day new companies creating innovative products or services replace established, yet rapidly becoming obsolete, companies in a continuing process of creative destruction.

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 has been 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 2016-17, we identified the Theme of “The Forces of Global Change: Reinventing HR” with some very critical sub-themes of ‘Demographic Upheavals: Changing Role of HR’, ‘Changes in Digital Technology: Evolving new Organizations’, and ‘New Social Contracts: Restructuring Culture and Employee Engagement’. Around 20 panelists deliberated and shared while around 400 professionals participated.

For reinventing HR, 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 a forum for the HR professionals to think proactively and build global organizations.



## The Forces of Global Change: Reinventing HR

Demographic Upheavals:  
Changing Role of HR

## The Forces of Global Change: Reinventing HR

**T**here are multiple forces driving the demand to reorganize and redesign the institutions around the world. These forces are reshaping the world, the workforce, and work itself. The past few years have experienced unprecedented changes and uncertainty in different areas - politics, demographics, finance and economics. Such uncertainty has been augmented by changes like the Brexit, elections in the USA, etc.

As per a Deloitte study, the rise of millennials, fast-moving global markets and digital disruption have forced companies to innovate rapidly, adapt their products and services, and stay closer than ever to local customers. This has prompted a resurgence of interest in business organizations. Companies are decentralizing authority, moving toward product- and customer-centric organizations, and forming dynamic networks of highly empowered teams that communicate and coordinate activities in unique and powerful ways. The study states that the relative importance of digital HR and contingent workforce (gig economy) in India are also high when compared to other regions. This can be attributed to the growing digitally savvy and entrepreneurial Gen-Y workforce in India. For HR, the implications of such changes can be profound.

### Demographic Upheavals: Changing Role of HR

Demographic upheavals have made the workforce younger and older, as well as more diverse. Millennials now make up more than half the workforce, and they bring high expectations for a rewarding, purposeful work experience, constant learning and development opportunities, and dynamic career progression. At the same time, Baby Boomers are working into their 70s and 80s and are being challenged to adapt to new roles as mentors, coaches, and often subordinates to junior colleagues. Also, the global nature of business has made the workforce more diverse, demanding a focus on inclusion and shared beliefs to tie people together.

As the workforce becomes both younger and older and business challenges grow more global and diverse, fresh challenges in leadership development emerge. The "new organization" is being led by a breed of younger, more globally diverse leaders. At companies where senior leaders are reluctant to yield up their responsibilities, HR should develop solutions that promote development among upcoming leaders. The goal is to create a robust pipeline of new, more innovative leaders that take advantage of the strengths and skills of both younger and older leaders.

Companies must manage as many as five generations of workers, dispersed global teams, and a heterogeneous mix of genders, races and cultures. They also have many types of workers in the mix: full-time and part-time people, employees working at home, and workers employed by contract agencies. There is intense competition for talented Millennials, many of whom are less loyal to organizations than ever before.





## The Forces of Global Change: Reinventing HR

**NEW DELHI**



23 SEPTEMBER, 2016

WELCOMHOTEL SHERATON

NEW DELHI



# DEMOGRAPHIC UPHEAVALS: CHANGING ROLE OF HR

### Agenda

Welcome Address: **Dr. H Chaturvedi**, Director, Birla Institute of Management Technology (BIMTECH)

Theme Session: **Mr. S V Nathan**, Partner and Chief Talent Officer, Deloitte India

Panel Discussion: "Demographic Upheavals: Changing Role of HR"

- **Dr. Asha Bhandarker**, Distinguished Professor of OB, IMI, Delhi
- **Mr. D D Misra**, Director (HR), ONGC
- **Mr. Mihir Mallick**, Director & Head - HR & General Affairs, Samsung Electronics
- **Mr. Saptarshi Roy**, Executive Director (HR), NTPC
- **Mr. S V Nathan** (Moderator), Partner and Chief Talent Officer, Deloitte India

Vote of Thanks: **Mr. Kamal Singh**, Director General, NHRDN

# A BRIEF PROFILE



**SV Nathan**

Partner and Chief Talent Officer, Deloitte India

Mr. Nathan is Partner and Chief Talent Officer of Deloitte India. He serves on the Executive Leadership of the firm and is a member of Deloitte's Global Talent Council. He has over 30 years of experience in HR management, across diverse industries including Manufacturing, Services, Telecom, and Information Technology. He is an industry leader, mentor and an advocate of ethical leadership and developing future leaders through coaching. He has vast experience in building and leading high-performance teams, developing leaders across levels, and serving as a trusted business advisor focused on transforming talent as a strategic growth enabler.

Conferred with several awards and honours including the 'Distinguished Alumnus Award' by XLRI, Mr. Nathan is also a Behavioral Specialist in Sensitivity Training. He has been recognized as one of the top 3 Power Profiles in HR by LinkedIn for 2016. He also serves on the Board of the National HRD Network as its National Secretary.



## Demographic Upheavals: Changing Role of HR

Let me begin with a story about a king who had a prince and a Zen master. So the king was getting older and he wanted his son, the Prince, to take over as the New King. Now in those days there was a lot of respect for their teachers or Gurus. So instead of taking a unilateral decision, the King decided that he will consult the Zen Master and so he approached the Zen Master who was in the *darbar*. He deeply bowed in front of the Zen Master and asked him, "Is my son ready to be the next King?" The Zen master decided to put the Prince through a few tests to find this out.

And so he told the young prince, "Young man, go out into the forests, spend six months there and come back and tell me what you hear." Now in today's age, if you tell somebody to go out to the forests and spend six months, I am not sure if we will get the right kind of response. But in those days, well the prince said, "Sure, Sir" and with a big bow went straight into the forests. The queen mother was upset but again she said nothing. Six months passed off in a jiffy and then this young man came back and obviously he had long hair. He went to meet the Zen Master but had to wait as the *darbar* was in full swing. He looked at the Zen Master and with a big bow said, "Master, it is me the Prince and I have come back from the forests".

The Zen Master looked at him and said, "Yes, of course. So tell me, you went to the forests, what did you hear?" The young man said, "Well, I heard the sound of the river, the sound of thunder and the sounds of animals as well. And in the morning there were lots of sounds in the forest. And I heard few people as they walked past in the forest and as they treaded on the land, they also broke a few twigs. So these are the noises that I heard."

The Zen Master looked at him and said, "Son, my Prince, Go back and spend another six months. Then come back and tell me what you hear." So this young Prince again looks at the Zen Master and takes leave after a big bow. No complaints, no asking, no right to information. Nothing. So he goes straight away. The Queen

mother became even more upset. The King said nothing. Six months passed in a jiffy. This time there was a young man, with matted locks. And again the *darbar* was in full swing. He walked very deliberately and slowly all the way up to the Zen Master, took a very deep big bow and said, "Master, it is me, the Prince." The Zen Master said, "Yes, you have been away for some time. Tell me what you heard." So this young man said, "Master, I heard the sound of shadow of animals as they moved past. I heard the sounds of flowers as they wafted through the air; I heard the sound of dew drops as they evaporated into the mists in the morning sun. I heard the sound of a rainbow, as it struck Mother Earth. So Master these are the sounds I heard."

As soon as the Prince said this, the Zen Master went up to him, gave him a big hug. Then he went right up to the King and said, "Oh Master, the Prince is ready to become the king. He is now the King." That was the story. And there are three things that I learnt from the story. Number one is to hear the unsaid, the unsung. Many times when people speak there is always the unsaid. The second lesson is to see the unseen. Even in a discussion between experts on a subject matter, there is a whole lot of data, whole lot of theories expounded that get left out. Last but not the least, Speak the unspoken of or speak the unarticulated. It takes a lot of courage to do that.

Today there are multiple forces that demand organizing and running institutions all round the world. These forces are really shaping the world today. There was a journalist who called me the other day to understand what will be the effect of BREXIT in the Indian context. Of course I went in for a short answer. What does BREXIT mean for the people of India? What is uncertainty all about? As per the DELOITTE study, the rise of millennials, faster than moving global markets and digital disruptions, have forced companies to innovate rapidly and adopt products and services and stay closer to consumers. This is a positive spin on lot of things which are happening. This also promoted resurgence of





interest for research in customer-centric organizations and focus on experience which is very distinct and different from what it was years ago.

Forming networks of highly empowered teams that communicate and coordinate is extremely important. It is believed that by the year 2020, we will still be the youngest in the world in terms of demographics, even as one of the oldest civilizations in the world. We have a huge comparative advantage. So the big topic that we are going to discuss today here is demographic upheaval and what the changing role is of human resources herein.

The millennials today occupy almost 60% of the workforce. Their expectations and demands are very different. Looking at purposeful work, there are lots of constant learning and development. They are looking at dynamic career progression. We are living in a world where data is doubling itself not every few years but almost every month, day and minute.

Today the baby boomers are working into 70s and 80s. There was a time when people said if you are 55 or 60 you will get retired and that's it. People lead a very nice retired life. But there is improvement in the quality of what's happening in health care. Things are changing. Experts know that the difference between judgement and narration is most striking in India than in any other part of the world. It is said that the oldest is really Japan. Japan has the oldest workforce. India has also leapfrogged in terms of advancement in technology. The adoption of mobile phones, internet and social media is rampant.

Has the workforce become older and paradoxically younger? There are more challenges. It's very easy to say you have five generations working for organizations today. So it is the nature of the leader – how do you really cater to the multiplicity of

generations working with you? And responding to a younger breed requires more global and more diverse leaders. At the same time we have leaders who are reluctant to give responsibilities to the younger people. So how do we develop the kind of strategies that help this? Globalization means there are lots of employable populations moving today between countries. It is our people, our children, who may have worked and continue to work in other countries. So companies manage multiplicity of people working in diverse global teams, heterogeneous genders and mix of race and culture. How do you manage all these things today? The policy that seems to be relevant to a certain generation is looked down upon by others who say it doesn't work for me. I can no longer talk about a new pension scheme for the people who are millennials. And it is they who are from a different world. This means we have to re-think and manage everything, right from how do we start the recruiting process, but we have not spoken about what kinds of people are coming to the workforce today.

There are three changes that are happening - the work, workplace and workforce, all are changing. The good news is that 54% of all jobs can be automated. More robotics is coming to the industry than ever before. So today we have to look at how do we employ the millennials? How do you make sure that you have automation and robotics? How do you look to this generation of people who might say I don't want to work in organizations? Am I a person who wants to work momentarily, on contract? This word 'contract' is not a bad word indeed. People say I am fine with this. They are called gig workers. So how do you manage that? We need to seek all these answers.

# A BRIEF PROFILE



**Dr. Asha Bhandarker**

*Distinguished Professor of Organizational Behaviour  
IMI, New Delhi*

Dr. Bhandarker is a well known scholar, consultant and researcher in the field of HR and Leadership. She has worked with over 100 companies for the last 30 years in training, research and consulting in the areas of organization development, vision building, competency mapping and assessment as well as capability building. She works with Board levels and Top management teams of organizations like Maruti, Du Pont, Bayer, Corporation Bank and SAIL on issues of Culture Building, Leadership Development and Organizational Vision Building. She was awarded Senior Fulbright Fellowship for research in the USA, where she studied the best business schools, their practices and pedagogies. She has published 8 books and 40 research papers in peer reviewed, national and international journals. She has received accolades and awards including the Best Teacher award, Best Paper award and Best Case award. She has an M.A. in Psychology and PhD in Business Administration from Osmania University, Hyderabad.



## Demographic Upeavals: Changing Role of HR

I have little bit of information on some research which we have conducted in the Indian context. This is about something which has happened in the family. Son is Gen Z – about 21 or 22. Mother is Gen X. Son comes to Mother and said, "Mom, give me permission, I want to fix my eye brows". She was completely shocked on this. Of course if you know about Gen X, like many of us, Doctors, Lawyers, Teachers, Engineers. She said, "Oh no, I can't give permission". He urged, "Why mom, why can't you give me permission? What do you people think about this? Why can't it be? Why don't you give me permission?"

She said people will think you are a drifter! People will think you are shallow! People will think you are not serious. So he said, "Why should I think that people will not care about me?" Right, this type of person is going to be the typical type of person in your organization in a few years. So what is going to be done with this type of person? In a way, may be, expression is going to be important. Self identity is important. And that is the phase we are going to act right now. So this context typifies what kind of challenges, what kinds of gaps are there between various types of generations.

So what is the generation? The generation is defined as the date you have been born – your age or its essence. I was studying on the concept of death and realized that this generation is different altogether. For example, those of us who have experienced emergency, and pre-liberalization era, and likewise post-liberalization era, are one generation. So people say generations are same, but generation gaps are different and it happens in every generation. Yes, but qualitatively the history is different and therefore perspectives and peoples' brain are very different.

Why should we care? One reason is that because the percentage of such people in your company is going to be drastically large and it has been seen in social groups that when you are in a miniscule minority, you assimilate with majority community. The moment the majority percentage is increased and this exists in all kinds of social groups, people begin to assert for their identities. So if this percentage is going to increase drastically, the demand is going to

be that we would like to be the way we are and where we want to be. And that is one reason you have to care.

So in order to understand how to deal with them, we need to understand what their expectations from the workplace are. I will just share with you the top-5 or 6 expectations from the study conducted by Dr. Pritam Singh, me and one of my colleagues. And what surprises me is what has emerged from my data of 2158 Engineers and MBAs, and young executives, which was conducted about 7-8 years ago. They are Freedom to take initiative, Freedom to experiment, Freedom to innovate, and Freedom to express. Further, performance based recognition and feedback, Equity and fairness, Trust and Transparency, Learning opportunity, Personality development, and Work life Balance. So if you see this entire cluster, what emerges is that the mindset of people is entrepreneurial. They are coming up with so much passion, so much energy and such dreams that this is what they seem to be. And obviously they are completely opposite of the previous generations and opposite of the kind of culture which exists in many organizations in India today. And that is very different from the mindsets of previous generations. So clearly it would have an impact on the work cultures, on the leadership styles, and on HR practices and processes.

So how to handle or improve inter-generational relationships? If you boil it down further, it is how to handle diversity. Diversity of thinking, mindsets and priorities of people from these different generations, operating in the same place, same organizations. Fundamentally, the conflict emerges because of the sense of threats. Seniors would be feeling more threatened by the younger people coming in, because of technology, or because of skills they bring to the table or whatever it is; and simply put, a lack of understanding of these different groups about each other. And you may have seen, the less you know about groups and cohorts, the more you judge them and the more you reject them. On the other hand, we could also say diversity is the complementarity of skills. These complementary skills can be utilized only when we recognize and understand each other. So what to do?



# A BRIEF PROFILE



**D D Misra**  
Director (HR), ONGC

Mr. D D Misra holds a Master's Degree in Public Administration from the University of Lucknow. He has undergone Leadership Development Programmes at IIM, Bangalore followed by overseas programme at Alberta School of Business, Calgary (Canada) and University of Texas (US).

Starting his career as a Graduate Trainee, Mr. Misra has left his imprint in diverse assignments given to him in three decades with ONGC. As Director (HR), he has conceptualized and steered numerous sustainable HR initiatives to enthuse the morale and motivation of the 33000 plus ONGC workforce. Despite holding high pressure assignments, Mr. Misra has always found time to nurture his other interests, particularly his passion for wildlife photography. He is a regular contributor to various national and international Nature magazines.



## Demographic Upheavals: Changing Role of HR

The role of HR is indeed changing on account of demographic upheavals taking place all over the world. For India, demographic changes are likely to manifest themselves at the workplace, in the form of a multi-generational workforce. Employing more and more women is not an option any more. It is a necessity. And those companies which don't like this are surely going to be left behind.

As per a survey by US companies, the data indicates that the greater the hiring of women in top management, better is the financial performance of the company. For example, return on equity is higher by 35%, and total returns to share holders is to the extent of 3%. Research also suggests that women in board positions are more likely to achieve sustained growth. There are so many successful women bankers in the banking sector. And they maintain competitive edge by utilizing all resources effectively at their command. This means resource utilization and optimization, with their ascent. And they are also able to bridge the huge gap in leadership talent and thus address the issue of scarcity. More and more women are coming at the top and this leadership scarcity will be reduced drastically. Women also lead in a diversity of talents and that improves the impact, the bottom-line more decisively.

In 2005, a year-long study identified a number of studies that distinguished women leaders from men, in terms of leadership style. Women leaders are more persuasive than their male counterparts. When feelings of rejection set in, women leaders learn from adversity quickly and carry on. So this is an important gesture. This attitude is very important for success and growth. Women leaders also demonstrate more inclusive team building. Besides, these women leaders are more likely to take more risks. Thus, risk taking is more important if risks have more chances of success.

**Women leaders are more persuasive than their male counterparts. When feelings of rejection set in, women leaders learn from adversity quickly and carry on. Women leaders also demonstrate more inclusive team building. Besides, these women leaders are more likely to take more risks.**

In the growing economy, India is undergoing many demographic changes within the workforce, and at a fast pace. This gives opportunity to adopt inclusive approach to be able to successfully embrace workforce diversity. The successful corporations of tomorrow would be those that leverage the benefits of workforce diversity in a faster and better fashion.

To summarize, let us look at the advantages of workforce diversity. We see three perceived benefits. As per the research studies conducted in University of Florida, the workforce diversity is known to bring about increase in periodicity and counter productive advantage. Secondly, companies with diverse workforces are also able to attract the best talent because top talents are no longer represented by homogenous groups, but in pluralistic terms of gender, generation, ethnicity, language and region. Thirdly, diversity leadership is also critical. The more diverse the boards are, the more they will come to the table with different kinds of ideas and opportunities about untapped markets and provide newer perspectives to new business issues.



# A BRIEF PROFILE



## Mihir Mallick

Director & Head – HR & General Affairs,  
Samsung Electronics India Ltd.

Mr. Mihir Mallick completed his B. Sc. (Electronics) from Nagpur University and Post Graduate Diploma in Personnel Management and Industrial Relations from XISS, Ranchi. He has more than 23 years of varied experience in the field of Human Resources and Industrial Relations in Automotive manufacturing, Auto component and Media. Before joining Samsung, he has worked with Indian Express Newspapers, New Holland Tractors, Goodyear and Honda Siel Cars.

He has been exposed to all areas of Human Resources and Employee Relations at leadership positions, with independent responsibility. His expertise lies in performance management, designing and implementation of policies, compensation and benefits, OD interventions, and relationship management with all stakeholders. In his current role, he is responsible for building talent pool for supporting business growth, capability building and establishing a competency framework for the Leadership team.



## Demographic Upheavals: Changing Role of HR

In today's world, rapid technological changes, cross industry convergence and the global competition are bringing in a lot many challenges for us. The average life span of a company in today's time has reduced to 18-20 years. It is the responsibility of the HR fraternity to figure out how they should look at changing the HR processes.

First is the Neo Normal. Anything that has come as new to you, it should be taken as neo normal but cannot be taken as very absurd or it may cause change to be taken altogether. Second is cultural innovation. How to know cultural innovations and where do we go with all this? And how do we take care of our millennials? I always wonder where these millennials are coming from. We are building the environment and they are born and brought up in this culture. How is it that they are coming up with different sets of behaviours? How is it that they develop different sets of attitudes? Our deep rooted psyche says anything that is new is abnormal. So, 'new is normal' is the phenomenon about which we always talk about. This is something in which people and systems get habituated to everything new. That is why we call it new normal. If you look at the past revolutions that have happened, and earlier days it happened because manufacturing started using machines. Then in second revolution, efficiency of the machine was improved.

Third we talk about three Ws, the Internet. This came from digitization. Now we talk about big data and IOT (Internet of Things) which will change our life like anything. And our new millennials and newborns will be affected by that, and so more focus will be on big data. They will be socially connected and because of different media nowadays, things move so fast. I keep on getting so many whatsapp messages wherein we need to vote on certain issues which are common concern to people and they must support all these changes and the civil society.

Then we should probably talk about organizational culture for which innovation is very important as we have seen the marriage of telecom and finance industry. We have seen lot many of ATMs,

Vodafone m-pesa, Airtel money etc. So it is a very good marriage that has happened between technology and finance. Similar things are going to happen again. In my own opinion, creating an organizational culture and the home ground for the innovation to happen, is an actual issue. Innovation per se is not an issue. Are we really looking at giving that kind of breeding ground where the young ones come up with free thoughts? Or are we looking at that kind of pace so that they can face failure?

Feel fast, feel steady and feel frequently is what gives whole learning. But are we giving them that much of pace here for overcoming failure? That is very important. Do we celebrate those failures? Then comes leadership of authenticity. Authentic leadership drives people to do innovation and to conceive new ideas and come out with new ideas. Explore it and experiment it, fail faster, fail frequently and learn faster.

Then we talk about passion at work. In these cut-throat competition days, we are very much looking at physical and mental fatigue of people. This brings in many challenges. The workforce becomes part of a circle where slow and weak market competition can deteriorate the workforce's morale and resources. So we are looking at concepts which have come from a book known as 'Grit - The Power of Passion and Perseverance' authored by Angela Duckworth. She is a Professor of Psychology at University of Pennsylvania. She describes Grit as the ready-mix of passion and perseverance. It is not normal passion but it is a consistency of service on a particular job over a period of time. That consistency is very important. So we look at the consistency and we look at perseverance which relates to the tenacity. The Grit stands for the growth mindset, the intrinsic motivation, tenacity and resilience. These are few important factors which will come into play when we talk about taking care of new demographics and though we might call them Gen X or Gen Y or Gen Z, but now it is going beyond that and we may call it by any name. But the point here is to ponder over how to take care of those generations.

# A BRIEF PROFILE



**Saptarshi Roy**  
Executive Director (HR), NTPC

Mr. Saptarshi Roy is a graduate in Electrical Engineering from Visvesvaraya National Institute of Technology, Nagpur. His career spanning over 36 years encompasses the erection, commissioning and operation of power plants and human resource management. He has been instrumental in introducing various pioneering HR initiatives in areas such as talent acquisition, employee welfare, industrial relations, employee engagement, wages and pension. His outstanding contribution has been the takeover and turnaround of low performing power stations in the states of Odisha and Uttar Pradesh. His current position entails business planning, strategy formulation, enterprise risks assessment and apprising the Board of Directors about the company's risk profile on a regular basis, industry analysis and competitive benchmarking, brand management, providing strategic inputs to CMD and overseeing NTPC's performance management system. He also leads a team of World Energy Council - India (WEC - India) secretariat.

## Demographic Upheavals: Changing Role of HR

**W**hen we talk about challenges, the new millennials, GEN X, GEN Y, GEN Z, whatever name you coin, it brings in new flavour and complexity in terms of managing the talent within the organization. Here comes the role of HR in which they need to evolve as to how they deal with such new kind of imperatives which become very critical to the organization in order to actually take it forward. It is also necessary to still engage this talent in terms of growth of the organizations and of meeting individual expectations which are very diverse.

I would like to share the experiences of the organization in which I work – NTPC. I have worked in that organization for nearly 35 years. And like me, most of my colleagues have put in two and a half decades of their working in that particular organization. Meaning thereby that if I look at the organization, the average executive engagement of employment within the organization is more than 25 years. It is basically a power major utility engaged in generation of electricity, which is a requirement for each and every human being. Therefore its continuity, its sustainability, and undisrupted supply is also a major factor in dealing with this industry.

If you look at the kind of the organization, we have three distinct generations of workforce within the organization. Whatever name you may like to coin. I may say these three distinct generations of people come with different sets of patience under one roof. But the problem is that we being in a typical public sector, the traditional concept of dealing with people related issues have been largely driven by one size fits all approach. This is a challenge.

At the same time, for the people who are in the upper age bracket, pension is going to be a major concern. So these are the kind of diverse challenges with which we have to deal. So one size fits all approach needs to cater to different sections of workers, who have different aspirations within the organization.

If we talk about the millennials, one of the major issues is their retention in the organization. A recent study was done by Deloitte, which was conducted on 60 millennials and I was observing the findings from the Indian context. It was mentioned that given an option, 76% of the millennials of India would like to shift jobs within a span of two years' time. So that is the kind of task in terms of

retention, and organizations are really struggling as to how best they can retain these talents within the organization. But fortunately or unfortunately that is not the case with the public sector. Normally the attrition rate in organizations like NTPC is not even 1%. As I said, the executives in this organization are working for more than 25 years. It is not that if they are not satisfied and their expectations are not met, they will exit the organization. They will continue to be in the organization. At the same time posing new challenges for the organization, as to how best we can utilize them productively so that they can serve the purpose of the organization. That is the new imperative which perhaps is missing and may be beyond the comprehension of many of the new technology organizations.

We had this problem as we started this concept of providing urban facility in projects and stations. Typically our operations are mostly in remote locations, near coal-bedded stations and coal is available not in cities but in remote locations. So retaining these people at those remote locations is going to be a major challenge because most of them today come from the county's premier educational institutions (engineering and business). But after having an excellent training program, during which they are exposed to different talents and skills for different facets of business operations, they are placed into our projects, typically green fields where urban facilities are not available. And their expectation is that they should have access to the internet, be able to visit malls frequently and lead a quality life, which at those locations prove to be a big challenge. So whatever could be possible in terms of upgrading the physical facility, we have started with this initiative. But soon we realized that we can't create cities out of the remote corners. So any amount of efforts which has truly gone in terms of upgrading those physical facilities definitely falls short of their requirements and expectations. So what is the next thing that needs to be done?

Another major challenge we faced is that soon after these young new entrants joined and worked for few years, they get married obviously and their partners all were educated and working somewhere. Opportunity for them would largely exist in the cities and we don't offer those kinds of opportunities for employment of their spouses in our remote locations. So the next round of pressures normally built up is seeking transfers in those city



based on postings. We have very limited opportunities where we can accommodate. These are the kind of expectations of our new millennials who are younger employees, and then dissatisfaction starts. They start comparing. In their case the equity is not being meted out and so on and so forth. So one of the methods is work life balance. We don't have opportunities adequately available to offer employment to their spouses. As a Public Sector organization we are bounded by the rules and regulations. We just can't recruit at our own whims and fancies. So therefore we started new processes, wherein we experimented with the idea of keeping critical operating personnel because our power stations need to be operated 24x7 into 365. We developed a scheme wherein they work for two and a half months in the project and then go for 15 days leave, which is fully paid by the company. That is how this new experimentation has yielded tremendous amount of response from all these people. This is something that perhaps we had not attempted earlier.

Perhaps we had a lot of skepticism and apprehension before we put in this new system. But over a period of time, we found that these are some of the means, which perhaps could at least

mitigate those requirements like work life balance of our people, who are actually joining our workforce at a younger age. I think they see some kind of reason and value in that. That has been one of the major satisfying factors to deal with their expectations in such kind of remote locations.

So these are some of the live experiments which we have been practicing and are still evolving some kind of process because this experimentation or initiative is not enough. We really need to look into many more such innovative means by which we can largely meet their expectations. One of the needs which we will certainly be able to fulfill is their appetite and urge for learning and development and career and growth opportunities. That is something which we can offer. As an organization, we are trying to address these particular issues and place it before them to see some kind of value proposition into their association in our organization for a longer period of time.





## The Forces of Global Change: Reinventing HR

Changes in Digital Technology:  
Evolving New Organization

## The Forces of Global Change: Reinventing HR

There are multiple forces driving the demand to reorganize and redesign the institutions around the world. These forces are reshaping the world, the workforce, and work itself. Past few years have experienced unprecedented changes and uncertainty in different areas - politics, demographics, finance and economics. Such uncertainty has been augmented by changes like the Brexit, upcoming elections in the USA etc.

As per a Deloitte study, the rise of millennials, fast-moving global markets and digital disruption have forced companies to innovate rapidly, adapt their products and services, and stay closer than ever to local customers. This has prompted a resurgence of interest in business organization. Companies are decentralizing authority, moving toward product- and customer-centric organizations, and forming dynamic networks of highly empowered teams that communicate and coordinate activities in unique and powerful ways. The study states that the relative importance of digital HR and contingent workforce (gig economy) in India are also high when compared to other regions. This can be attributed to the growing digitally savvy and entrepreneurial Gen-Y workforce in India.

For HR, the implications of such changes can be profound. The sub themes in this topic will help us explore more.

### Changes in Digital Technology: Evolving New Organization

Digital technology is now everywhere, disrupting business models and radically changing the workplace and the way work is done. Technologies such as mobile devices, 3D printing, sensors, cognitive computing, and the Internet of Things are changing the way companies design, manufacture, and deliver almost every product and service, while digital disruption and social networking have changed the way organizations hire, manage, and support people.

Innovative companies are figuring out how to simplify and improve the work experience by applying the disciplines of design thinking and behavioral economics, embracing a new approach that we can call the “digital HR.” These organizations are integrating mobile and cloud technologies to build an app-based set of services designed to incorporate HR programs into an employee’s daily life. The barriers between work and personal life are dissolving through the use of mobile devices.

Integrated apps on mobile devices can deliver on-demand video learning to participants in a new project; send messages to a team when someone is running late for a meeting; monitor stress levels and recommend when it is time to take a break; and offer intelligent recommendations. This is the new vision for digital HR—integrating SMAC technologies to redefine the employee experience and make work easier, real-time, more productive, and more rewarding—while, we hope, improving work-life balance.

#### The all-digital world is changing how we live and work, leading to these questions:

- (i) How will HR help business leaders and employees shift to a “digital mind-set”—a digital way of managing, organizing, and leading change?
- (ii) How will HR itself revolutionize HR processes, systems, and organizations to adopt new digital platforms, apps, and ways of delivering HR services?
- (iii) How can we take advantage of location-aware mobile devices to make people more productive? Here is intense competition for talented Millennials, many of whom are less loyal to organizations than ever before.





# The Forces of Global Change: Reinventing HR

## CHENNAI



21 OCTOBER, 2016

THE RESIDENCY TOWERS

SIR THYAGARAYA ROAD, CHENNAI



# CHANGES IN DIGITAL TECHNOLOGY: EVOLVING NEW ORGANIZATION

Agenda
Welcome Address: <b>Dr. H Chaturvedi</b> , Director, Birla Institute of Management Technology (BIMTECH)
Theme Session: <b>Mr. Debabrat (Debu) Mishra</b> , Partner Human Capital – Deloitte Consulting
<b>Panel Discussion: “Changes in Digital Technology: Evolving New Organization”</b> - <b>Dr. Christina Augustine</b> , Director HR - Global Human Resources, VirtusaPolaris Corporation - <b>Mr. Ganapathi Subramanian</b> , Head HR, Sundaram Finance Ltd. - <b>Mr. Naveen S Pillai</b> , Head HR - National Sales and Marketing Division, TAFE - <b>Mr. Ramkumar Chandrasekaran</b> , Head HR - Chennai Region, Tata Consultancy Services - <b>Mr. Debabrat (Debu) Mishra</b> , Partner Human Capital - Deloitte Consulting (Moderator)
Vote of Thanks: <b>Mr. Kamal Singh</b> , Director General, NHRDN

# A BRIEF PROFILE



**Debabratt Mishra**

Consultant-Deloitte

Debu has over 25 years of consulting experience leading and delivering talent, leadership and performance solutions to global organizations. He manages the Organization Transformation and Talent service line within Deloitte India. His broad Human Capital experience includes consulting work across Leadership Assessment & Development, Organization Design, Organization Improvement, HR Service Delivery, HR technology, Talent Strategies and Strategic Change. His expertise & consulting focus include Organization Transformation, Leadership Development and Strategic Change. Apart from India, Debu has served clients internationally, including in the Middle East, Africa, China, USA and SE Asia.



## Changes in Digital Technology: Evolving New Organization

**W**hat HR needs is a big dosage of marketing experience with strategies. So if you want to win talents, you have to go out and make people come and work for you. You need to be a marketing Guru and not an HR Guru. That is because nobody will come and work for you if you don't sell them your dream.

So how is the world of HR changing? If you look at the previous period – during the 1990s, you will find that a lot of changes took place in automation. Many of the HR processes were automated as well. Organizations themselves got automated in terms of monitoring of timings – arrival and leaving – in the form of biometric attendance, etc. Inspectors appointed under The Shops and Establishment Act got boost due to this automation as earlier they were required to monitor these details physically. Similarly some of the relevant Acts and Policies were suitably amended and implemented.

After that was the era of integration. Companies that do not share and give information about them are likely to lose themselves in this race. The age of empowering has come up in its entirety, so you cannot just control what people decide on their role. So that is a huge paradigm shift that is happening.

Please look at how technology is changing with rapid pace. We moved ahead from physical servers and then went to web and finally went to cloud. It is important and if you do not know about cloud or are not involved in cloud computing, people will think that you are outdated. We have to make it accessible from anywhere.

There is one funny story which is of interest. There is one client of mine and he was asking me, "Do you allow Facebook access?" I said we don't. We are very strict about that and we don't want people wasting our time as well as theirs. And I asked him how much time people spend on Facebook access in spite of blocking it at work? He said, "We do spend a lot of time because we access it

on the mobile phone". So with all this mobile phone penetration, blocking access really doesn't work. So people will want to do it whenever they wish to and you will not be able to exercise control on it even if you wish to. So a lot of shift in the workplace and in the mindsets is coming through because the users are accustomed to changing their ways as per their interests.

We are partnering with APPLE to do something that is magical. We are helping people to work and live the way they prefer. So if you always indulge in your phone and do everything on your mobile, then the future lies in helping people to work using their mobile phones and using it as a device of your choice rather than opting for laptops, computers and desktops.

The next element is how much of status quo are you challenging? I love this quote from the founder of APPLE, Steve Jobs, and it says that the day we realize the world that we see around us – the system, the processes, the technology being designed by people who are smarter than you and me – we will realize the power is with us. And you will realize how much power you carry. So we are not supposed to just learn and do things as we are told. We can challenge the status quo and change and modify the terms, a change that is visibly perceived in the computers and mobile phones.

We at Deloitte run a system on which we can do performance appraisals every month. You will be surprised to know and note that we've more than 35000 employees in India alone. So we can do monthly appraisals for employees using technology and simplify them. The day and age of having annual appraisals have passed since then. Nobody bothers for this as these days careers are of three years. There are probably 30 or 36 appraisals of employees and that is because you can't wait for a year to tell somebody to do well. This will lead the company to lose its investment and individuals will lose interest. So how you are challenging your status quo is extremely important and a great challenge indeed.



Real time engagement and its evaluation are important. There seems to be a lot of explosion in the technology market. The learning market itself is changing. Whether the company runs on learning and development programs or the employees are learning on their own, whether you lose control over it or whether you actually make it feasible, is your choice. That's the kind of change that will happen.

The next element is about what is digital organization all about? It is all about real time fluidity and it is about continuous eco system and there are many other elements. So how much of DNA exists in HR functions is a point that we should ask ourselves. Deloitte is having a big space on this digital knowledge and you can get a lot of detailed information on the internet. Writing elongated e-mails is a cumbersome process; our grandfathers wrote it in two lines – smart enough. So what is our point of view on most of digital frontiers that are impacting our organizations? As part of our research we have found that organizations are focusing on the agenda for human capital on HR perspective. So we have a big opportunity as far as our consulting is concerned. People analytics is very simple; you don't need to hire any consultant and you don't need to create any platform; it is not rocket science.

I have a dream of how HR will recruit and assess the people. There are very interesting videos on how by using video technology and having simple closed circuit cameras, you can record videos and then you can do magnifications. We can amplify magnifications from the video. You can measure blood flow on the face which is not visible from naked eyes. It is a very simple procedure – algorithm. And you don't need a fancy camera for this. So imagine interviewing a person, and to check whether a person is lying or not, you actually have a 3-D technology which is available to you. You don't need to have smart people for recruitment. These easily available technologies will assess the people and give you a more accurate picture.

People analytics is going to be a very high and big agenda. Almost 77% of organizations are saying that. So this is market opportunity estimation for all of you. Meanwhile in India what's happening is that we have seen a lot of digital revolution in this country in the

recent past. You look at the Prime Minister's vision. We have Jan Dhan, Aadhar, Start-up India, and Digital India. So imagine if everything in this eco-system is going to start focusing on digital: you have 4G, fibre, satellite, and technology innovations. We can also see digital wallet. So we are working with the government and working on some government plans for making the postman or Dak Sewak to deliver banking service to reach to the door steps of rural customers. What is the effective solution for that? Of course, it is Digital. You need to enable them to do all of this with a simple interface.

It took my mother-in-law one day to learn how to use a smart phone. And it typically took time for any human being. My 2-year niece uses i-pad and smart phone much faster than I do. So if you allow people to improve their learning ability by making it digital, then they will learn much faster than anything else. And that is the example for Indian Post. The postmen and dak sewaks are actually going to be part of the banking processes.

So lots of these changes are happening in India and it is a big opportunity for us to reinvent HR systems and practices from that perspective. It is extremely important because we have so many people. Another fact is that we are also one of the fastest growing nations in this region and fastest growing with GDP, and our country is an important business hub for the world for its cheapest labour force but we are prone to overuse this factor of production extensively. People are in plenty and the market will not find difficulty in finding more people than what you need and Economics is working in our favor. So we don't want to focus our attention on people and labour. But if we do, we will get better returns on our investments. Therefore it becomes extremely important for us to get India smarter on labour effectiveness and activity, efficiency, goal achieving, and the only way to do that is to do more analytical studies. My personal viewpoint is that digitization has made our life better and comfortable than what it was earlier.

# A BRIEF PROFILE



**Naveen S Pillai**

*Head HR - National Sales and Marketing Division, TAFE*

Mr. Pillai has about 16 years of experience as an HR Generalist in the automobile, telecommunication and media sectors. His responsibilities include Strategic HR and Operational roles in national and regional capacities. He has a master's degree in Personnel Management and Industrial Relations and a rich experience of working extensively with business functions as the HR process owner and business partner. In his present role he is responsible for Talent Resourcing, Management, Engagement and Capability Building across the business function.



## Changes in Digital Technology: Evolving New Organization

**H**R practices are subject to change under different sectors. When we were in corporate area, I used to get instant gratification and feedback on employees' performance. We have done all the functions in automated version and then we moved into digital mode in order to see how our guys will take it up. One of the things we have seen is pseudo-meter and it is very common nowadays on all platforms under use.

The years 2010-11 and 2011-12 saw mobile revenue go up because of digital and location based services. It was a healthy step that led to many new ideas in new mobile space. In 2012, we wanted to get into something like having intra-mail web page and we wanted to have much more robust web page for on-the-spot jamming sessions. With adequate feedback and quorums, it took less than six months to convince management and senior board members across the organizations to have this integrated entry into workplaces. So this is one of the ways how constant change in the organization takes place. Because when you talk about digital, it has to be very contextual. It cannot be that somebody is doing something and we want to copy it. I think what we realize from this is that it is important to have contextual condition and we need to understand the cultural differences and introduce the system accordingly and not get entangled into the entire gamut of things here. We need to do things which will help us and take it to the next level.

Coming back to the organizational context, here we basically cater to the farming sector. Mobiles have reached them as customers, but probably not. We have done automation and we have reached our goals and most of our processes have worked out. But how much and how long we should have to go, will be the question of HR.

Second is the impact of all those on the work of HR. I think we need to realize this as we have done a great deal for our own creative space, and because it needs constant engagement. Because

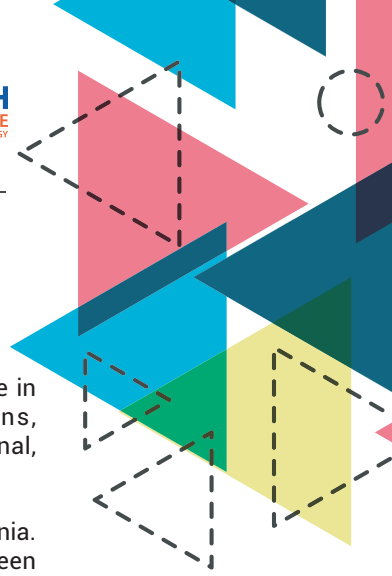
when you take away mundane activities and make it automatic and digital, it throws a lot of space into the employee, the manager and the HR. So how will you then become very specifically engaging with those individuals? IDPs will have to be little more rationalized and more personalized because this is where the platform is opened. Learning is open and the employee does his job, but he does not know how to do career planning. So then what does the HR person do? Do we take it a little further and come out with offerings which are very selective and very personalized?

Third is about the content. I think we, in the HR arena, shy away from taking the bull by the horns. We find ourselves struggling and wanting to go into digital mode, when we talk digital. Because the push-back would be there given the context in which we operate. But strength and efficiency in this can push back the organizations and these are few tips that I fully endorse as the way forward.

I never worked as a recruiter. I only do 30% of the job and so that is the way forward for HR. It is better to be a generalist and attend to particular functions. But having said that, the time, the space and the areas that are eaten up by softwares like chatbots and Ammy in the field of HR, is the space where professionals should step in and they should understand the talent of each individual and realize how they work with talents and skills that are required by particular jobs. They have to ensure that there is faster growth in this sector.

Today it is about instant promotions and faster movements as millennials are coming in. Most of our conditions are structural and productive. There are different parameters under different dimensions. We cannot give everything to everybody.

I believe the HR element will be very important there, because we still talk to the person and understand his emotions, perceptions and attitudes, value systems, and potential, etc.



# A BRIEF PROFILE



**Ganapathi Subramanian**

Head - HR, Sundaram Finance Ltd.

A Commerce Graduate with a Post Graduate degree in Personnel Management & Industrial Relations, Ganapathi wears many hats - an HR professional, Motivational speaker and talent developer.

Ganapathi has worked for organizations like TVS, PepsiCo and Britannia. He has rich experience in setting up HR systems and has been instrumental in setting up innovative HR strategies in recruitment, training and employee engagement. He was recognized by PepsiCo and Britannia for his HR Excellence and awarded by Madras Management Association for his contribution in the field of HR. He was honoured as one of the 100 Most Talented Global HR Leaders by World HRD Congress during 2015 at Mumbai.

An avid speaker, he lectures at various forums including B-Schools. His interests include behavioural sciences, writing poems, short stories and reading management books during his free time.



**T**he HR is becoming like a mobile device, being introduced for the sake of communication and now mobile device does everything. Being digital in HR for me is getting more focused in helping the business by being an active business partner and working closely with the organization's leaders, making the right choice and taking the right decision timely. All the operational issues are solved from digitalized solutions. It gives a lot of insights about high performing talent and what to do in terms of engaging them. What we should do in terms of developing those future leaders is where digital helps. And HR also will get helped by this in terms of more time to work with full focus and with the top leaders.

Despite the digital increase, I definitely don't see a situation where employees won't exist. The digital world can support in Artificial Intelligence and comprehend the levels of stress and fatigue and mood and emotions among humans, but at the end of the day you would want to meet face-to-face. And this human and personal touch will always continue. For example, my daughter listens to stories on YouTube but she will enjoy it more when her grandmother narrates her the stories. It's about being human and establishing that human touch. So, I will say, HR professionals and HR profession will continue to be leaders to touch the nerves of people. A few up-scaling or upgrading will be required and that might take away a few regular jobs, but HR is here to stay.

## Changes in Digital Technology: Evolving New Organization

# A BRIEF PROFILE



**Ramkumar Chandrasekaran**

Head HR - Chennai Region, Tata Consultancy Services

An MBA from Pondicherry University, Mr. Ramkumar is also a Gold Medalist in Constitutional Law. He is also a certified Compensation Professional from World at Work Institute, USA and a Global Professional in Human Resources. With an experience spanning 16 years, Mr. Ramkumar has worked across multiple geographies and multiple roles in Retail and TTH business vertical, RMG North America, West Coast Operations Santa Clara USA, Cholamandalam Investments and TCS. Current serving member of CII subcommittee on skill development.

**A** couple of years back there was this personal assistant that was introduced by the name Siri. Since then a huge amount of improvement has been made to Siri. And next is Google's Allo. Then there is a company called Dew. It was founded by people who founded Siri. They sold it to Apple. The new company Dew is multiple times improvement of Siri. Samsung acquired it for billions of dollars and Samsung will bring its own version with Dew, with whatever name they call. So there is a revolution in personal assistance wherein various kinds of non-existing scenarios would be put together and which will provide help with artificial intelligence. So there is explosion in the personal assistance system.

The mainstream India has praised this much. Suppose I met XYZ and want to take forward our discussions sometime later. So I can tell my personal assistance system "Ammy" to connect with XYZ

for some chat. So Ammy will search XYZ's e-mail id and send a mail to XYZ, and check for appropriate time. Then it will check both our calendars and fix up the right time. Then if it is going to be at a restaurant, it will then contact the restaurant to fix up the meeting at the restaurant, and then send the reminders. The point is that it is so good that XYZ will not realize that he/she is chatting with a software program. So that is the chatbot technology.

We have made progress by leaps and bounds in terms of advancement. But what does it mean for HR? There is a long list of exotic products to be implemented in various organizations. 60% of the organizations are not looking for personal assistants and these 60% of companies are actually recruiting companies. They won't use Ammy and fire all the recruiters. So what does a recruiter do? Asks the prospective candidates some basic questions and shortlists the names of candidates based on the

responses and profiles. Then contacts the hiring managers and fixes up interviews, finalizes results and forwards it to the next person. Ammy will do all these things. So anybody, who is doing recruitments or running a recruitment agency, will have a real big threat in the next two years from now. And we are developing products which I think has helped HR. There are a large number of companies where people travel across the world. For any policy related queries, they can call the concerned person and they will answer, or they can send an email. This kind of huge work will get settled smoothly. In six months time HR assistants will be gone. It will be a chatbot and you can chat with this chatbot. If any query is posed, it will immediately check the database and respond in micro seconds. We are working on a mentoring tool for HR. So the point is that there is deep learning and other huge technologies which you will never be able to scale. We had started this last year and found there is a huge explosion in this technology.

So in future how this huge revolution in technology is going to impact HR? HR operation personnel and anything under HR operations will have to face threats very soon. Anything that is basically an operation under HR system will be done by software programs. In a couple of years from now, manufacturers like us will sell such products to you at really cheap price that will take care of most of your HR needs. The next category includes coaching and mentoring process, training and leadership development programs and this involves high threshold of learning. When you evaluate the future of HR practices and processes, around 90% of practices and processes of HR belong to the first two categories. There is no reason to worry. Quickly move into these two categories as there are lots of areas in these two categories. There is a lot of scope in HR for us to add to this system.

## Changes in Digital Technology: Evolving New Organization

### A BRIEF PROFILE



**Dr. Christina Augustine**

*Director HR-Global Human Resources, VirtusaPolaris Corporation*

With a PhD in Applied Psychology and expertise in leading Digital HR and OD domains, she is a proficient Global HR leader with 18 years of experience in leading HR in diverse industries and capacities (IT, Telecom, FMCG & Health Care).

She has been honored as one of the top 25 most innovative HR Tech Leaders in Asia Pacific HRM and has won a National award entitled "Indira Super Achiever" in HR Excellence. She was recognized as Chair and Judge for the Stevies International Business Award and Great Employers platform. A pioneer in winning distinguished International HR accolades and Business platforms, she is the President of Women of Virtusa, a Diversity and Inclusion initiative.

A certified Coach, from NFNLP, USA; and as NGM@Maxis (Harvard Business School-Maxis Telecom, Malaysia), she is trained in Transactional Analysis with ITAA (International Transactional Analysis Association) and the Adlerian approach. She has been a key player in International research forums and management schools contributing HR, and has published several scientific papers.

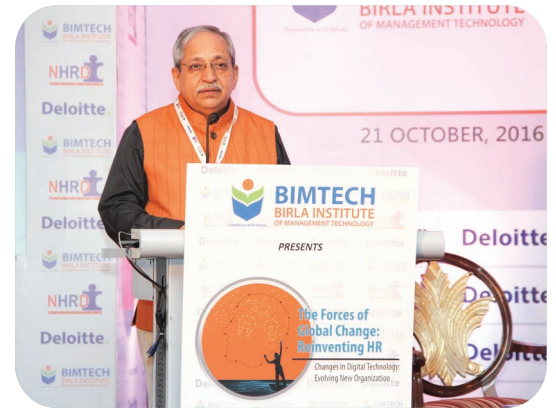
Besides this she is also a Therapist and Mentor specialized in counseling and psychotherapy; an HR evangelist and international keynote speaker through TV Shows, Social Forums, Print and other media. Her buzzing TV shows "Enna Seivadhu?" and "Kelviyum Doctorum" are a good family treat. Youth reach, Community, Social work and Evangelism are her other exciting areas of interest.

In my opinion, being digital is much more important than going digital or implementing digital or using digital. We should go back to the period of 1990, which is a peeking period and when the automation mode cracked up. We thought operational tasks and recurring activities, are to be automated as these were the key areas to salvage the costs. So change will happen but this transition will not be radical. The first thing is that we need to realize the option of rudimentary acceptance. And then secondly, there should be HR rescaling. So companies should concentrate on how quickly it can be rescaled.

The concentration needs to be on technology enhancement and then people should have the acumen for numbers and statistics. For new recruitment, we should be hiring people who excel in data analytics, statistics, etc. For existing employees, umbrellas for rescaling to future new roles should be thought of. The skill enhancement and roles need to be tailored as per the organization's needs. The earlier terminologies like HR-Finance or Finance-HR have now changed to HR data scientists, HR chief data officers, etc. These new roles should be tailored according to your system.

HR would not be completely sidelined but we will be lean and smart HR. That means we would see the percentage of recurring transactional activities that will be shelved to bring in much more efficient mode as it is really available. You can understand that by these analogies. If I have the immediacy of Uber, experience like Twitter, visibility like Facebook, I would accept them. These experiences can be catapulted within the ones set up. These days WhatsApp group is the more in-thing than even Email. The big world will crackle up; you will see through the wall and we all should be prepared for this.

HR mindshare now should think on what kind of new structure and design will work. Today if someone can directly speak to the CEO then we can't stick to a box approach anymore as the structure has stumbled upon and it is not linear anymore. Leadership models and structures will change and the HR should bring in this change to be effective.





# The Forces of Global Change: Reinventing HR

New Social Contracts: Restructuring Culture and Employee Engagement

## The Forces of Global Change: Reinventing HR

There are multiple forces driving the demand to reorganize and redesign the institutions around the world. These forces are reshaping the world, the workforce, and work itself. Past few years have experienced unprecedented changes and uncertainty in different areas - politics, demographics, finance and economics. Such uncertainty has been augmented by changes like the Brexit, upcoming elections in the USA etc. As per a Deloitte study, the rise of millennials, fast-moving global markets and digital disruption have forced companies to innovate rapidly, adapt their products and services, and stay closer than ever to local customers. This has prompted a resurgence of interest in business organization. Companies are decentralizing authority, moving toward product- and customer-centric organizations, and forming dynamic networks of highly empowered teams that communicate and coordinate activities in unique and powerful ways. The study states that the relative importance of digital HR and contingent workforce (gig economy) in India are also high when compared to other regions. This can be attributed to the growing digitally savvy and entrepreneurial Gen-Y workforce in India. For HR, the implications of such changes can be profound. The sub themes in this topic will help us explore more.

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

Culture serves to bind people together and helps people communicate and collaborate. A new social contract is developing between companies and workers, driving major changes in the employer employee relationship. The days when a majority of workers could expect to spend a career moving up the ladder at one company are over. Young people anticipate working for many employers and demand an enriching experience at every stage. This leads to expectations for rapid career growth, a compelling and flexible workplace, and a sense of mission and purpose at work. Today, contingent, contract, and part-time workers make up almost one-third of the workforce, yet many companies lack the HR practices, culture, or leadership support to manage and engage this new workforce.

Three years ago, Deloitte introduced the concept of the open talent economy, predicting that new labour models – on and off the balance sheet – would become increasingly important sources of talent. Today, they are. Companies in all sectors – from transportation to business services – are tapping into freelance workers as a regular, manageable part of their workforces. Cost structure is one factor driving this trend, with some companies opting to pay purchase orders instead of salaries. The availability of talent is another factor; data scientists, for example, may not be willing to move to a company's remote headquarters but could be engaged remotely and temporarily.

This is giving rise to a new organizational model – a “network of teams” in which companies build and empower teams to work on specific business projects and challenges. Professionals come together to tackle projects, then disbanding and moving on to new assignments once the project is complete. The nature of careers is also changing. Companies used to invest heavily in employees with the intention of keeping them for decades and seeing them grow and contribute for the foreseeable future. Today, because employees change jobs more rapidly, employers must provide development more quickly, move people more regularly, provide continuous cycles of promotion, and give employees more tools to manage their own careers.

**This new structure leading to a cultural change, consequently, has sweeping implications forcing programs such as leadership development, performance management, learning, and career progression to adapt, leading to following questions:**

- (i) Who, where, and what is the workforce?
- (ii) How can a business manage talent effectively when many, or even most, of its people may not actually be its employees?
- (iii) How can this new organizational model impact and change the culture and employee engagement?





**The Forces of  
Global Change:  
Reinventing HR**

**MUMBAI**



13 JANUARY, 2017

HOTEL TRIDENT

BANDRA KURLA, MUMBAI

## **NEW SOCIAL CONTRACTS: RESTRUCTURING CULTURE AND EMPLOYEE ENGAGEMENT**



### **Agenda**

Welcome Address: **Dr. H Chaturvedi**, Director, Birla Institute of Management Technology (BIMTECH)

Theme Session: **Mr. S V Nathan**, Chief Talent Officer, Deloitte India

Panel Discussion: “New Social Contracts: Restructuring Culture and Employee Engagement”

- **Mr. Ashwani Prashara**, Head HR & IR – Group Manufacturing Services, Reliance Industries Ltd.
- **Mr. K Ramkumar**, National President, NHRDN
- **Mr. Rajeev Dubey**, Group President (HR & Corporate Services) & CEO (After Market Sector), Member of the Group Executive Board, Mahindra & Mahindra
- **Dr. Ritu Anand**, VP and Deputy Global Head-HR, TCS
- **Prof. S Parasuraman**, Director, TISS
- **Mr. Sudhanshu Tripathi**, Group Head – HR, Hinduja Group
- **Mr. S V Nathan**, Partner & Chief Talent Officer, Deloitte India (Moderator & Presenter)

Vote of Thanks: **Mr. Kamal Singh**, Director General, NHRDN

## New Social Contracts: Restructuring Culture and Employee Engagement

**S.V. Nathan**

Partner and Chief Talent Officer, Deloitte India



In an organization, culture and engagement, rest on its ability to reshape and create value for its people. The companies today are beginning to adopt new models, social contracts, one which demands and expects people from very diverse backgrounds. A multi-generational, mobile workforce, requires a more flexible and employee-centric work environment. Some companies have done a lot in this area and there are some companies who are yet to join the bandwagon.

So people are there at different stages at this point of time. Across organizations, industries, geographies, there is a new socio- and work contract that is emerging. Today HR needs to shift its gears to address these. Today's organizations are living in a glass door era. Anything that is done is open to the public. We can see a lot of that in the newspapers.

Every corporate decision is immediately out in the public, the world at large. Anything you do is available. Today, with social media being what it is, companies and organizations start looking at this little more carefully. An organization's culture is increasingly visible for the world to see, given the harsh spotlight with new transparency. An organization's culture can become a key in being a competitive advantage or, on the other hand, it can become an Achilles' heel as well. So culture and engagement are two crucial business issues for all of us to debate upon.

What do we mean by culture? Culture is belief in action and if there is a set of beliefs an organization holds with some experience. That is all about culture. According to George Burtson of Deloitte, culture is a set of behaviours, values, artifacts, reward systems, and rituals that make up an organization. You can feel the taste and elixir of culture when often it is evident in the way people behave, in the kind of enthusiasm that they show and the space itself in an organization.

When Napoleon was in Paris in a room with all his generals around the table, discussing how to attack Russia, it was his strategy. So what made millions of men to march to Moscow, was their engagement and culture.

Companies with strong positive culture are now most in demand. So the culture winners are the winners who have competitive advantage. You can take anything and everything from a company but it is very difficult to rob a company of its culture. You can take lots of people away from the organization but it is very difficult to replicate the culture of another organization.

Culture and engagement are no longer topics which are really discussed and owned by HR, but they are getting increasingly owned by the business leaders. And it is imperative for every organization and its executives to look at what is it for me and how do I contribute to the culture. It is said that an engaged employee can contribute almost 40% more to an organization than a person who is an average employee. And today there could be a lot of employees who have potentially resigned and continued to stay in the organization. They could be disengaged employees. It is also said that companies with engaged employees out-performed those without employee engagement by almost 200%. As per an NHPR article, disengaged employees have more absenteeism by 40%, 49% more accidents, 60% more errors and defiance and there are umpteen studies which talk about these. So although culture and engagement play such a crucial role in business performance, most organizations do inadequate jobs of trying to gauge what their culture is.

All business leaders need to effectively collaborate to understand the culture in any organization and define engagement in the way they wish. The world is also changing. What I thought was my values are very different from the kinds of value that they imagine and hope. But the good thing to do is to follow some ground rules in which there should be no change.

I was told a story of interest by my father many years ago. Once it so happened that we were both flying the kite. And in flying the kite it was ascending in the air and I told my Dad, "Dad, the string holds the kite and if you let go of the string then by chance you might find the kite would ascend to go up further." My Dad didn't waste the moment. He just snipped the thread and instantly I found that the kite started to go up a little bit. Then within moments, the kite went down and my Dad said something to me. He said that values hold a family together and that is what the string does. Similar is the case with an organization with its values.





## New Social Contracts: Restructuring Culture and Employee Engagement



### A BRIEF PROFILE



**Ashwani Prashara**

Head HR & IR - Group Manufacturing Services, Reliance Industries Ltd.

Mr. Prashara is an HR leader with over 29 years of global experience across the entire gamut of HR activities with expertise in driving HR Transformation initiatives, Change Management, HR Capability Building and Industrial Relations. He is currently heading HR for the Manufacturing, Project Management (EPC), Technology and R&D verticals at Reliance.

In terms of redefining the social contracts, restructuring the culture, employee engagement, and so on, before we go there, let us just reflect back on the year that is gone by and a lot of things that happened. We had BREXIT against the EU, the US has Donald Trump as its President, and India has demonetized its currency. So a lot of people say it is a VUCA world. I would say it has been totally disrupted and in the disruptive world, organizations got disrupted too.

The first thing to be disruptive in the organization is the technology. So, in other words, technology is going to disrupt the organizations and the second is going to be the HR function. Culture and engagement are going to be the most disrupted functions among all other HR functions in any corporation. Culture is the way you define how you work with each other. If expectations are not set, it would evolve very quickly. If you would think about culture for instance, we are going to see a paradigm change. My mind is also on that, instead of culture being driven top-down, as we see in most of the top organizations.

As far as engagement goes, so far we have been used to having annual engagement surveys. Then we will track what is the engagement score. How are we doing in the engagement front? When should we start doing things top-down with somebody and figure out where we are? So we didn't want to use the annual cycle for the engagement survey. We think we are going to see another paradigm change. Engagement is going to be the daily affair, if not an hourly affair.

Imagine in another 5-10-20 years from now, you had a mood meter of people coming into work. And you were able to gauge whether a person is coming into the office with a smile, or a sad face. I think it is virtually going to be hour-by-hour, minute to minute engagement strategy. The price of disengaged employees is more significant and corporations will need to do more and more on the engagement front. It is an exciting time and this entire time we are going to see disrupted HR functions. The function is going to be disrupted in the sense that the technology is going to be overbearing in terms of enlightening or delighting the employee per se and in terms of being leveraged to anything and everything that is for us. But connect with the heart cannot go away if you need stay. That is really the meaning of disruption. I believe that very soon we are going to see dramatic shifts in the HR functions.



**“ Culture is the way you define how you work with each other. If expectations are not set, it would evolve very quickly. If you would think about culture for instance, we are going to see a paradigm change. Culture and engagement are going to be the most disrupted functions among all other HR functions in any corporation. ”**

# A BRIEF PROFILE



**K Ramkumar**  
National President, NHRDN

Mr. K Ramkumar is the founder of Leadership Centre, an organisation dedicated to building world class thought and practise in the domain of Leadership Consulting, Research and Development. He retired as the Executive Director on the Board of ICICI Bank. He was on the Boards of ICICI Prudential Life Insurance and ICICI Ventures. Prior to his retirement he was the President of ICICI Foundation, ICICI Groups CSR arm. Ram, as he likes to be called, has worked for Hindustan Aeronautics Ltd, Hindustan Unilever Ltd and ICI prior to his 15 years long innings at ICICI Bank.

Ram has published his first book titled, "Leveraging Human Capital: A Practitioner's Perspective" published by McGraw Hill Education Pvt Ltd.



## New Social Contracts: Restructuring Culture and Employee Engagement

Actually see people in authority adopt double speak and that creates and has consistently created confusion in the minds of people. In every organization and in every institution for the last 5500 years, moving into civilization, there have always been culture keepers. It is extraordinarily difficult for you to build culture bottom-up.

So it is a utopia that for centuries we have believed that somehow the powerless will drive while the powerful will listen and cultures will be shaped bottom-up. I am not saying it is right; that is not my argument. The argument is the extraordinary degree of hypocrisy and double speak by people in power to make the people who don't have the power to believe that they indeed can shape the culture, and repeatedly disappoint them. And thereby deal with every culture shaper who tries to do it, and as a revolutionary either you kill him or you take him out of the system. So I don't see that change.

And there is this odd person, odd group, that once in a while finds ways to depose the culture keepers and acquire the right to redefine the culture. It does happen and it takes extraordinary degree of courage, for example Iron Sharmila. You may come back and say she gave up fasting; you fast for those number of years, and thereafter you see what it means. So the equivalents to Iron Sharmila are there in every part of the institutions, not only in the corporate world but everywhere. It is difficult. It is not easy. It is not process-driven.

The second point is that I find an extraordinary degree of disconnect when people speak these two in the same breath. We talk about analytics and we talk about deep engagement. I find it extremely contradictory. You don't use numbers or research to find out how your wife and children feel or how your parents feel. So more and more we end the 'speaking' trend and personal connect and keep reflecting on WhatsApp. You feel the pulse of the company not by numbers. You feel the pulse of the company by

going out, meeting people, talking to them and engaging them and touching them as human beings.

There is a lovely program on CNN called Messy Truths. In Michigan, one of the pastors was asked what is it that happened, due to which Hillary Clinton lost her election in such a bad manner. The pastor said that data don't vote. If you want votes, you don't do polls. You come and meet people and you ask for votes. They give you votes.

So he said in America, people thought data votes. And eventually data voted the other way round and not to the people who thought of winning the votes. So if the American elections are not examples for us that whatever claims researchers can make, for us to be able to predict human moods, human behaviour, and how human beings would act, not what they say when you ask them on a survey, and finally how they would act, and if we believe in the data and want to run institutions on the basis of only the data, sitting in our offices like more and more HR people are doing before their computers, I have a serious problem about what will happen to new social contracts. My HR is that you are on the field 90% of the time; you are speaking to people, and you are not answering e-mails.

The last point which I want to make is that most of the people coming into institutions now are from a single child household. We need to re-imagine our workplaces which have the majority of the people from single child households; for that I don't think many of us are applying our minds. But I believe it is a big challenge to be able to engage, irrespective of which economic strata this child comes from. To put the child in collectivity and expect the child to be able to display behaviour which collectivity demands, we have to apply our mind on it. And I think these problems cannot be solved by surveys and systems. I am a pro-technology guy, but I don't believe in the move.



# A BRIEF PROFILE



## Sudhanshu Tripathi

Group Head - HR, Hinduja Group

Sudhanshu Tripathi is a senior HR professional with over 33 years work experience, of which over 18 years is at leadership level (Company and Group HR head). He is a strategic HR thinker with a business focused, hands-on approach. At leadership level, he has worked in Telecom, IT, Engineering, Steel, Power, Financial Services, Media and other diversified domains and brings a strong understanding of Business Operations to HR. He specializes in large and group level entities, having worked entirely in Large and Diversified multi-location organizations.



Besides shaping Hinduja Group's Human Capital Strategy and its execution, his responsibilities include supporting Group Companies' Board of Directors on Strategic Leadership and Value Creation. Furthermore, he facilitates common governance processes for Group Companies' boards and its committees and is personally accountable for defining Nomination Remuneration Committee charter and framework and their implementation for all Hinduja Group Companies. He serves as a member of Board of Directors for the following companies: Hinduja Ventures Limited; Hinduja Leyland Finance Limited; Hinduja Foundries Limited; Ashley Aviation Limited.

An Electrical Engineer and an MBA from XLRI, prior to joining Hinduja Group, Mr. Tripathi worked with Essar Group, Reliance Communications, Usha Martin Group and Tata Steel, at various levels.

He has received many awards, the most recent one being Business World Award for outstanding contribution to the field of HR. He has been a Member of Eastern Regional Council, AIMA and is also associated with FICCI, EFI and Rotary Club. He has taught at XLRI, Indian Institute of Coal Management and other Management Schools as Visiting Faculty.

## New Social Contracts: Restructuring Culture and Employee Engagement

**T**o me engagement is the total outcome of the employees' identification with the organization's purpose and being and his feelings that he has a role to play. And we can do all kinds of models around that. Employees feel engaged when they identify with their organizations' values and principles, not as espoused by very nice looking words and posters, but what they see being practiced and lived on a day-to-day basis. Culture is multifaceted. The culture is a cause and culture is also an effect. I used to work in the largest corporate in the country some time back, and I had once an opportunity to speak to the most powerful corporate lieutenant and he wanted me to work on the culture and I said, "But Sir, culture is an output. How can I work on that? There are a few things we need to do which will give us a kind of culture".

But having said that, there are two dimensions of culture. Culture is impacted by the leader, but culture is also what is called civilization. And it is not that a leader comes and overnight he changes the culture. He also comes and internalizes the culture that exists. Any change that we want to do in an ongoing organization requires a lot of clarity, effort, perseverance and time, and has good chances of failure also. So in this complex kind of scenario, what are the few simple powerful things that can act as a guiding beacon to us?

I have some very clear cut values and those values cannot be very fancy sounding values. They are values which resonate within an individual. And to me those values are words like trust, dignity, respect, transparency, accountability for everyone; and preaching

what you practice. These things are interpreted differently in different contexts but these are the common themes. I sit in an organization which is a diversified conglomerate, but I importantly believe in decentralizing power and authority.

So those who know where I work, they know us more by our companies and our leaders rather than our group and the leaders and we do it consciously. And in order to do that we still need to have common threads around. We strongly believe that these common threads are through these values. Somehow or the other, those values are the values that we hold dear. Those values are the values that we practice in all the methods we have to reach out to all those people.

Last point that I want to make is that any organization that exists, and I am focusing on the leadership part because that is the area with which I am familiar. So for us, cultural fit is an absolute must when we hire. For me even the most successful, most capable, most intelligent person, who is not culturally fit to be in my organization, is not of much value, because the disruptive power of our leader can be devastating to the organization.

So these are the basic things I believe in and I practice and I believe that if these things are done, you would have not only a good culture but you have a culture with flexibility and good engagement, which is simple but powerful. And your engagement doesn't start by talking to employees but by letting the employee observe what you do on a day to day basis.

# A BRIEF PROFILE



## Rajeev Dubey

*Group President (HR & Corporate Services) & CEO (After Market Sector), Member of the Group Executive Board, Mahindra & Mahindra*

A multi-faceted leader, Rajeev Dubey is President of Group HR, tasked with building a global workforce and translating latent potential of employees into world-class performance. To this end, Rajeev created and continues to lead the Mahindra Leadership University, which incubates and develops our innovative global workforce. As head of the after-market sector, he endeavours to create a world class and India's largest pre-owned cars and services business.

An actor and theatre artiste, Rajeev applies creativity and strategic expertise gleaned from his experience in the corporate sector. Rajeev's other key focus areas include corporate communications, government relations and corporate infrastructure services. In addition to being the President of the Aftermarket sector, he also serves as the Chairman of Mahindra Insurance Brokers and Mahindra First Choice Services, and is on the boards of several Group companies.

As the Chairman of the Group CSR Council and the Corporate Governance Cell, one of Rajeev's key directives is to ensure a responsible, sustainable Mahindra. He's also a member of the Group Sustainability Council, the Governing Council of the Mahindra Institute of Quality, and the Governing Board of Mahindra École Centrale. Rajeev joined Mahindra after spending 29 years in the Tata Group. He is an alumnus of the Yale School of Management, Connecticut, USA and St. Stephen's College, New Delhi.

As an actor and voiceover artist to boot, Rajeev has been involved in theatre and has acted in numerous TV and radio plays over the years, working with professional theatre groups in Delhi and Kolkata.

## New Social Contracts: Restructuring Culture and Employee Engagement

I believe that in this age of disruption, the given strategy, structure, practices, matrices, all of them are necessary. But what will really make the difference is how passionate employees are. And passion, I believe, comes from two sources. One is meaning; what is the meaning that a person gets from his work. And the second one is from the empowerment. So I would like to make a case for creating a culture and it should be the culture which creates passionate employees through meaning and empowerment.

It is much easier to engage employees when the situation is tough, by involving them in finding the solution. It is relatively much more difficult to engage people when things are right and smooth. For example, I was running a company called Tata Metallics for four years and it was a loss-making company. And it was so easy to create an ownership because people were so upset and dissatisfied with what was going on. People learnt to work together as there was a common goal, a vision, as people wanted to change and that was because we all wanted to keep our jobs. Of course, that comes only with a leadership that doesn't interfere in the process.

When things are easy, and there is nothing to hit your next meal, it is much more difficult to engage people. Then, it requires more passion and pro-activeness. It requires a skill to engage people when things are going good as one needs to create a dream. Passion is very important to be a disruptive company.





# New Social Contracts: Restructuring Culture and Employee Engagement



## A BRIEF PROFILE



**Prof. S Parasuraman**  
Director, TISS

Prof. S Parasuraman has over 25 years of experience as a teacher, trainer, activist, administrator and development worker. Prof. Parasuraman enjoys working in challenging social, political and physical environments. He has always liked to be part of a larger team and has the rare ability to work in a multi-cultural and multi-disciplinary team.

His specific skills lie in: Establishing and nurturing institutions; Facilitating capacity-building on rights-based approach to development; Contributing to team building, conflict resolution, professional and personal development of staff at all levels in the organisations served and Managing complex programmes spread across large regions.

Prof. Parasuraman has held key positions during his career as Director (Vice-Chancellor), Tata Institute of Social Sciences; Senior Advisor to the United Nations Human Rights Commission, UNESCAP, Bangkok, Thailand (responsible for auditing all specialised UN organisations have been programming development work in rights framework in countries in Asia region); Asia Regional Policy Director, ActionAid International, Asia Regional Office, Bangkok, Thailand; Team Leader of the Secretariat and Senior Advisor to the Commission, World Commission on Dams; Programme Director, Oxfam GB, India Programme, New Delhi; Professor and Head of Unit for Rural Studies, TISS; Reader in Social Sciences, TISS; Visiting Senior Fellow, Institute of Social Studies (ISS, TheHague); Lecturer, Unit for Child & Youth Research, TISS.

Prof. Parasuraman has over 50 publications in the form of articles in international and national journals, books and research reports. He was awarded the Bharat Shreshtha Acharya Award 2012 by MIT, Pune.



It seems that we are now ready for de-globalization. All that was built in the last 30 years in terms of integrating the world will have to be dismantled. I don't know whether HR will be needed at all; whether HR will be meaningful at all in the days to come, fundamentally because of the way technology is replacing people. More and more people are being put out of work; neither are they needed to work in the economy nor by the society. And what you are dealing with at this point in time and in the coming days will be a very small fraction of people who contribute to your production process, because most of them are out of your range.

This is where I will see the coming era as an era between World War I and II, where much of the deglobalization took place and thereby economic paradigm got redefined; it is going to be an extremely disruptive process. And it is disruptive fundamentally because in the world about 62 individuals possess 50% of all the wealth. Now you cannot have such a concentration of wealth. Only 1% of the whole population is accounting for 90% of the world's wealth. So we have created a context whereby people are irrelevant. Some people get paid abnormally at the cost of displacing a whole lot of people and that is not the sort of process where societies can survive. So we are entering a phase whereby we are going to see a whole lot of bloodshed. The organized sector is going to become irrelevant because they don't care for the unorganized. Donald Trump won because he said that he is going to bring back from China and India. De-globalization is going to be similar to climate change. Climate change is going to have very unintended consequences also and we need to be prepared for that process in the context of de-globalization as well.



# A BRIEF PROFILE



**Dr. Ritu Anand**

VP and Deputy Global Head-HR, TCS

Dr. Ritu Anand is a pioneer in the field of Human Resources with a career spanning 25+ years. She is currently Deputy Head, Global HR, and Head, Talent Management at Tata Consultancy Services. She spearheads TCS' Workplace Diversity initiative and is a member of the Group Diversity Council and the HR Steering Committee at the Tata Group.

Her various advisory roles include: Member of Worldwide ERC Global Advisory Council and Advisory Board member of the National HRD Network in Mumbai. She is the Governing Board Member of WILL (Forum for Women in Leadership), that aims at bringing together the collective aspirations, talents, and mentoring of women across corporate India. She is on the Board of Directors at two Tata Group companies and has a doctorate in Psychology.



## New Social Contracts: Restructuring Culture and Employee Engagement

Recently, we had the Executive Education program just for women leaders. I am not going to go into diversity but it is about engagement, and we have a substantial number of international employees who are non-Indians. Every other month I call them, but I always feel skeptical. How do I engage with Americans? How do I engage Latin Americans who don't understand the language that we use? English is not their first language. But since we are a global company, so we will obviously try and we have to become really inclusive.

But what we find is that they actually need the same kind of inputs, stimulus, engagement and drivers which Indians need. So the myth is actually broken. So I do believe that nothing succeeds like meeting your employees face to face.

About 15-16 years ago there were no malls in India and mobile phones were just coming in with Rs.16 or Rs.20 per call. In those years if anyone went to America and if you called that person to say "Hi!" they will send a message, please leave your message and we will call you back. So I wondered what this voice mail was. I had never heard of this voice mail concept in India. So how do we talk to this person? Why she or he never comes on the phone?

So I learnt the art of engaging with that employee through voice mail. Because then I ought to learn the art of leaving a voice mail in a voice which was engaging, nurturing, caring, and not like asking questions about leaves or their competency gaps, and I will give you a development plan or an intervention. So that was an art that I had to learn.

Your children should not go into HR degree but they should specialize in something which makes them feel important, value-adding and then that becomes the fulcrum and the basis for you to have a conversation with the other person. Why are we spending all our lives trying to tell the operations guys how to engage? They will know how to engage because they will give value to the employee.

So there are about three learnings which I take for myself. If I go to office on Monday what can I do? What will I do in this new scenario? I will link the engagement with the individual while the guidelines and framework will be common for the company. However, when I am implementing or connecting with the employee, it will be uniquely made for him or her. So do you dare to do it or can you do it? Or will you wait for the orders from your boss? I leave that to you.

Secondly, start accepting the fact that he or she knows more than what you do. So in that scenario reward and recognition is going to be a very big player. Third, I have understood that the way we measure our performance is not the way to measure in future. Because today the number of people hired, the average cost of hire, or the number of people resigned, is not going to really define the success of the organization, because our employment models have changed and we want more and more flexible workforce.

BNP Paribas is a global organization which all of you know. They are experimenting with a set of people on project-based hiring. They are now going in a big way. It was very impressive and it was written in a book and I am sure some of you must be doing it already, but doing it on pan-organization basis requires an extraordinary commitment. In that scenario, the metrics of performance of our department, our company has to change, and that is where we need to work. Whether we call it analytics or some other way, I leave that to you, but this is something about which you should get disturbed. Either change the way we are working or change the profession that we are in and move ahead.









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# FORTHCOMING HR ROUND TABLES IN YEAR 2017-18



## Rewriting the Rules for the Digital Age: Reinventing HR



### ROUND TABLE 1 Finding the Organization of the Future

Location: New Delhi  
Date: Friday, 22 September, 2017



### ROUND TABLE 3 The Employee Experience: Culture, Engagement & Beyond

Location: Bengaluru  
Date: Friday, 15 December, 2017



### ROUND TABLE 2 Careers and Learning: Real Time, All Time

Location: Mumbai  
Date: Friday, 13 October, 2017



### ROUND TABLE 4 Leadership Disrupted: Pushing the Boundaries

Location: Kolkata  
Date: Friday, 16 February, 2018





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