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Rewriting the Rules for the Digital Age: Reinventing HR

2017-18



Rewriting the Rules for the Digital Age: Reinventing HR



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Rewriting the Rules
for the Digital Age:
Reinventing HR

Director's Message



Dr. H. Chaturvedi

Director,
BIMTECH

Dr. H Chaturvedi is Director of Birla Institute of Management Technology, Greater Noida. With a Masters Degree in Commerce and Doctorate in Business Management from Agra University, he 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 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.

In our pursuit towards excellence at BIMTECH, we have really worked hard and crossed many milestones. Having started in 1988, we have gradually earned presence in the league of the top Indian Business schools.

Friends, 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 alteration 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 changes for both HR functions and the organization's reserve. Today's organizations have to cope with the plethora of demands and pressures. Our management thinkers have given a thought about the organization of the future.

In this context, I would like to mention two research works by Peter Diamandis and Salim Ismail, both working at the Singularity University USA, as its key founders. Peter Diamandis, in his two famous books *Abundance 2012*, and *Bold 2015*, has made a strong case in favor of exponential growth, which is very fast becoming a primary condition for the future survival of any company.

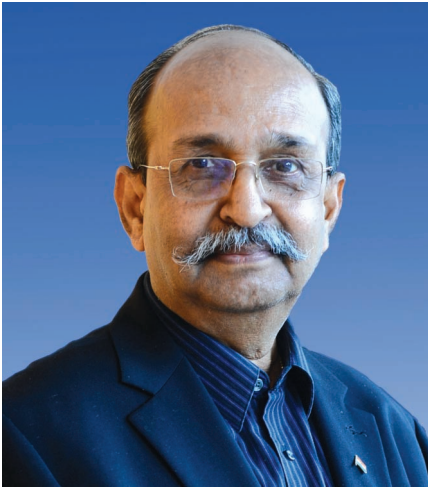
Salim Ismail in his book titled *Exponential Organizations* has highlighted the concepts related to new age Digital Organizations in a very interesting manner. He has used the acronym of SCALE to explain these organizations. In a S-C-A-L-E, S stands for Staff and demand where contract and casual workers are hired instead of full time employees; C denotes a better connect with community and crowd, where the focus is on building large online communities around the venture; A focuses on developing algorithms to automate everything where the server runs the business; L represents leverage assets where organizations have the flexibility to outsource various resources and assets; and E means engagement for creating networks with extraordinary reach.

According to Salim Ismail, an exponential organization is one whose impact is disproportionately large, at least 10 times larger, compared to its peers, because of the use of new organizational techniques that leverage accelerating technologies. Salim Ismail has given examples of companies like Google, Uber, Airbnb, Snapchat, Waze, Quirky, Valve and Haier, which can be considered as green suites of exponential organizations, and which are considered as early signals of exponential organizations. It is interesting to note that the market capitalization of these companies have grown from 3 times to 10,000 times between 2011 and 2014.

Technology is increasing at an ever faster rate, while human adaptability rises only at a slower, linear rate. Further, while individuals adapt to technology relatively rapidly, businesses and organizations move at a slower pace. Today, new set of digital business and working skills is needed. Companies need to focus more heavily on career strategies, talent mobility and organizational ecosystems and networks to facilitate both individual and organizational reinvention. The problem is not simply one of re-skilling or planning new and better careers. Instead, organizations must look at leaderships, structures, diversity, technology and the overall employee experience in new and exciting ways. For HR the implications of such changes can be reflective.

Finding the organization of the future will facilitate in ideating a new digitized organization to meet the expectations of the changing paradigm of work environment as well as the highly intellectual workforce. These shifts are going to require new ways of thinking by HR professionals who will need to update their practices to meet the rising challenges. It is imperative to access whether companies are ready for the new leaders who are needed today. It is equally important to determine, how HR is realigning its role to provide and create readiness in these future business leaders to take charge in an increasingly complex global market place.

Dean's Message



Prof. K.K. Sinha

Dean-Development
BIMTECH

Prof. 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, Templeton (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 book "Manthan – Art & Science of Developing Leaders" was launched in April 2017.

The Learning curve is the Earning Curve – the employees and job candidates expect a company to turn corporate learning into a magnificent part of overall employee experience. In the digital age, business practices shift from batch to real-time, retrospective to predictive, desktop to mobile, and corporate-driven to people-centric. It's time to modernize HR. The digital age empowers employees to take charge of their personal and professional lives believing in develop, perform, reward and engage.

The brave new world can be called Digital HR. Unlike ever before technology change is everywhere, driven by mobile devices, sensors, location awareness and soon wearable. We spend hours a day interacting with digital apps. We are monitored closely by digital devices and we are influenced by suggestions, nudges and recommendations driven by analytics and behavioural economics. This new digital life at workplace is forcing us to rethink HR from top to bottom: how we design programs, the tools we use, and how we roll out and communicate solutions. Technology is certainly assisting us to impact and handle human resource.

Visual artefacts and videos can be the latest way for companies to communicate new benefits programs, wellness programs and other employee benefits. Digital HR experiences that have enormous stimulus on the workforce requires fluency with mobile apps, design thinking, video, behavioural economics and the use of embedded analytics. We have to think about HR applications as "platforms" and not "systems or programs" and we have to measure success by the rate of adoption, not through massive change management programs. Companies are now completely rethinking the way we manage people. Careers are more dynamic, young people are asking to be promoted into leadership much faster and the worlds of recruitment, performance management and training are now driven by the employee. Digital tools are focused on helping companies to improve the "employee experience" in today's digital work environment. They aren't necessarily trying to further automate traditional practices - that work is done. They are all designed to

facilitate the new way companies work - connected, moving fast, collaborating and sharing feedback and information. This is a profound change in thinking, forcing us to rethink our culture, rewards, and the role of managers and how we direct and align people in the organization. Companies today are turning into "networks of teams". Many of the traditional management practices we developed over the last 20 years are open to debate.

We all need to strike a balance between innovation and security to maintain trust and make the most out of the digital economy today and into the future. While businesses forge ahead with digital pursuits to improve their business and customer relationships, security breaches continue to make headlines. It's increasingly clear that security, privacy, and societal concerns must be part of the corporate equation.

BIMTECH has been assenting in moulding 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 2017-18, we projected the Theme of "Rewriting the rules for the Digital Age: Reinventing HR " with some very critical sub-themes : Finding the Organization of the Future , Careers and Learning : Real Time ,All Time ,Employee Experience: Culture Engagement & Beyond and Leadership Disrupted : Pushing The Boundaries . Around 20 panellists deliberated and shared while around 400 professionals participated. Leading businesses are already going beyond simply applying digital technologies. Intelligent enterprises are using innovation as well as pre-packaged, ready-to-use digital platforms to create deeper, more meaningful relationships to reshape how the world works, undoubtedly info graphic and technology trends – highlighting trustworthy and transparent practices – will influence businesses going forward. BIMTECH's HR Roundtables have always provided a forum for the HR professionals to think proactively and build global organizations. BIMTECH always vouch for enabling partnerships through technology in current scenario and our HR roundtables bring such issues on a single platform with amalgamation of expert from varied of areas.



Rewriting The Rules For The Digital Age: Reinventing HR

In this digital age a principal characteristic of the new era is not merely change, but change at an accelerating rate, which needs to create new rules for business and for HR. Organizations face a radically shifting context for the workforce, the workplace, and the world of work. These shifts have changed the rules for nearly every organizational people practice, from learning to management to the definition of work itself.

It is abundantly clear that technology is advancing at an unprecedented rate. Technologies such as artificial intelligence (AI), mobile platforms, sensors, and social collaboration systems have revolutionized the way we live, work, and communicate-and the pace is only accelerating. This causes stress for individuals as well as societies; research shows that employees and organizations are more "overwhelmed" than ever.

There is an exponential rate of technological change. More than 50 years after the formulation of Moore's law-which holds that computing power doubles in capability every 18 to 24 months-mobile devices, sensors, AI, and robotics affect our lives more quickly and more pervasively than ever before.

Finding the Organization of the Future

High-performing organizations operate as empowered networks, coordinated through culture, information systems, and talent mobility. Companies are focused on redesigning the organization itself, with nearly half actively studying and developing new models. And many organizations are not only designing but also building this new organization. As networks and ecosystems replace organizational hierarchies, it is time to appreciate that building the organization of the future is a very important issue.

The way high-performing organizations operate today is radically different from how they operated 10 years ago. Yet many other organizations continue to operate according to industrial-age models that are 100 years old or more, weighed down by legacy practices, systems, and behaviors that must be confronted and discarded before true change can take hold.

As organizations become more digital, they face a growing imperative to redesign themselves to move faster, adapt more quickly, facilitate rapid learning, and embrace the dynamic career demands of their people and many are actively building this new organization.

Further, while individuals adapt to technology relatively rapidly, businesses and organizations move at a slower pace. The business practices of corporate planning, organizational structure, job design, goal-setting, and management were largely developed in the (first) industrial age, and companies must constantly revise them to keep up. The gaps show the need for organizations to adapt to technology and lifestyle changes.

Today, a new set of digital business and working skills is needed. Companies need to focus more heavily on career strategies, talent mobility, and organizational ecosystems and networks to facilitate both individual and organizational reinvention. The problem is not simply one of "reskilling" or planning new and better careers. Instead, organizations must look at leadership, structures, diversity, technology, and the overall employee experience in new and exciting ways.

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

Organizational design and change are complex. Many organizational re-designs fail because they are reduced to an exercise to cut costs. Others face resistance from company leadership.

In the past, most organizations were designed for efficiency and effectiveness, leading to complicated and siloed organizations. The resulting business models, which were based on predictable commercial patterns, are unsuited to an era of unpredictability and disruption. Instead of mere efficiency, successful organizations must be designed for speed, agility, and adaptability to enable them to compete and win in today's global business environment.

Top companies are built around systems that encourage teams and individuals to meet each other, share information transparently, and move from team to team depending on the issue to be addressed. For a company to stay agile, teams must be formed and disbanded quickly. Some Companies already are now designing their organization to be more adapt-able and team-centric.



Rewriting the Rules for the Digital Age: Reinventing HR



22 September, 2017 | WelcomHotel Sheraton | NEW DELHI

FINDING THE ORGANIZATION OF THE FUTURE

AGENDA

Welcome Address : Dr. H. Chaturvedi , Director, BIMTECH
Theme Session: Mr. S.V. Nathan , Partner and Chief Talent Officer, Deloitte India
Panel Discussion: “ Finding the Organization of the Future ” Dr. Aquil Busrai , CEO, Aquil Busrai consulting Ms. Pavitra Singh , Director - Talent Acquisition and Global Campus, PepsiCo Mr. P. Dwarakanath , Head - Group Human Capital, Max India Ltd. Mr. Saptarshi Roy , Director - HR, NTPC Ltd. Mr. S.Y. Siddiqui , Chief Mentor, Maruti Suzuki India Ltd. Mr. S.V. Nathan (Moderator), Partner and Chief Talent Officer, Deloitte India
Vote of Thanks: Mr. Dhananjay Singh , Director General, NHRDN

A Brief Profile

Mr. S.V. NATHAN

Partner and Chief Talent Officer, Deloitte India



Mr. Nathan is a Partner and the 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. Recently he was acknowledged as one of the top three HR Power Profiles of LinkedIn. Till recently, he served on the Board of the National HRD Network as its National Secretary.

“ One of the important issue we need to consider is how to really reinvent the HR structure i.e. the departments that we run. We have these days, a digital work place, and a digital workforce. Digital workplace has gone to an extent where people say, “Do you really need to come to workplace to work?” ”



Finding the Organization of the Future

One of the most crucial issue in today's world of digitization is how we adapt to change.

The story of a gentleman called Tom White is relevant here. During 1952 Olympics, he was the fastest man in the world. The race was about to begin the following day when he realized in the night that his shoes had been stolen. He was highly despondent. Nevertheless, he started to walk and he found somewhere near the dump, a pair of discarded shoes. They were not spikes, but he decided that he would use a pair of socks to make the fit perfect. And he stuffed the socks inside, as the shoes were couple of sizes bigger. He wore it and then he went on, to win that particular race. 1952, is a phenomenal year because Tom White, did not give up. And that should be our attitude to adapt to the changing scenario.

This digital disruption is the one that is getting everybody at one hand very excited, at another, very worried. And there are some people like us, who are kind of caught in the middle, because we are trying to grapple with lots of things that are happening today.

One of the important issue we need to consider is how to really reinvent the HR structure i.e. the departments that we run. We have these days, a digital work place, and a digital workforce.

Digital workplace has gone to an extent where people say, “Do you really need to come to workplace to work?” This is digital workplace and digital HR and the challenge is how we bring all of these together?

Today, one can 'contract' work in a jiffy. There is this whole thing around the gig economy which is transforming the entire digital world of today. The workers, the employees of future, will really need the ability of what Tom White had, which is the ability to adapt the skills to the changing needs of the workplace. Lifelong learning is required now but the shelf life for learning has come down considerably. With all of this, we are going to live in an era where people will find their skills irrelevant at any stage in their lives. So we will have to continuously skill, re-skill and possibly even de-skill, because that is the only way that we can move forward. Without highly effective education, workforce development systems, our professionals will certainly fall behind. So how do you educate our people? Both organizations and employees will need to prepare themselves, to thrive in the world of the future.

A Brief Profile

Dr. Aquil Busrai

CEO, Aquil Busrai Consulting



Dr. Aquil Busrai graduated in Commerce and obtained his MBA from XLRI where he was awarded the J M Kumarappa Gold Medal for ranking first. He later passed LLB and an Advanced Diploma in Training and Development. A University rank holder, he was honoured with the Bharucha Gold Medal for academic excellence. He was awarded PhD in April 2012 and is a Certified Executive Coach.

Dr. Busrai has 44 plus years' experience in industry. He has worked in various senior HR roles with Unilever, Motorola and Shell Malaysia. His last corporate assignment was with IBM India Limited as Executive Director - HR.

Dr. Busrai has been actively associated with Management movement in India, having been the President of DMA and Vice Chairman for AIMA's Northern Region. He is on the National Council of CII, ISTD and ASSOCHAM. He has been bestowed with many awards including the "Life Time Achievement Award" by National HRD Network, the "Most powerful HR Professional in India" at the Asia Pacific HRM Summit in Singapore and the "Distinguished Alumnus Life Time Achievement Award" by XLRI. He is a Fellow of AIMA and Past National President of NHRDN.

“ For this effective running of business, we must train people, make them accept technology and embrace technology whether it is augmented intelligence or machine learning, rather than find ways and means of convincing people that this is nothing to be afraid of. ”



Finding the Organization of the Future

When I look at AI, Artificial intelligence, it is like Déjà vu of the late 70s, When the computers came in and everybody was saying how it will make jobs disappear, and how it will become anti-workforce, anti-labor, yet nothing like that had happened. Jobs increased, computers lived, grew, and so did jobs and the careers.

When people talk today about Artificial Intelligence, there is a similarity in the dialogue that whether AI is going to take over and is going to replace human power. So I would use different words altogether. I wouldn't use the word Artificial intelligence, I would rather call it as augmented intelligence, which means that we as professionals will get extra tool in hand, to work differently.

That brings us to the question that, if it is a fact that because everybody is going for AI, should HR people step into it too. There are two applications of augmented intelligence. One within HR, where HR activities will be augmented by Artificial Intelligence and that would include things like Predictive Analysis. Second is, the use of AI, in the changing business scenario, where AI will be used to benefit the business. For doing that, we have to make sure that the HR professionals understand business.

At the end of the day, we are here to make sure that the business runs efficiently and effectively, and that is the bottom-line. To augment running of the business efficiently, we need to provide skills proactively. For this effective running of business, we must train people, make them accept technology and embrace technology whether it is augmented intelligence or machine

learning, rather than find ways and means of convincing people that this is nothing to be afraid of. I would rather take a route of facing it and preparing the organization move forward in preparing its own plan for growth, so that the augmented intelligence is used properly.

The only part that I would add is that whatever augmented intelligence we use, at the end of the day, I do not see H in HR disappearing. It will remain. The H in HR will predominantly remain because that's our stock in trade. I feel very proud that I am custodian as a part of the HR professional to maintain that H in HR.

On the other hand, I can share a live example from IBM. We are using considerable amount of technology for performance management. The goal setting itself uses technology to see how much alignment there is with the purpose and the strategy. It actually measures the percentage. Then the simple thing like notation of discussions that we have had with people is recorded technologically in such a way that you can go two level above access, when you deal with 52,000 employees, and that is smart use of technology. Somebody is reporting to me, and that person's appraisal or comments can be viewed by my boss sitting in New York, without even going through any channels, but directly looking at it and understanding. Technology doesn't mean that we convert everything into technology. If we use technology for the end result, then we have made a smart use of it.

A Brief Profile

Mr. P Dwarakanath

Head – Group Human Capital, Max India



Mr. Dwarakanath brings a rich and varied experience of over four decades. Prior to Max, he was the Director - HR and Administration, India/ South Asia of GlaxoSmithKline (GSK) and associated with GSK for close to three decades. He was also a member of GSK's International HR team. He is on the board of several Companies / Institutions including GSK Consumer Healthcare Ltd.

Mr. Dwarakanath holds B.Sc., B.L. and P.G.D.M. (P.M. & I.R.). He started his career as a Management Trainee of Shri Ram Group (DCM) and held several positions there before he joined GSK. He was the President of National HRD Network, President of DMA, Regional President – Northern Region and Treasurer of AIMA.

Mr. Dwarakanath has won several prestigious awards for his valuable contribution in the field of HR including the "Pathfinders Award" and "Lifetime Achievement Award" by the NHRDN; "HR Professional of the year" by Mid-Day in association with DAKS, London; the "Career Achievement Award" by GSK International; and "Chairman's Award" by Max India.

“ Digitization is something that can't be forced on anybody. The easy advantage of a technology is needed to be demonstrated to establish how it is proficient, helpful for the individuals as well as for the organizations and only then it will be easily accepted. ”



Finding the Organization of the Future

I always quote: **“A leader is one, who can cope up with change.”** Are you willing to change with time? When you are talking about digital proficiency, I would definitely say it is a measure of how effectively individuals organize, and engage with digital technology. As long as you have the right bent of mind, you are willing to change, you do not resist the change, and you don't have these misconceptions or apprehensions against digitization, you will progress.

Digitization is something that can't be forced on anybody. The easy advantage of a technology is needed to be demonstrated to establish how it is proficient, helpful for the individuals as well as for the organizations and only then it will be easily accepted.

It is an ability to engage and execute, leverage strategy with aim of improving service and communication. If you can drive that compelling communication, people would be ready to change. I think the issue whether you are a baby boomer, or a genX, or genY, or Z, is very incidental and it does not matter which generation you belong to; you will be able to use technology like any other youngsters if you are interested in it and convinced about it. It is a question of applying your mind. It is like a 'tough love'.

The H element, Human touch, always remains. Digital



technology is only an enabler for you to progress, in terms of leveraging the best advantage in the competitive environment.

I do not believe in the fact that because of technology, you lose touch with people. It all depends on what sort of a technological structure, architecture you develop, and how you can engage with them. As HR, I think we need to generate awareness, and bring the compelling communication. It is not just a physical classroom; it is not a virtual learning; there can be benefits of both. Last but not the least, it should not become a clinical aspect; there should be an application and judgment of the human element and human factor, which can give that touch and feel.

A Brief Profile

Ms. Pavitra Singh

Director (HR), PepsiCo



Ms. Pavitra Singh is currently the Director Human Resources, at PepsiCo. She is the Talent Ms. Singh has a rich and diverse experience of 15+ years. She has led large teams and multiple cross functional groups across geographies. In her current role she is responsible for strengthening PepsiCo's EVP in a digital era and building a strong pipeline of future leaders. Prior to the current role she was heading the entire gamut of Talent Management (performance management, leadership and development, culture and change management) and Diversity & Inclusion for India Region.

Prior to PepsiCo, she has worked with American Express and Fair Isaac. Very recently, she was recognized in the ET Women Ahead list of 2016 as one of Corporate India's fastest rising women leaders.

Finding the Organization of the Future

In today's world, everything is changing. We are living in a VUCA world. Things are rapidly changing. Therefore when we are hiring, the first thing that we look for is agility. Agility is a huge word.

If I really bring it down and dissect it a little bit further, first, agility is about learning agility. Are you really constantly learning? Are you re-skilling yourself and therefore shedding what you learnt earlier and re-learning? Do you really have the learning agility? Do you have a curious mind? That's the first thing that I would look at in terms of learning agility. The second, I would look at result agility. Do you have the bias for action? Are you a self-starter? And therefore do you have the agility to really demonstrate and provide results? The third, is people agility. It is about really working with diverse people, and therefore leveraging the results. The fourth is mental agility. Whether one really has the agility to look at problems and unlock it with very different solutions. Especially in a VUCA world, if one has the mental agility. The fifth is change agility. With the number of changes that we are facing today, are you adaptable? Do you really challenge the status quo? Because it is all about breaking barriers. It is all about innovation. Therefore if one has the agility to make a difference by changing things and challenging, he/she has the edge. So those are the five things that I would look at, while hiring.

To explain how new talent is to be developed, the traditional methods of developing talent honestly don't exist today and may not be very relevant. In the past, we have looked at classroom training to be the real focus. Today, it is all about choices. Especially if you look at the millennial talent coming into the workforce, they are not going to have the patience to sit through a training program. It's about giving them choices.

I can give you examples of how we function at PepsiCo. We follow the 70-20-10 learning model. So the 70% is really 'on the job', 20% is mentoring, 10% is training in the classroom. The 70%

on the job learning should be filled with a bucket of various types of learning. For mentoring, we also have a concept called externship, where you actually go to a different market. So if I need e-commerce skills, or if I need high end digital skills, for example, I may not have it inside my organization. I can actually send somebody as an extern to another market and really acquire those skills?

The third could be the one that we recently experimented with Levers, where we took this concept of career JV (Joint Venture). Which is about going to a different organization and learning. So it is all about experiences and providing that in different ways.

I would also like to say that a leader should demonstrate listening skills. Gone are the days where the leader is dictating. With the new generation coming into the workforce, people need to look up to the leader and they need to be convinced with what the leader is saying. For the leader to get others inspired, he/she needs to be a good listener first and really needs to understand others. So listening skills, is a new trait that a lot of leaders are actually now learning so that they can listen to this new generation.

Since the topic is digital, I wish to describe a few exciting work that we are doing. We have got a youth committee board which comprises of millennial. They elect themselves and their main role is to bring about digital savviness in the organization. They do a lot of reverse mentoring to our leaders and help them become digitally savvy. They also work on culture and EVP because if we are saying 65% of our population are these youngsters then who better should set the culture. So you have got the experience of our people, the Ex-Com, and you have got the experience or the desire, the aspiration of the Young generation, the Y-Com. So this is bringing the two together through the Bi-com.

A Brief Profile

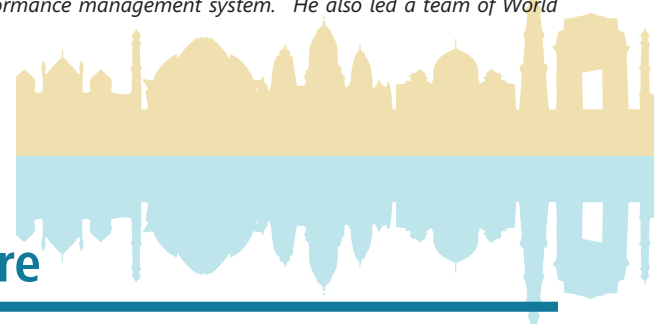
Mr. Saptarshi Roy

Director (HR), NTPC Ltd., National President, NHRDN



Mr. Roy is a graduate in Electrical Engineering from Visvesvaraya NIT, 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, IR, employee engagement, wages and pension. His outstanding contribution has been the takeover and turnaround of low performing power stations in Odisha and UP.

As ED (Corporate Planning and Corporate Communications) and ED to CMD, his responsibilities included 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 led a team of World Energy Council - India secretariat.



Finding the Organization of the Future

I think we all recognize this fact that technology is causing a profound impact on the way organizations work, on their workplace, and on the entire workforce. Gradually, we all realize that the organizations of the future, is going to be vastly different than what the typical organizations that is conventionally there in our mind. The organizations of the future will not be enclosed in a boundary wall. And so, it will be very difficult to perceive that the employees will have to come to a certain location for performing that work and there will be some certain sets of code of conduct or guidelines which will govern and regulate their employment being at work.

We are witnessing the kind of changes where there is the emergence of the new work or alternate work arrangement for particularly -those who are lying in the quadrant of off-campus and off-balance sheet. That means the employees are not on the payroll of the organization. At the same time, many of them have not even witnessed where this organization exists or where the campus of the organization is. So in that kind of scenario, the only thing which can connect and regulate to ensure proper governance is: first, we need to have more service level agreements. That means the delivery will take prominence than the process. Second, it will be also important as this set of workers, who are actually representing an organization, but have never seen their campuses or not on the payrolls of this organization, need to demonstrate certain set of behavior. Therefore the core value will assume a paramount importance in terms of creating a broad governance framework in this set of organizations.

I think the excitement or the potential of digital technology is

immense. Conventionally, in a typical organization, we consider that communication is one of the strongest backbones for developing commitment and culture. But now communication has undergone a sea-change. It is no more unidirectional. For example, you take out some circulars or you have some house journals, which obviously takes time to reach the people for whom it is intended and by that time the content becomes almost stale.

Today, people are expecting instantaneous communication. At the same time, people are also expecting the instant reactions of that particular communication.

In NTPC, we have done away with those house journals, newsletters and magazines. We have developed an app which is something like your social network tools maybe face book, where anything which is happening, like this conference, is instantly captured and communicated to the entire workforce. Not only that, people can also comment on that. Maybe some of the new initiatives of the organizations posted on this kind of communication module is where people can actually comment what their responses and their comments are. So it is about the bi-directional communication.

Another thing is the excitement of learning. Particularly in an organization like us, we are actually using technology for learning our new skills which is required and developing competence and new skill sets, wherein the people can learn 24/7. And they need not go to a pre-defined place to learn. So these are the kind of changes and excitement which is going to be the part of the future.

A Brief Profile

Mr. S.Y. Siddiqui

Chief Mentor, Maruti Suzuki India Ltd.



Mr. S.Y. Siddiqui is presently working directly with the Managing Director on key business and people strategies. He heads MSIL Realty Business Vertical and is a special invitee on the Board of MSIL since 2006. He is also a Part Time Director on The Board of Suzuki Motorcycles.

A Post Graduate in HRM, Mr. Siddiqui has a career track of around 38 years in the HR & Business Roles of good Indian Corporates as well as MNCs such as Escorts Limited, DCM Toyota Limited, DCM Daewoo Motors Limited, DCM Benetton India Limited and New Holland Tractors India (FIAT GROUP).

Widely travelled abroad, Mr. Siddiqui has handled global and multi culture HR issues in highly competitive business environments in India and Europe. He has the unique experience of working in Multi Cultures and Multi Nationalities.

Finding the Organization of the Future

In my understanding, apart from this digital era, there are two more very strong variables which will be affecting the future of workplace, HR, people and processes. One will be globalization, which will bring in very strong global connect and global turbulence. Second is this demographic shift of the workforce, which we are all experiencing. Currently, Maruti is working with four generation of employees. This will bring in reinventing HR.

The impact of digital era will be varying in different industry sectors. It will be wrong to make a generic assessment that everywhere digitization will be creating one similar kind of impact. Manufacturing will be different. IT/ITES will be different. FMCG, Telecom will be different. So we will have to perhaps keep that in mind, when we look at defining future of HR, or the workplace.

In my thinking the impact of technology on the work culture of any company will start with disruption, discomfort and maybe a basic tendency of resistance. There will also be a positive perspective that organizations will be having a much faster reach, bigger outreach, speed, responsiveness, leading to high performance. People will be working from different kind of geographies, locations, maybe from home. That will definitely bring in a new thought process or redefining or reinventing HR.

I think the biggest experience which Maruti has seen is working with 15,000 people and their communication capability. How we acknowledge that our people exist in 20 regional offices, 6 zonal offices. How we acknowledge and recognize that they are doing a great job. How we ensure that they have connect with the culture and the top management ethos, directions, company performance, key events, and in this way, somewhere down the line, technology has become a great enabler. If we retain this connect and retain this HR, I think to a great extent that will become the fulcrum of engagement. E-learning, e-learning modules, e-games, are new methods by which we develop people, and their flexibility.

There are a few very obvious benefits that technology has brought in. The one most exciting shift which has happened is that the annual increments just flow in 5 minutes on your mail. Wherever you are, you can see how much you have got. So there are many such perspectives. When we look at training e-games through which you learn, is very exciting for shop floor workers and it makes them learn not in a classroom but in kind of web studio.

When we also look at the power of communication, it is highly engaging for people working in a big company to be able to understand what all is happening around the space. Look at something like Maruti manufacturing 1.6 million cars a year. 20-30,000 people are working there, and connecting them with the company becomes very exciting with the power of technology. Hence, technology is just to be harnessed in the right way in order to progress.

The impact of digital era will be varying in different industry sectors.

It will be wrong to make a generic assessment that everywhere digitization will be creating one similar kind of impact.



Rewriting The Rules For The Digital Age: Reinventing HR

In this digital age a principal characteristic of the new era is not merely change, but change at an accelerating rate, which needs to create new rules for business and for HR. Organizations face a radically shifting context for the workforce, the workplace, and the world of work. These shifts have changed the rules for nearly every organizational people practice, from learning to management to the definition of work itself.

It is abundantly clear that technology is advancing at an unprecedented rate. Technologies such as artificial intelligence (AI), mobile platforms, sensors, and social collaboration systems have revolutionized the way we live, work, and communicate-and the pace is only accelerating. This causes stress for individuals as well as societies; research shows that employees and organizations are more "overwhelmed" than ever.

There is an exponential rate of technological change. More than 50 years after the formulation of Moore's law-which holds that computing power doubles in capability every 18 to 24 months-mobile devices, sensors, AI, and robotics affect our lives more quickly and more pervasively than ever before.

Careers and Learning: Real Time, All Time

The concept of career is being shaken. New Business realities are forcing companies to rethink the way they manage careers and deliver always-on learning and development (L&D) opportunities. Leading companies are moving to overhaul their career models and L&D infrastructure for the digital age, though most organizations are still in the early stages of this transformation.

Learning technology is changing rapidly. Traditional learning management systems are being complemented with and replaced by a wide range of new technologies for content curation, delivery, video distribution, and mobile use.

This upheaval in learning and careers is becoming a catalyst for radical change.

As companies build the organization of the future, continuous learning is critical for business success. For today's digital organizations, the new rules call for a learning and development organization that can deliver learning that is always on and always available over a range of mobile platforms.

Further, while individuals adapt to technology relatively rapidly, businesses and organizations move at a slower pace. The business practices of corporate planning, organizational structure, job design, goal-setting, and management were largely developed in the (first) industrial age, and companies must constantly revise them to keep up. The gaps show the need for organizations to adapt to technology and lifestyle changes.

Today, a new set of digital business and working skills is needed. Companies need to focus more heavily on career strategies, talent mobility, and organizational ecosystems and networks to facilitate both individual and organizational reinvention. The problem is not simply one of "reskilling" or planning new and better careers. Instead, organizations must look at leadership, structures, diversity, technology, and the overall employee experience in new and exciting ways.

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

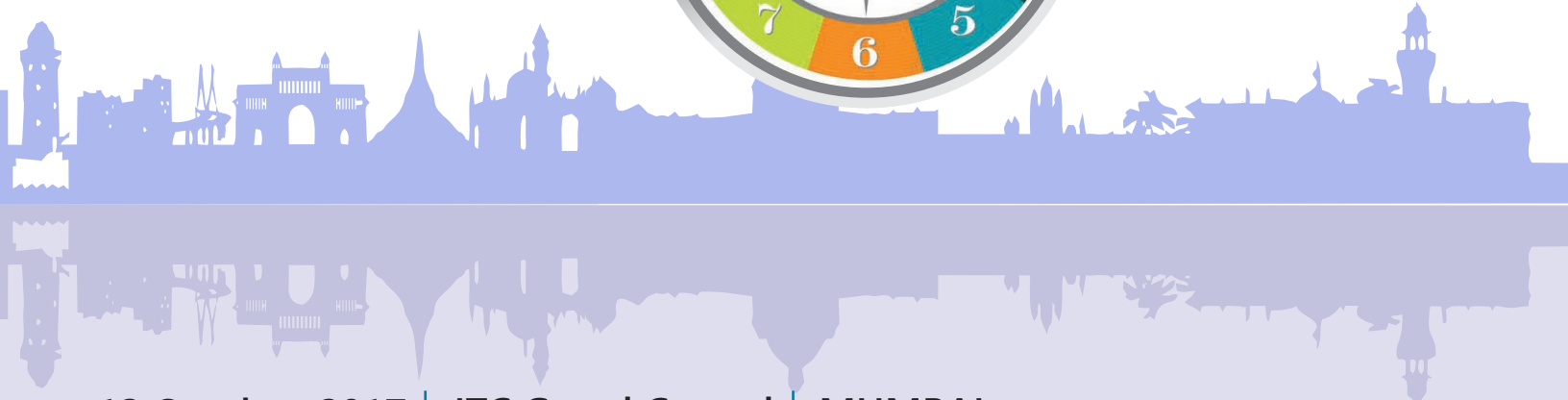
In many instances, employees themselves are pushing for continuous skill development and dynamic careers. Yet several millennials also say they are likely to leave because they are not learning fast enough. Companies worldwide are scrambling to catch up with employees' desires.

Companies are apparently facing disruptive change driven by digital technologies. Perhaps skills are also becoming obsolete at an accelerating rate. Software engineers must now redevelop skills rapidly and so the professionals in marketing, sales, manufacturing, law, accounting, and finance.

Further more, at most companies, the learning management system (LMS) is among the oldest and most challenging to use. Today a new set of learning tools has entered the market. The fastest-growing segment in HR technology spending is now the adoption of new employee learning systems. The goal is a learning environment adapted to a world of increased employee mobility.



Rewriting the Rules for the Digital Age: Reinventing HR



13 October, 2017 | ITC Grand Central | MUMBAI

CAREERS AND LEARNING: REAL TIME, ALL TIME

AGENDA

Welcome Address : Dr. H. Chaturvedi , Director, BIMTECH
Theme Session: Mr. Mohinish Sinha , Partner, Human Capital, Deloitte India
Panel Discussion: “ Careers and Learning: Real Time, All Time ” <ul style="list-style-type: none">• Dr. Arvind Agrawal, Accredited Executive Coach and Human Resource Consultant• Mr. Rajeev Dubey, Group President (HR & Corporate Services) & CEO (After Market Sector), Mahindra & Mahindra Ltd.• Dr. Rajeev Uberoi, General Counsel & Group Head - Legal & Compliance, IDFC Bank Ltd• Dr. Tanaya Mishra, MD-HR, India and Asia Pacific, Accenture• Mr. Vivek Paranjpe, Consultant & Executive Coach , Reliance Industries Ltd.• Mr. Mohinish Sinha (Moderator), Partner, Human Capital, Deloitte India
Vote of Thanks: Mr. Dhananjay Singh , Director General, NHRDN

A Brief Profile

Mr. Mohinish Sinha

Partner, Human Capital, Deloitte India



Mr. Mohinish is a Consulting Partner at Deloitte. He brings a significant experience with over 25 years of experience in organization transformation, cultural transformation and leadership transformation, development, preparing mind-sets of leaders for adopting digital way of working, top team development, coaching, and setting up learning functions including bringing in technologies like analytics, robotics and other learning technologies. He is also a leadership coach and has coached and facilitated hundreds of senior and top management executives within India and outside. He works with a variety of clients in the sectors of education, oil & gas, banking and financial services, and IT. He also has expertise in working with the government, public sector, and UN organizations, as well as with multinationals and Indian family-owned business. He has a special interest working with start-ups.

“ To set up the context of the concept- ‘careers and learning’, there are three trends or three aspects of the business. The first one is about technology, and so think of technology in all its nuances, viz. the engineering technology, information technology, process technology and in any other way you can think of. ”

Careers and Learning: Real Time, All Time

Upon being asked questions like what is in their mind and what makes them to take some decisions as they navigate the organization to the next millennium 90% of CEOs said that digital, perhaps, is the most disruptive part of their own situations and therefore they need to do something urgently about it. That is their biggest concern. And this outcome and response which Deloitte compiled in their report regarding this particular area which we call ‘careers and learning’, definitely is one of the trends on which we need to focus immediately.

To set up the context of the concept- ‘careers and learning’, there are three trends or three aspects of the business. The first one is about technology, and so think of technology in all its nuances, viz. the engineering technology, information technology, process technology and in any other way you can think of. The second is organization, and the third is consumers, and consumer behavior.

When we see the prevailing condition of how career models are changing frequently, it can be said that the efficacy of learning architecture is still dismal or lagging behind. The salient features of modern learner is pretty much like a new consumer who wants the required service just in time and prefers to learn the skill related to that job segment. When we see there is big shift in career models we question ourselves whether we are responding to these shifts timely. In fact this question stems from the process of shift in the function of career models.

The first point of the career model construct is about the self-directed nature of the modern learner. The crucial concept L&D (Learner & Development) is facing a clear shift. The emphasis of the shift is not only on designing, but on creating necessary content to serve the learners. We have to ponder minutely to find out where these shifts are taking place and to what extent.

One of the shifts which we have seen here is the moving away from owning and defining the content to curating it by way of bringing in the eco system of learning content providers.

And in those learning experience phase what became more dominant is the notion of ‘cross functional’ wherein multi-disciplinary functioning was discussed to bring in some kind of convergence in the process of functioning. To understand the concept of functioning, I found the nature and content of jobs are also undergoing sea of changes. Take for instance CIO functioning as an example. It is slowly morphing and stepping into the functioning profile of CMO (Chief Marketing Officer) and so its insidiously driven concept to signify that they (nature of job) are coming close to each other. And here, the convergence is showing the threshold of readiness of people in these jobs to learn the skills required for their jobs down the line to be able to play such roles. So we can see this is one area where the shift has taken place significantly.



The next shift which I want to bring to your notice is in the concept of 'corporate universities'. It is worth noting how many organizations have corporate university linked with them. And there is clear shift again in corporate university which is now stemming gradually. These centers stand as learning institutions – on line or off line and the organization to which these centers have been attached underwent significant change. Then there is second shift that these training centers became a place where conversations transpired between the leaders and key functionaries. Sequel to this shift, the functioning of the corporate university got changed in itself and is still continuing to undergo changes.

Next, I would like to mention the concept of internal mobility. In fact the career models are nowadays designed in such a way that people can choose voluntarily where they want to move in the process of internal mobility within their organizations. Here the researcher has called this phase as Level Core careers.

We can say internal mobility is a strong element to motivate young employees to forge and fire up their ambitions in their career growth. There is also some counter measures to assess and monitor their performance to find out if they are ready and if they are capable to move forward for acquiring skills to move forward for the jobs which are 'open'.

The issues that are primarily to be of main focus are: 1) job architecture- that is if the job is very strongly defined around some specific capabilities in particular functions, 2) culture, that mentions internal mobility and work culture around, 3) tracking learning metrics 4) managing employer's brand that attracts people, 5) Social media interventions to create a brand that attracts best of the learning talents, 6) rethinking L & D of the organization, 7) rethinking on corporate university, and 8) refocus L & D team from the perspective of re-designs of content to actually create a life long learning module for the colleagues.



A Brief Profile

Dr. Arvind N. Agrawal

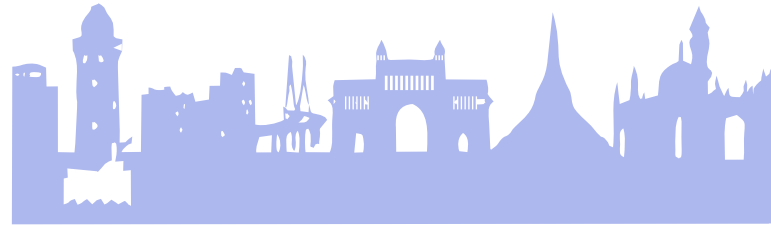
Accredited Executive Coach and Human Resource, Consultant



Dr. Arvind Agrawal is an accredited executive coach and human resource consultant having extensive corporate experience. He has served in the Boards of several companies including as Management Board Member of RPG Group for over fifteen years. In this role, he extensively participated in the development of appropriate strategies for turnaround and growth of the diversified businesses in the Group and was involved in monitoring of performance of the companies and CEOs. Closely working with Chairman, Dr. Agrawal successfully led the top management appointments, succession planning and leadership development initiatives over these years.

Prior to that, he held positions of Chief Executive in Escorts JCB and Escorts Construction Equipment; Head of HR, TQM, Corporate Strategy and Marketing in Modi Xerox; Head of Management Development and Organization Planning in Escorts. Since transitioning from his corporate journey, Dr. Agrawal has led the formation of Global HR Lead Partners with a charter to offer executive coaching and consultancy in leadership, organization and human resource management. Dr. Agrawal holds a PhD from IIT Bombay. An alumnus of IIT Kharagpur and IIM Ahmedabad, Dr. Agrawal was awarded the National HRD Award in 1992. He also served as the National President of National HRD Network during the year 2000 - 2002.

“ If change is not adopted, it will be tougher to stay in business and to stay competitive. I advise, being larger company one has to adapt to the changes. ”



Careers and Learning: Real Time, All Time

Consumer behaviorism is leading to change within an organization. Now, employees want to be treated like consumers. And so if you look at the base of consumer behaviorism, you will find its transparency, consistency and the choice that you leave in the hands of consumer. So employees want the same thing. And that's the big shift. Earlier, the power traditionally resided in the organization. It resided among bosses. It resided inside HR department. Now it needs to be reinvented in a way where the power actually resides in people. They would decide what careers they choose, what learning opportunities they want to pursue, how they want to learn, and when they want to learn, and that's the big disruption.

All I would say that the change is here- and in the course of time it will get figured out, and like everything else it will get settled. In this unfolding scenario, a challenge will be whether employees will become contractual largely and in that case if the soul of the organization gets destroyed.

The second challenge is contextually relevant to India. While some evolved organizations, I'm sure, are practicing much and they will be early adopter of the new that is coming, yet there is vast proportion of the corporate India, who were small proprietary companies some 20 years ago, when the HR was evolving in the country. Once, they had nothing to do with HR of the company. Now they are successful- they are globally competitive, and have global footprint. They have Human

Resource to help them and put in place the people architecture. They are talking about basics of KPI, goal setting etc. How will these companies embrace the new disruptive technology? They have to leapfrog to provide that.

If we continue to do businesses as usual then we are denying ourselves the opportunity, the power of technology gives us. To give a very simple example- I was recently approached by a very large public sector unit. They wanted to train their people and for this they were searching ways to get the feedback. Nothing unusual. We said there is no problem and we will do it. We inquired about the number of people for whom feedback is to be given. I was shocked when they replied there are 1200 people. We said we will give you gamified version of how to give feedback on performance of 90 minutes duration. We will train ten of HR persons. They will become subject matter expert. So that if people have any difficulties, they can approach these ten people.

If change is not adopted, it will be tougher to stay in business and to stay competitive. I advise, being larger company one has to adapt to the changes.

I would now go to the other side of the issue and I think, while 'humane touch' is necessary, we also need very strong analytics to be able to analyze big data and that is impossible without technology. And today the power of machine Learning cannot just be ignored and in fact, it is to be embraced.

A Brief Profile

Mr. Rajeev Dubey

Group President (HR & Corporate Services) & CEO (After Market Sector), Mahindra & Mahindra Ltd.

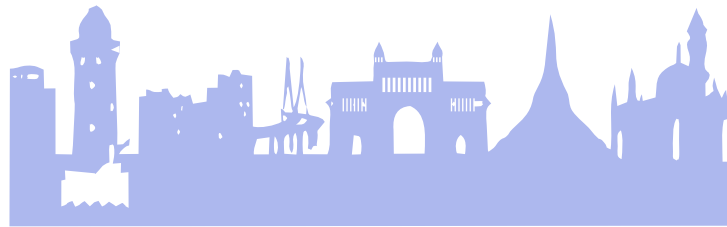


Mr. Rajeev Dubey is also the Chairman of Mahindra Insurance Brokers, Mahindra Steel Service Centres and Mahindra First Choice Services, and serves on the Boards of several Group companies including Ssangyong Motors Korea, Mahindra Interrade and Mahindra First Choice Wheels. He is Chairman of the Group CSR Council and the Corporate Governance Cell, and a Member of the Governing Council of the Mahindra Institute of Quality and the Governing Board of Mahindra Ecole Centrale.

He joined Mahindra & Mahindra Ltd. in January 2004 after a career spanning 29 years in the Tata Group, which he joined as a member of the TAS, the central managerial cadre of the Tata Group. He is a Member of the Governing Board of the International Labour Organization and is the immediate Past President of the National HRD Network and the Employers' Federation of India.

He studied Economics at St. Stephens College, Delhi University, where he was ranked first in the University, and at the Delhi School of Economics, where he received a National Scholarship. He went on to do his MBA from the Yale School of Management, USA as a JN Tata scholar, and was selected as a Distinguished Alumnus of the School.

“ Now technology clearly plays big role and I sometimes worry to ponder whether technology has become master, and will purpose of human beings, at least be collaborators in using technology to serve humanity and human beings. That is the big concern I have. ”



Careers and Learning: Real Time, All Time

We are suddenly in an environment which is complex and here, anyone who thinks he has the answer, or anyone who thinks that he actually can teach somebody and enrich knowledge is making a big mistake.

So if I could focus only on the learning part, I would say it is very important (a) to be clear about the context for the learning. Especially as that context keeps on changing. (b) Second is the ability to keep on learning, re-learning and un-learning. So it's the attitude. So how do you mix and match the skills and the attitudes will be the task. (c) The third of course is the pedagogy. And we are really moving away from the old, the kind of the world that I grew up in.

So, I think the context, the attitude, and the pedagogy – all the three are undergoing huge transformation. Now technology clearly plays big role and I sometimes worry to ponder whether technology has become master, and will purpose of human beings, at least be collaborators in using technology to serve humanity and human beings. That is the big concern I have. We have got carried away with technology – artificial intelligence and robotics. They are all fine. But at the end of the day we should not forget the poor fellow called human beings who is behind all.



A Brief Profile

Dr. Rajeev Uberoi

General Counsel and Group Head – Legal and Compliance, IDFC Bank Ltd.



Dr. Rajeev Uberoi joined IDFC as General Counsel and Group Head-Legal and Compliance in 2009. Having worked in the banking and finance space for more than three decades, Dr Uberoi is looked upon by many institutional heads for his ability to effectively strategize and formulate business. Having worked as an in-house counsel in multi-functional and multi- jurisdictional organizations with rich experience in banking, he has the ability to seamlessly advice on complex matters including cross border regulatory regimes and enforcement practices, local jurisdiction issues, tax implications, capital market regulations, Mergers and Acquisitions (both domestic and cross border) including the latest demerger of IDFC Limited and IDFC Bank Limited, corporate restructuring, foreign collaborations, divestments, and many other incidental issues of legal and regulatory nature.

Prior to joining IDFC Limited, Dr. Uberoi worked with Standard Chartered Bank where he was Regional Head - Operational Risk & Assurance, South Asia. Dr. Uberoi is also a profound writer and has a lot of publications to his credit. He is a recipient of many accolades and awards and his contribution to the legal fraternity has been recognised in the Industry. He is a Canadian Commonwealth Scholar with a Masters from McMaster University and a Ph.D. in Economics.

“ **Changes have two objectives. One, the system wanted to be changed. Two, your own aspirations are to be changed. And when you change your own aspirations you need to work for it.** ”

Careers and Learning: Real Time, All Time

The one word that is used often in today's world is - change, and when the change is fast enough it is termed as 'disruption'.

But the genesis of this is that change is something that all of us are living with. We have accepted it and have changed ourselves and that's why we have survived. And that is the most important thing for anyone who comes and joins us in work force. The changes have happened and we have accepted, we have survived and grown. But we have also seen that we have adapted ourselves to meet those challenges and requirements wherein somebody rightly mentioned that it's ones capability enhancement.

Changes have two objectives. One, the system wanted to be changed. Two, your own aspirations are to be changed. And when you change your own aspirations you need to work for it. Now we try to link it with the objective of HRD responsibility or functions, with a purpose. And that purpose may be in the form of capitalistic terms, for money. But you can only make money if you are successful. And you can only be successful if you have right resources, and if you have the right resource you have to take them to right path where they meet the corporate objective. It may be social objective or whatever you may call it.

If we have to meet the challenges of so called change or disruption, we have to guide the employees, give them enough

opportunity to make their capability aligned to the need of the day. Now we cannot just leave things to them though I was in a school where people felt that my career is my problem. It is perfectly fine- but if my career is my problem then I don't think I have loyalty to you. You need loyal employees. You need people who can move to your organization to be successful. All those companies, all institutions who have built core employees are the survivors. Everywhere at the bottom you will find, if a company has very strong employee base they survive much longer than other who have no such base.

As a banker we are supposed to be old age stable organization which needs stability. On the other hand, the workforce we get, especially the millennial are more than mobile. You change their work place from east or central to harbor and they are ready to go. It is a huge challenge even in the quality of work. We have been embarking upon taking people on contract but that also doesn't work. Because when you are taking them on contract you are giving project driven work which has no anchor. So, in the financial sector it's very important to build-develop talent which is to be fit for a certain purpose for the organization for at least some period of time.

But having said that it is very important that our organizations are receptive and responsive to the needs of people who are coming to work, and understand their problems and give them what they need in the interest of the organization.

A Brief Profile

Dr. Tanaya Mishra

Managing Director - HR, India and APAC, Accenture



Dr. Tanaya Mishra has the unique and diverse experience of having worked across industries ranging from Manufacturing, Retail, Insurance, IT/ITES. She has been the Head of HR for ACC Ltd., Shoppers Stop, SBI Life and was the Sr. Vice President -Group HR for JSW. She is a PHD in Manpower Planning and has a post graduate degree in Human Resources with a degree in Law. She has many articles and publications to her credit. She has held several honorary positions and served as board member of NHRD Network, CII, subject matter expert with SHRM, executive council member EFI. She has represented India as a member of APERG. She was selected to be part of the prestigious CSC Commonwealth Leaders and invited to Oxford and Buckingham Palace. She has won many accolades and awards the recent ones being the Women Super Achiever award 2016 and the Most Influential HR Leader in 2017. She has recently been invited to be an Executive Council Member of the world's most powerful network of women across the globe.

Careers and Learning: Real Time, All Time

I think where we are today is the microcosms of environment. And it is about disruption, and it is about being the new. And also, it is about re-thinking, and re-imagining, in what we do as a function. We are definitely changing the way we are hiring. We are talking of variable – like work force – the liquid work force. The workforce has different skills to adapt to the new and to a changing technology and space which is constant.

A lot of organizations are re-thinking their way. The paradigm shift in performance achievement is about you or it is about your own matrices, your own performance and how you are going to move in that direction.

Compensations and benefits are also undergoing a sea change. The thinking of the workforce is therefore something which has distinct meaning. Every organization has different talent refresh and they are wondering if they have people who are future ready. Also, we don't know the kind of employee that is going to come into our doors next time. All these changes lead to tap what kind of future it is going to be. And every organization is grappling with this reality and trying to adapt some ways or situation.

To talk about longevity and longer opportunity for an individual to work, I would say it is relevant. It is about how quickly to know how agile you are. So I say, agile workforce indulges in keeping their tasks abreast with changes that come on their way. The core value of this kind of reaction to the change is that we are all human beings.

Today they are talking about co-sharing of particular job and they are talking about contract employees. This is because they don't have their liability in their jobs. So what was earlier viewed about workforce was the quantity but now the onus is on their deep skills and quality of work they perform. So the entire norms are changing. To discuss the negative part of the millennial workforce, the other spectrum of challenges related to the millennial workforce is quite alarming. Their conditions of

mental alertness or wellness is a matter of concern. You can look into the statistics of our company through annual reports and you will find that one in two professionals is suffering from mental disorders or abnormalities of different kinds. May be they feel abstain, or stressed, or suffer from obsessive compulsive disorder, and they carry these issues to workplace. Most often they have personal problems and work issues, and so they sometime feel insecure psychically, and suffer from human psychic and neurotic disorders.

So how far we are engaging services or assistance programs to cope with these kinds of stress related issues prevailing among workforce. Counselors, buddy system executives who opine their professional services is relevant here to identify the disorders and treat them with proper guidance and care. Thus the overall HR functions depend on this periodic guidance in overcoming the mental stress. Today everybody needs some sort of psychic counseling or else these disorders will get aggravated in the absence of timely interventions by psychologists and service of psychiatrists will have to be summoned. Take for example- Many people in general and adolescents in particular are reading about Blue Whale- the game is about trying to identify the people who are not strong enough mentally or weak in their consciousness, will be eliminated from this Earth Planet. So the anchors here are missing, and hence is to be provided.

“ **Compensations and benefits are also undergoing a sea change. The thinking of the workforce is therefore something which has distinct meaning. Every organization has different talent refresh and they are wondering if they have people who are future ready. Also, we don't know the kind of employee that is going to come into our doors next time.** ”

A Brief Profile

Mr. Vivek Paranjpe

Consultant and Executive Coach, Reliance Industries Ltd.



Mr. Vivek has more than 40 years of work experience both in India and abroad. He is associated as an advisor on matters of Strategic HR and business transformation, to the Chairman of Reliance Industries Limited, since 2003. He led Group HR function of RIL from 2009 to 2013.

Prior to this, he was with Hewlett Packard for close to 16 years, with last role as Director HR for Asia Pacific Region, based at Singapore. There he held several important positions and was part of the team that was responsible for the acquisition and merger of the Compaq Corporation.

He started his career with HUL in 1975; he worked in various companies like Johnson and Johnson, ICIM, etc before joining Hewlett Packard. A science Graduate with honors from Fergusson College Pune, and a Post Graduate from XLRI Jamshedpur, he was the Gold Medalist, and also a recipient of NHRDN President's award. He has also authored two books.

“ Each generation is different. My generation is very different from my father's generation. And my son's generation is very different from my generation and it's a reality of life. One has to accept that reality of life. ”



Careers and Learning: Real Time, All Time

The change that we are talking about, is indeed real. To discuss career span, I would say, in good old days the career span had been at the maximum, spread up to 30 years or 35 years. And I was reflecting back to 1990 wherein in Hewlett Packard we did a survey to figure out the career planning for the people, and we said, in a span of 30-35 years of career people may change about ten roles or may be a career or two in moving from finance to HR or vice versa and may be couple of jobs, which means a couple of companies.

But in today's world the careers are really ranging up to 50 years or 60 years. Today, the longevity of career is really going to make sure that people will work for 50 – 60 years and career definitions will be changed. If you really look at the industrial era in the past we said there are three stages and they were all pretty linear. One was age for study and then you work for 30-35 years and then you retire. But in today's concept the idea of retirement is gone. The concept of retirement has gone into career of change and long careers. That means there is huge need for learning. And it has to be on time. I think therefore the problem is real we have got to deal with that.

To mention about longevity of employee I will mention the examples of Reliance Industries. People are physically fit mentally fit till they attain the age of 60 and may be continue to working for another 20 years. The question that comes up is that 'do we continue them in their same role for next 10-15 years or

do we retire them?' That becomes big dilemma. And the dilemma is that because you do not retire them, the entire pipeline below is choked up. And there is whole lot of restricted employees who are young and bright may quit you.

So in this situation the solution is to retire them. And having them retired, let's take them on contract as advisors, mentors, guides, coaches, and so on so forth. And engage them on critical new projects so that the pipeline below is not choked up. And at the same time our work is done. The most important crucial element is that HR needs to have flexible HR policies processes and programs to accommodate these kinds of people. The HR processes are to be designed to take care of the old people. So concept of retirement is gone. It is a change of career and something which we have to respect. So that people can remain and work till whatever time they can.

Each generation is different. My generation is very different from my father's generation. And my son's generation is very different from my generation and it's a reality of life. One has to accept that reality of life. And so, I think we – the HR community has to create flexible HR policy – flexible processes flexible working conditions, and flexible programs to just adapt to the new generations' thought process.

But above all, there is no substitute to human culture. I started my response with the art of conversation. There is no substitute

to human culture. There should be some 'human touch' in everything. Somewhere in the automated technology we cannot allow that humane touch to go away. But, I say, the efficacy of 'humane touch' in the form of conversation is missing and technology did not tell you not to have the conversation. But somewhere we have used the pretext of technology saying that technology is making things consistent- fast- efficient which is fantastic. We should use it. But the human triggers have to be embedded.

So in this situation the solution is to retire them. And having them retired, let's take them on contract as advisors, mentors, guides, coaches, and so on so forth.





Rewriting The Rules For The Digital Age: Reinventing HR

In this digital age a principal characteristic of the new era is not merely change, but change at an accelerating rate, which needs to create new rules for business and for HR. Organizations face a radically shifting context for the workforce, the workplace, and the world of work. These shifts have changed the rules for nearly every organizational people practice, from learning to management to the definition of work itself.

It is abundantly clear that technology is advancing at an unprecedented rate. Technologies such as artificial intelligence (AI), mobile platforms, sensors, and social collaboration systems have revolutionized the way we live, work, and communicate-and the pace is only accelerating. This causes stress for individuals as well as societies; research shows that employees and organizations are more "overwhelmed" than ever.

There is an exponential rate of technological change. More than 50 years after the formulation of Moore's law-which holds that computing power doubles in capability every 18 to 24 months-mobile devices, sensors, AI, and robotics affect our lives more quickly and more pervasively than ever before.

Further, while individuals adapt to technology relatively rapidly, businesses and organizations move at a slower pace. The business practices of corporate planning, organizational structure, job design, goal-setting, and management were largely developed in the (first) industrial age, and companies must constantly revise them to keep up. The gaps show the need for organizations to adapt to technology and lifestyle changes.

Today, a new set of digital business and working skills is needed. Companies need to focus more heavily on career strategies, talent mobility, and organizational ecosystems and networks to facilitate both individual and organizational reinvention. The problem is not simply one of "reskilling" or planning new and better careers. Instead, organizations must look at leadership, structures, diversity, technology, and the overall employee experience in new and exciting ways.

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

The Employee Experience: Culture, Engagement and Beyond

In a digital world with increasing transparency and the growing influence of Millennial employees expect a productive, engaging, enjoyable work experience. Rather than focus narrowly on employee engagement and culture, organizations are developing an integrated focus on the entire employee experience, bringing together all the workplace, HR, and management practices that impact people on the job. A new marketplace of pulse feedback tools, wellness and fitness apps, and integrated employee self-service tools is helping HR departments understand and improve this experience.

A PRODUCTIVE, positive employee experience has emerged as the new contract between employer and employee. Just as marketing and product teams have moved beyond customer satisfaction to look at total customer experience, so does HR need to refocus its efforts on building programs, strategies, and teams that understand and continuously improve the entire employee experience.

Most companies have been often delegating this issue of employee experience to an annual engagement survey, have not

assigned responsibility to any senior executive or team to design and deliver the employee experience, HR departments often find it difficult to obtain the resources needed to address an integrated set of priorities, companies often avoid to update their tools to engage employees on an ongoing basis to help HR teams and line leaders understand more fully what the talent expects and values and many companies remain focused on "point-in-time engagement" and have not yet pulled together the disciplines of performance management, goal setting, diversity, inclusion, wellness, workplace design, and leadership into an integrated framework.

Companies may need a new approach-one that builds on the foundation of culture and engagement to focus on the employee experience holistically, considering all the contributors to worker satisfaction, engagement, wellness, and alignment.



Rewriting the Rules for the Digital Age: Reinventing HR

15 December, 2017 | Hotel The Lalit Ashok | BANGALORE

THE EMPLOYEE EXPERIENCE: CULTURE, ENGAGEMENT AND BEYOND

AGENDA

Welcome Address : **Dr. H. Chaturvedi**, Director, BIMTECH

Theme Session: **Mr. Pratik Mehta**, Director, Human Capital Advisory Practice, Deloitte Consulting

Panel Discussion: **“The Employee Experience: Culture, Engagement & Beyond”**

- **Mr. Lakshminarayana K.**, CEO - Shell MRPL Aviation
- **Dr. Shivakumar Venkateswaran**, CHRO- IIM Bangalore
- **Ms. Smita Saha**, Vice President - HR, AstraZeneca
- **Mr. Venkataramana B.**, Group President – HR, Landmark Group
- **Mr. Pratik Mehta** (Moderator), Director, Consulting's Human Capital Advisory Practice, Deloitte

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

A Brief Profile

Mr. Pratik Mehta

Director, Human Capital Advisory Practice, Deloitte Consulting



Mr. Pratik Mehta is a Director with Deloitte Consulting's Human Capital Advisory Practice. He works with senior leaders to drive business performance through interventions in the area of leadership development, organization transformation, operating model and organization design, strategic workforce planning and executive rewards. Pratik has delivered multiple challenging assignments across 14 countries in industries such as Financial Services, Automobile & Auto components, Infrastructure and Heavy Engineering.

Prior to joining Deloitte, Pratik was associated with Korn Ferry Hay Group and KPMG. Pratik holds a Bachelor's degree in Electronics Engineering; a Master's degree in Human Resource Management from the London School of Economics and Political Science and a Chartered Accountancy qualification from the Institute of Chartered Accountants of Scotland.

“ This ‘changing era’ is a sequel to industrial revolution and we can call this era as ‘digital revolution’. And that is because digital is not simply about technologies; it is not about various ERP systems which we use; and it’s not just about smart phone and apps we use; but it is ‘different’ in the way we think about it. ”

The Employee Experience: Culture, Engagement and Beyond

Ten to fifteen years ago the phrase “Employee experience” was never known by anyone. It always used to be only ‘customer experience’. Fifteen years hence the employee finally comes at the centre-stage now employee-experience actually matters. Digital technology is enabling all to bring forth a turning point. Apart from this, we also need to engage employees differently and we also need to be mindful of the culture we are creating.

This ‘changing era’ is a sequel to industrial revolution and we can call this era as ‘digital revolution’. And that is because digital is not simply about technologies; it is not about various ERP systems which we use; and it’s not just about smart phone and apps we use; but it is ‘different’ in the way we think about it. It’s a different way of doing business. It’s a way of coming closer to our customers. It’s to enable our customers to do things ‘differently’.

Now if we are talking of this ‘digital disruption’ from an ‘employee’ perspective it means no longer working in singular teams and it means no longer working within a single box. This actually means working across teams collaborated with cross pollinating ideas and so on. This is in itself fairly is a disruptive experience even for our employees.

One prominent change which has happened over the last few years is ‘multiple roles and multiple managers’. The role of managers itself has changed. Earlier we used to have managers who used to work with single functions – single process or single

activity. Now many of the processes are automated and digitization has come into play. Managers are expected to look at multiple processes looking at managing multiple teams and so on.

So, for a manager to be successful in his career there are few things which he needs to be mindful of. The needs of the workforce are changing. Today’s managers deal with the individuals in their late 40s and simultaneously manage individuals who are probably in their early 20s, and work with both as a team. And this is a significant shift from what it was few years ago.

Secondly, the structure of the workplace is changing. Few years ago we used to have the concept where every employee used to come to office to work. Now is the case where people are working from homes – flexibility and mobility have become their way of life. Flexibility in fact has crept into our way of working and so the workplace structure in itself has undergone a change. So, the horizon of HR is changing and becoming digital in its sphere.

The manager no longer has a team that is physically visible to them always, but it is actually working with fairly virtual diversity. A new change which we often see is the increasing number of interim or contingent workforce freely to be interacted with. Laboratory research studies actually shows that in the next few years close to 25%-40% of workforce we interact with is actually

going to be contingent workforce. Now organizations are increasingly choosing to procure special skills on contractual basis. Over a period of time we are going to see this 40% of workforce migrate into work on freelance basis. This is once again a fundamental shift.

From the perspectives of HR, now this is going to be a case where you are managing the talents, some of which is inside the organization, some of which is virtual, some of which is cloud sourced, and some of which is going to be freelancers. So what is the road ahead for us?

By keeping these points in mind there are two specific issues that I would like to discuss.

First, in order to ensure employee experience, strong leadership is required to be instilled. And that is primarily because you are asking leaders to think differently about their employees. So we need to start thinking about the employees no different from the way we are thinking about the customers. If we are concerned about our customers, their experiences, our brands and organization, then why not about our employees as well.

Second, now, we have organizations like glass store, such as twitter and face book. And people are more than happy to express their point of view in public about what they feel about a particular organization. If we speak well about us as a company the effect is only manifold. Fundamentally from the point of view of HR a certain degree of design thinking is also needed now. When we talk of design thinking we largely look at it keeping the employee at the centre of the circle. This is very much HR initiative to keep the employee at the centre of the design.



A Brief Profile

Mr. Lakshminarayana K.
CEO, Shell MRPL Aviation



Mr. Lakshminarayana, CEO in Shell MRPL Aviation Fuels & Services Ltd., is a mechanical engineer with over 36 years of experience in multiple functions across sectors of Petroleum & Petrochemicals Manufacturing and Process Industries. His skill set ranges from developing viable business models, formulating and executing organization-level strategy, owning company level Profit & Loss, managing human resources, driving sales and marketing functions, materials planning to pureform projects management.

Through some unique initiatives under his leadership, Shell MRPL Aviation has been able to sail through fairly turbulent market conditions. Prior to this role, he has handled the portfolios of HR, Projects, Corporate Strategy and Materials in MRPL-ONGC for over a period of 18 years.

Significant contribution has been in the facilitation of building, nurturing and priming a 1800-strong professional resource pool for leadership.

“ On the first day when she completed her formalities with least possible delay she was handed over the appointment letter with another envelope which contained air tickets for all three for a week’s holiday at a luxurious resort there. ”

The Employee Experience: Culture, Engagement and Beyond

I would like to start with a small example about what an employee experience is all about. A lady was short listed for the final panel interview. And in the panel interview she was asked by the interviewer what her dream is. And she replied that her dream is betterment of her parents’ condition. She told that her parents have struggled to nurture, nurse and bring her up to the present level. She told the interviewer that she wishes to take her parents to Singapore on a holiday trip. In turn this point was noted down and subsequently structured interview was taken and she was selected.

On the first day when she completed her formalities with least possible delay she was handed over the appointment letter with another envelope which contained air tickets for all three for a week’s holiday at a luxurious resort there. This company still exists. Now is it the employee-engagement, which the company has done, that we all are talking about?

I would like to share with you all what MRPL from where I come from, speaks about ‘employee engagement’. We were the first private JV (Joint Venture) in the country amongst the 250 odd public sector companies in the country contributing 20% of GDP (Gross Domestic Product) to the country. In the Public Sector Units (PSU), very less is talked about HR Revolution. In MRPL the work culture was more respected as it is India’s first private sector JV Company – taken over by the Government of India. By

this itself, you can imagine what sort of cultural values and ethics that the company endorses and enjoys.

In less than a year a loss making company of net worth Rs.366 crore turned out to be a profit making company with annual profit of Rs.266 crore. That means the net market growth of Rs.500 odd crores. How is this possible in short term with the same workforce with no additional equipment? It became possible because of the human talent harness. And that is the real story behind employee-engagement.



A Brief Profile

Mr. Venkataramana B.

Group President-HR, Landmark Group



Mr. Venkataramana is a Postgraduate in HRM with over three decades of experience. In his tenure of almost 8 years with Landmark Group, by creating a great performance-driven culture in fun-filled work environment and implementing innovative HR practices, he was instrumental in the company becoming the No.1 Retail Company to Work for in India for two consecutive years, the No.10 Best Company to Work for in India across Industries and the 12th Best Large Workplace in Asia in 2016 from Great Place to Work.

His last assignment was with Reliance Retail Limited as Senior VP - HR. Prior to this, he headed the HR functions at Reliance BPO, Henkel India and Brigade Solutions. He was former Chairman of HR Panel for CII, Southern Region. He was awarded the Top 40 Most Talented HR Leaders in India by ET Now, Most Powerful HR Professionals of India by World HRD Congress and many more.

The Employee Experience: Culture, Engagement and Beyond

I represent Land Mark group. We are about 20,000 employees in India and we are not Public Limited Company but private limited company in India.

The 20,000 employees that we have, of these about 85% are front line staff at the shop floor and are under minimum wage salary package. Weekend or Diwali when everyone enjoys are the nick of the time for our business. It is not very easy standing for nine hours doing a monotonous job. And I remember when I joined this organization in 2009 the attrition levels was about 100 %. This meant that we almost had new employee every year. But now I am very happy to tell you that we have brought down that attrition rate to about 22% this year which I think has been due to our new HR initiatives.

We brought in new HR initiatives understanding the need. May be, at that time, those employees could not see retail as best career option. They could not see the growth, they could not see higher education, and all these were something that we created. They were not respected, so we brought respect and honour to their profession. And at the fag end of the day we created stickiness. And I think that is how we brought work culture with cultural values and ethos of life.

An example could be that we work with all fashion designers at the back office. And we recruit about 80-90 fashion designers from the National Institute of Fashion Design in India. Every year they come from fraternity of designers, merchandisers, as well as buyers. But they are all different breed altogether; their content is also very different. And it is of interest and significance as how to manage both extremes. And that is something we had to create as the culture. And today ours is big corporate having good etiquettes, fun filled work culture, and we make sure that



our workers will come to work which is a fun filled environment. And as an added advantage we have brought in lot of pro HR initiatives.

I remember when I joined the company the attendance used to come in excel sheets and more than 15-16 life style stores were closed due to manpower crunch. And we didn't know whether they were attending or not attending duties. So the first step we have taken at HR was introduction of biometric system which was aligned to pay roll. We introduced HR MS platform for employees' use. And then from there today we are really in leapfrog mode with lot of initiatives on the technology front and today we have BOTS for people for their on boarding. We have e-learning in a big way. This is followed by lot of gamification and other initiatives for learning and development.

- We really moved across in terms of using technology in our day to day activities and making this initiative employee-friendly successfully as an organization. So we motivated employee morale and automated the HR department.

I take an example of Sarvana bhawan in Chennai. They keep their employees with full care. They provide accommodation to them. They give some pocket money for them but their salaries are deposited in their bank account. And once a year they will be allowed to go to their native place. And statutory benefits like ESI, PF, and EPF etc. are provided to them. They are really loyal as at the end of it they keep with them two months' salary which will remain in the bank account for next year. So there are different ways of working. Today if we look at workforce there are two sectors- organized sector and unorganized sector. The organized sector is organized because of their knowledge and

the other is unorganized where there is no certainty of jobs and benefits. The firms are seasonal and run differently. If you really look at HR today, it may be different for different organizations. But why I brought SARVANA stores for our reference is that the way that stores treat employees makes the attrition very low. They don't even hire any HR managers.

It is mom-pop stores, kirana stores, they all continued to do very well but they are also becoming departmental stores, air-conditioned store, but they run their whole business and they have their people working. The top-in-town comes and you will find 30 employees from Kerala will come here and work in Top-in Town. So our country works in different way. The significance of the HR person is that he/she definitely does help in terms of building the organization, building capability on long term basis.



A Brief Profile

Ms. Smita Saha

Vice President – HR, AstraZeneca



Ms. Smita Saha is the Vice President – Human Resources & HR Regional Lead, India for AstraZeneca. She is responsible for people strategy of the organization. Smita Saha initiated an exciting cultural transformation by making the AstraZeneca Values the corner-stone and common language in the organization. Her focus is on driving belief in the organization strategy, Talent & building succession pipelines, development & improving the science quotient in the workforce and gender diversity.

Ms. Smita is an alumna of Tata Institute of Social Sciences, Mumbai, has over 20 years of professional experience. Prior to joining AstraZeneca, Smita has held several HR leadership roles at Multinational IT companies like Siemens, Oracle, Cisco Systems and IBM. In her previous assignment at Oracle, she was Senior Director, HR for the India Development Center. She was a coach to leaders in Asia Pacific countries, involved in customer presentations and also led many integrations.

The Employee Experience: Culture, Engagement and Beyond

I come from Astra-Zeneca Pharma India Limited, and pharmaceutical companies are viewed as little more traditional than others. We are actually transforming the company to a large extent. So we have decided to regroup ourselves to see what we are good at, and what things are needed at the first instance to bring back our company's business on the right track.

At present, we are a reputed bio pharmaceutical innovative company and also a biotech company, and we are less of a pharmaceutical company. But we still embrace the DNA of the organization. We actually have moved away from a lot of extremely high revenue generating therapy areas and moved towards chronic diseases, or specialty areas like oncology, respiratory, metabolic diseases like diabetes, renal failures and several different types of diseases.

For this level to make the shift, to attain expertise to produce acute disease medicines for infection, we felt it was huge change in the organization. In a very simplistic way as HR people we can understand selling a cough syrup and selling oncology medicine is completely different. The science is different, the complexity is different, audience is different, and research is different. So, when we all decided to bring forth a shift three-four years ago, there was huge rework in the organization, a transformation or a re-engineering work.

And to understand the DNA of the company, you can depend on the basic ethos and values of our organization. Our transformation was actually seamlessly done, spread across the world and lot of which has occurred through digital means. We have Town Halls, Jam sessions, just rallying the whole organization across several hundred countries to come together to contribute to us as we are transforming the whole organization for the last few years.

Of course our efforts translates local, and you would understand automatically that in pharmaceutical industry the workforce is distributed and is largely dependent on the influence of the market. They are sitting somewhere and business is taking place somewhere else. Our entire connection with the employees is through virtual medium. We have blended models, we discuss virtually and meet face to face as well.

Maybe first line managers see the employees for three four days a month. A second line manager probably sees them once a month or twice a month. And they will see the team once in every quarter and all of them will come into direct real contact once in a year. So the entire digital medium is such a means and mechanism for us that it keep this entire distributed workforce together not only in India but also globally. Our entire workforce management is completely under virtual mode. And it is not just the HR but the entire business runs virtually as well.



A Brief Profile

Dr. Shivakumar Venkateswaran
CHRO, IIM Bangalore



Dr. Shivakumar Venkateswaran has about 23+ years of corporate experience in diverse sectors like Engineering, Textiles/Apparel/Brands & Retail, Education and Consulting. A Post Graduate from the Tata Institute of Social Sciences, Mumbai, Shivakumar started his career with Ion Exchange Ltd.

Shivakumar currently is the Chief Human Resources Officer of Indian Institute of Management, Bangalore. He provides professional leadership and strategic direction across the spectrum of core Human Resource areas which includes leading the review, formulation and implementation of progressive HR Policies, practices, initiatives and processes to support the Institute's mission and goals and meet its Vision and Objectives.

“ There are issues of niche appeal, pervasive information technology, security issues etc. and we are grappling with these issues. Next comes faster processing- complex processes. Everybody is running fast and everybody wants to be on top. Another issue is of growing non-employability. ”

The Employee Experience: Culture, Engagement and Beyond

I am from IIM and CHRO Bangalore. It is a complex organization that looks after not only employee experience alone but also stakeholder experience. In the last five and half years I have five directors in the institute. Despite this we have been ranked 25th in the world and that is because of people across all the segments.

I think it is important to talk about experience holistically. I wish to point out the paradoxes of the millennium.

There are issues of niche appeal, pervasive information technology, security issues etc. and we are grappling with these issues. Next comes faster processing- complex processes. Everybody is running fast and everybody wants to be on top. Another issue is of growing non-employability. For last two decades the employable quotient is quite low. This has caused rising income but growing disparity- you might have seen the per capita income distribution graph that has grown significantly.

In most countries due to income disparity the income is receding enormously. However, there is trend of growing disparity sequel to this and there is growing number of millionaires. Then there are customers who are easy to reach but difficult to retain. Lastly, there is deluge of information but lack of knowledge. This is the paradox of the technology invasion. And in this context if you

re-write the rules for re-inventing HR we need to speak a lot on holistic stake holder experience in any organization.

Today we are looking at vendor experience, customer experience, and employee experience. It's not completely narrowed down. In the last 44 years of our institution's existence how are we doing something correct? What is the magic which we are creating? Is it only because of HR policies? Is it only because of digital process? It is because of variety of factors, and one such is humaneness which is critical.

The next big thing is major longitudinal shift in a career choice. Now employees of each organization are looking at options like that. Be it in pharmaceutical- be it in retail- be it in a public sector- be it in consulting – or be it in academic institution.

Regarding technology, you either do it or perish. There is no other choice. We had to continue to look at solutions in our own back yards. There are no global solutions for local problems. There are solutions in our own backyard. Our role should change from reactive to proactive, from standardization to customization, then from linear to non-linear, and from convergent to divergent. So, thus fundamentally we have to think reinventing ourselves. What matters is, a complete stakeholder experience. If I have to stay upfront I should be proactive.



We have to accept our incapability also- the realization that says: "I don't know many things". I think, once we get the realization we will be starting to see lot more reinvention happening in this digital world. The digital is just medium for me to deal with it. We are sometimes over-emphasizing BOTS or so called digital revolution. So I am just reflecting and seeing that how do we continue in inventing?

Learning is not a very easy habit. So are we truly learning and are we in HR trying to reinvent to look at dis-jointed experiences?

Let us also look at inclusivity. Can I be an inclusive organization? Work culture for us is very critical and everyone in the organization has contributed to the nature and growth of the administration. Second, we looked at innovation, and here I am

trying to be innovative within the constraints we have. And the question we are asking is will we stay relevant ten years from now? Next is integrity; the fundamental and professional integrity in terms of the purpose of the organization. Integrity is not about particularly signing of any CVC pledge. Integrity means what is it that you truly believe in and are you practicing the same?

I come back to the last issue of 3 Ps. These are People- Planet and Profits. I will end by saying that HR is equally relevant – equally critical and equally important. But in different kinds of organizations there are different purposes and that is not just about profit alone.





Rewriting The Rules For The Digital Age: Reinventing HR

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Leadership Disrupted: Pushing The Boundaries

Leadership development continues to be a significant challenge for companies around the world, as the transition to the new digital organization creates even larger leadership gaps. High-performing leaders today need different skills and expertise than in generations past, yet most organizations have not moved rapidly enough to develop digital leaders, promote young leaders, and build new leadership models.

As digital disruption sweeps across every major industry, leadership capabilities are not keeping pace. Leadership today is less about the "art" of leadership and more about the challenges leaders are facing. Above all, the dramatic transformation of business is driven largely by the switch to digital. Of course, technology is critically important, but human capital remains indispensable.

A natural corollary of this is that leaders need interdisciplinary skills. However, the concept of "leader as hero" no longer scales. Highly effective companies such as Google, Lyft, WL Gore, Mastercard, and Atlassian look at leadership as a team effort and recruit leaders who can work together, complement each other, and function as a team.

Further, while individuals adapt to technology relatively rapidly, businesses and organizations move at a slower pace. The business practices of corporate planning, organizational structure, job design, goal-setting, and management were largely developed in the (first) industrial age, and companies must constantly revise them to keep up. The gaps show the need for organizations to adapt to technology and lifestyle changes.

Today, a new set of digital business and working skills is needed. Companies need to focus more heavily on career strategies, talent mobility, and organizational ecosystems and networks to facilitate both individual and organizational reinvention. The problem is not simply one of "reskilling" or planning new and better careers. Instead, organizations must look at leadership, structures, diversity, technology, and the overall employee experience in new and exciting ways.

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

When older business models are no longer working, leaders need new capabilities. Yet most companies are digital "immigrants," new to this world and built on older models such as control mechanisms and financial returns. Now, companies are scaling for different goals, such as innovation and moving at high speed. Ninety percent of companies are redesigning their organizations to be more dynamic, team centric, and connected. These changes require not just new operating models, but a different type of leadership to mobilize and execute these models. Because of these shifts, organizations need people who can lead teams and partner with the broader ecosystems. This new type of leader must understand how to build and lead teams; keep people connected and engaged; and drive a culture of innovation, learning, and continuous improvement. They must also be able to lead a workforce that now includes contractors, the contingent workforce, and crowd talent.

Demographic changes are also influencing what is required for a leader to be successful. Millennials expect to be developed throughout their work life via opportunities, mentoring, and stretch assignments. Likewise, the most sophisticated organizations view leadership development as more than training. They combine organizational design, job design, mentoring, and development



Rewriting the Rules for the Digital Age: Reinventing HR



16 March, 2018 | Hotel Hindusthan International | KOLKATA

LEADERSHIP DISRUPTED: PUSHING THE BOUNDARIES

AGENDA

Welcome Address : **Dr. H. Chaturvedi**, Director, BIMTECH

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

Panel Discussion: “**Leadership Disrupted: Pushing the Boundaries**”

- **Mr. Asim Kumar Basu**, CEO, Hindustan Motors
- **Ms. Preeti Das**, Executive Vice President - IT Services, Sutherland Global Services
- **Mr. Sourav Daspatnaik**, CEO, Swach Environment Pvt Ltd., A SREI Group Initiative
- **Mr. V.C. Agrawal**, President - Corporate HR, RPG
- **Mr. S.V. Nathan** (Moderator), Partner and Chief Talent Officer, Deloitte India

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

A Brief Profile

Mr. S.V. Nathan

Partner and Chief Talent Officer, Deloitte India



Mr. Nathan is a Partner and the 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. Recently he was acknowledged as one of the top three HR Power Profiles of LinkedIn. Till recently, he served on the Board of the National HRD Network as its National Secretary.

“ Learning is happening on the door. Digital HR empowers big data that makes us to work in the capacity of proprietor. Nowadays people don't want to stay in the organization for ever. ”



Leadership Disrupted: Pushing The Boundaries

We are looking at change that is happening in quick pace. You take your mobile phone- and give it to your grandmother who never used it before. It will take her no more than a day to get familiar with its operation. And if you give it to a child and he will return it to you within fraction of time after learning its functionalities. The child will be able to tell you much more about what the mobile phone does. So this is flexibility in leveraging technology.

Three things are going to happen to the profession of HR. one is workforce is going to change. Number two, the work place is going to change because of digital intervention and third is that work profile itself is going to change.

For instance, the new workforce is digital - global – diverse, and automation savvy and we will have to find new ways to deal with these types of workforce. I can tell you this, with number of millennial who are in my team.

How do I deal with these millennial, who are the new workforce? In-fact, the younger generation would be able to teach me lot of ways about what I can do with the technology. I ask them to do reverse mentoring. So all that we have to do is to keep in touch with waves of changes that are happening in technology. Also, Workplace is going to change. But today people work from their homes. People are working from their homes because space is of collaborative in nature. All the walls are going to break. So changes are going to happen everywhere.

Learning is happening on the door. Digital HR empowers big data that makes us to work in the capacity of proprietor. Nowadays people don't want to stay in the organization for ever. I am Member of the Board- and my friend was CEO for the past 33 years. And I was asking myself, will my children be able to stay in the organization for so long? They say no body would want to do this as they would want different, shared experience. Right in front of us, amidst us, a lot of changes are happening and wisdom lies in adapting to these changes.



A Brief Profile

Mr. Asim Kumar Basu
CEO, Hindustan Motors



Mr. Basu is a seasoned Professional and Business Leader with over 32 years of rich and diverse work experience in various capacities. His previous assignments include the role of CHRO of very large organizations. He is highly experienced in handling crises and complex organizational issues including Production and Operations, HR & IR, TQM and Business Excellence.

He holds PG Degrees in HR, Marketing and Finance. He is a certified Lead Auditor, Du Pont Safety Trainer and a Six Sigma Green Belt. He is a certified Assessor for Business Excellence and Carbon Footprint with experience of assessing many reputed companies. He taught in ICFAI University as a full time Associate Professor for 5 years and has few research publications to his credit. Mr. Basu was a National Scholar student all through his academic career. He is Fellow, Institution of Engineers (FIE) of India and currently the Honorary President of NHRDN, Kolkata Chapter. He is pursuing his Ph.D in Corporate Ethics and Governance.

Leadership Disrupted: Pushing The Boundaries

When we see the technological innovations, we see the horizons of corporate conglomerates and organizational workforce that are undergoing vast sea of changes. We are battling with the changes. We too don't have the answers for this big change. But we are trying to see whether we can dig out some answers to this geometric speed in organizational development and its workforce. So from HR perspective, I see some kind of tremors in the field of HR and workforce. There are number of structural faults within the classical organization and the HR relations. To me HR should act as catalyst and analyst to make things happen by sailing through smoothly, and by adjusting with changes that are taking place in this sector.

Digitization has changed the face of HR management. Digital has been a driving force of change across organizations. And transformation is accelerating but it took five years for many organizations to transform the workforce of many industry units and profoundly re-shape them. One can measure the pace of digital disruption in months while it takes years for an organization and its people to fully embrace such fundamental changes in the way they operate. Change management is by far the most enduring bottleneck to digital transformation. While technology adoption continues to be top of the mind in all digital things. I advocate in this point of view that fundamental changes in leadership and talent attributes are far more critical to successfully embark in the digital journey.

To brief you about the background of the industry, I would say, TATA motor is one of the biggest industries in the world. I refer to Indian context- India is already having first five automobile industries for its credit. TATA contributes slightly more than 7% of GDP. In the next 7-8 years of time electric cars will come to roll on the Indian roads as commercialized vehicle for the use of commute. Next that is on the way is the driverless vehicle. This type of electric vehicles and driverless vehicles will be in the form

of hybrid technology. That means these vehicles can run on battery as well as on fossil fuel. Initially it will be on the hybrid technology backed vehicles. Because there are lots of technological changes and also regulatory changes. And there is also some recharging stations for batteries will come into existence and also charging machines which can charge the electricity in less than ten minutes. So how this innovation is going to change the plight of commuters? This is going to create another 65 million jobs.

Having such big impact in the automobile industry, obviously the HR practices are going to be changed with the change in technology. The first set back is the switching over from fuel based cars to electricity vehicles, but then there might be job loss. And the Government of India is planning to some extent protect them through a new mission. However, it is not going abruptly all at a time. All over the world the present electricity vehicles is less than 1%. Only, Norway has electric cars.

Having said so, these kinds of technological innovations will have positive impacts. In fact this will get more new opportunities with the advent of new technologies. The only thing is HR section has to train the work force. And HR people have to impart training to its employees to make them perfect in their job profiles and then only that company will withstand all odds and capable of training for its own people.

“**Digitization has changed the face of HR management. Digital has been a driving force of change across organizations. And transformation is accelerating but it took five years for many organizations to transform the workforce of many industry units and profoundly re-shape them.**”

A Brief Profile

Ms. Preeti Das

Executive Vice President (IT Services), Sutherland Global Services



In a career spanning 30 years, Ms. Preeti Das has a rich experience with multiple large organizations globally, holding key Leadership positions in Microsoft, Oracle and ICICI. As the CEO of Birlasoft, she led a three-year strategic business transformation through workplace empowerment, operational efficiency, and commercial excellence programs including driving automation and digitization to drive efficiencies.

She has also held Board level positions at Birlasoft and Castek and has extensive experience in mergers and acquisition integrations. Her approach to management is notable for transformational expansion, having driven organizations to deliver innovative digital services that respond to customer demands. She is active across the start-up ecosystem where she is involved in mentoring digital start-ups and nurturing entrepreneurship.

A recipient of the 2014 global CEO award and a global women entrepreneur award in 2010, her strength lies in leading transformations, shepherding companies beyond their traditional strengths, and enabling them to innovate within their organizations.

“ The digital age is moving at such a fast pace that it is fundamentally transforming the way organizations operate. Be it in the private or the public sector, and is requiring them to develop new ways of thinking about service delivery that influence the way operating models are designed. ”



Leadership Disrupted: Pushing The Boundaries

When I think which company is better to work with and I am sure you all agree with me that companies that inspires you to work with peace of mind, with aspiration of long career growth, are those.

The work arena, suddenly for the past two years have seen vast sea of changes. The sales force, in my world of work, suddenly started to expand its horizons, becoming so robust in its outlook. And also, it has become more effective, accountable, and responsible for company's achievement and advancement. And to my sales force I started looking at them and started following them. The trajectory that they carved has tremendous potential for me and it made me look at various companies' trajectories.

What companies are doing is that they are looking at their workforce and their performance minutely. And with the innovation of digitization many things are undergoing vast changes. Digital transformation is no longer a niche interest as it jumps out of the tech department and in to the board room of leaders across industries, sectors and geographies. The current digital age is but a stepping stone in the evolution of a world enabled by the exponential use of technology in the workplace.

The digital age is moving at such a fast pace that it is fundamentally transforming the way organizations operate. Be it in the private or the public sector, and is requiring them to develop new ways of thinking about service delivery that influence the way operating models are designed. Hence are the

profound effects on the functions of the HR departments in these organizations and their roles in identifying new approaches to managing the people.

Prior to driving into the implications on HR Functions it is important to identify selected organizational implications of the digital economy. The three main areas that HR needs to acquire or strengthen and that are directly related to the success of the digital transformation journey are: 1) restructuring the organization to enable the digital transformation. 2) Prior to initiating the transformation, the leadership team, in any organization, must align its thought as to what digital means to the organization, and 3) how it will fit into the overall business model. This alignment will shape the digital operating model of the organization that is composed of aggregated future state digital capabilities (i.e. processes, people and technologies). It is HR's role to map the future required by the digital capabilities and where they should be executed in the organization. Digital capabilities revolve around few main areas of operating model.

This is the time for us to make a paradigm shift. I believe that our future is that there are four pillars of digital disruption. Number one we cannot afford to sell our corporates and so we will have to create customer experiences. Customers will buy experiences but not just a product. Second- there will be continuous revamp of operational efficiency and it's going to be continuous process and there is time to act swiftly. Third, it is the error of empowered employees' knowledge which means employees will take



decision. And that is where manager sits at the bottom and his employees sit at the top. It's an inverted pyramid. That will really happen in the near future. And I think this will be happening in some parts of the world and its economies where employees are entrusted to work in the grey area. When an employee take a call and even that company is having structure then also employees will have to work and take their decisions. Even if they ought to take decision and operate the functions and get out of the company next day. There is funding available over there and there is need to capture the talents. It is not just attitude based talent but real talent. And then last pillar which is going to happen is business model transformation. The whole economy is going to change, and there will be lot of customer friendly products, there will be most advanced passenger cars, there will be driverless cars, there will be battery cars. There will be electric

cars coming in. the economy and environmental change is there about which I spoke earlier. All these changes are going to happen. There is big structural change in the corporate horizons and HR is going to have more accountable responsibilities and they have to switch over to the new role in the coming days.

The HR people will work in totally different styles altogether. Skill is going to be more transient in nature, and that cannot afford to create career growth and development that are set apart for long term. So why will companies be investing in long term for skills that they are not continuing and corporate will hire best talents available in the market. And there will be need to hire need-based talents as core team will be shrinking further. I was talking to snap deal guys a year back where they said they will not allow any workforce over four thousand. Then what do you have? You have GIG ECONOMY. So the career paths will not be decided by employees themselves. HR will do it differently.



A Brief Profile

Mr. V.C. Agrawal
President - Corporate HR, RPG



Mr. Agrawal brings over 40 years of professional work experience which includes large diversified conglomerates both in Public and Private Sector. He has the experience of working in line functions as well as HR.

After joining the Group in 2010, he has taken a number of People related initiatives to align with high growth in various businesses. Major highlights include creating a culture of coaching and mentoring, crafting new vision and core values for the Group, redefining new competency framework aligned with new core values and succession planning for senior leadership positions.

Prior to this, Mr. Agrawal was Director-HR and Board Member of Indian Oil Corporation Ltd. He is a Fellow Member of All India.

“ I shared this experience with you to tell you that this is the case for digital based employees. Many senior executives at the CEO level at CHRO very often are not able to understand how much the gap is between them and the younger digital based employees. ”



Leadership Disrupted: Pushing The Boundaries

I relate to one of my experiences as a coach, in this context of re-writing the rules for the digital age. You see, what we do in coaching is that we coach while addressing issues on leadership styles. The employees normally strive for recognition of the situation. They also overlook their personal life styles like friends circle or society. The original difference is that when we are in the family, to say, I am the father and I have two children and my wife at home, and when I go home after work if there is disconnect between me and my children, I will realize it there and then. But when I am working in the office, I am so busy in so many things in my office that I will not realize that there is disconnect between me and the next generation people in my office. And these kind of things are addressed in the coaching process. And I am sharing with you my real experience where my coaching is compared with their office lives that is impacted by their personal lives.

I shared this experience with you to tell you that this is the case for digital based employees. Many senior executives at the CEO level at CHRO very often are not able to understand how much the gap is between them and the younger digital based employees. It is important for us to understand what the employees' requirements are, and what their output are to the organization so that their issues are addressed.

So, how to groom the leaders and managers in the organization to have an evolved mindset. My understanding of evolved mindset is who can understand the meaning of mindset of the

younger digital employees and their needs. And as I mentioned in the very beginning that unless you are aware of yourself you will not be able to understand the dynamics or psyche of younger digital employees.

The experience which I share as coach is that understanding the needs of the millennial forms first part in this task of re-writing rules. And before we try to understand the needs we will have to become self-appraiser. Then only it is possible to understand their needs. What I mean by term self-appraiser is that we will have to become more emotionally intelligent to know knowledge and skills of digital-younger-employees. I am talking of emotional intelligence which helps us to know others' needs. Unless we do that we will not be able to re-write the rules in the organization. In my experience I tried to create a workaholic culture in the organization. And the meaning of coaching workaholic culture, particularly at the senior level, is that they should adopt the coaching style in their organization. Coaching work culture means they will try to come closer to the employees and come closer to address their issues. And then only it will be possible to re-write the rules in the organization to change the behavioral pattern to some extent indirectly.

So here the main focus lies on 'coaching workaholic culture' and how we impart this culture to our employees. This is done in the form of organizing the workshops- Management Development Program, training workshops, employee development programs, symposium, and colloquium for the employees

benefit. And this coaching and coaching styles of workaholic culture involved approaching the senior leaders and employees' mentors to learn the skills and talents that were imparted during the training workshop, and then these mentors were expected to take initiatives to mingle with their juniors and coach their junior employees. And that really boosts the employees' morale and their performance to enable excellence.

I shared this experience with you to tell you that this is the case for digital based employees. Many senior executives at the CEO level at CHRO very often are not able to understand how much the gap is between them and the younger digital based employees.



A Brief Profile

Mr. Sourav Daspatnaik

CEO, Swachh Environment Pvt Ltd., A SREI Group initiative



An engineering and management professional with 30 years of cross-functional experience, Mr. Daspatnaik also serves as an independent director in several Indian companies and mentors social enterprises in the area of innovative and clean technologies under the Swachh Bharat Mission of the Ministry of Urban Development. He has been instrumental in nurturing several National Skill Development Corporation (NSDC) initiatives.

With a bachelor's degree in mechanical engineering from BIT Mesra, and a master's degree in operations management from the Stevens Institute of Technology, New Jersey, Mr. Daspatnaik started his professional career with Tata Motors and thereafter served in leading companies such as Tata Steel, Ispat Industries Ltd, Mercer HR Consulting, and the Apeejay Surendra Group. He possesses a unique mix of managerial talent and leadership with deep insights across several functional areas - engineering, marketing and sales, strategy, human resources, sustainability, project management and infrastructure. He also has a sound understanding of policy advocacy and formulation and social enterprise and has worked extensively in Singapore, Myanmar and Thailand.

“ The younger generation are very much intelligent and good decision takers. The entire onus is about how a professional of HR will manage that and undertake risks foreseen or unforeseen and how he or she is going to handle that risk-full situation. ”



Leadership Disrupted: Pushing The Boundaries

What we normally say while answering the question that what qualities a boss should possess, is that s/he should be very much humane, s/he should be passionate, s/he should take care of us, s/he should give us opportunities to explore and s/he must support the workforce. And if you look at the traits that are to be embedded with senior leadership then everyone will prefer behavioral outlook and patterns. May be s/he is graduate or Masters' degree holder or Doctorate degree holder. But it doesn't matter. Everything else may be disrupted but the quality – behavior – innate talents and potentials of managing HR remains with him or her.

And ultimately, HRM professionals are those with whom the business organization's fate rests. If the HRM will not perform its role eloquently and with dedicated responsibility, the organization may not move in right track. I am also coming from manufacturing industry but the role and responsibility of HR is of significance in all spheres. I know the psyche of people as I am HR professional and exercise extreme cautions while picking up employees and hire for given period.

The younger generation are very much intelligent and good decision takers. The entire onus is about how a professional of HR will manage that and undertake risks foreseen or unforeseen and how he or she is going to handle that risk-full situation.

This quality of risk taking by a HR professional will have its impact on HR domain. I had seen this kind of situation in many

industry sectors. These automotive industries are changing their strategies every second. It is no more on following traditional path blindly. Electric car may roll out in Indian roads next year. It is already there and it is going to be commercialized next year. So leaders are going to re-write the rules in the digital era. And keeping the basic tenets of management in place HR functions like recruitment-selection-recruitment-compensation management all are becoming more crucial in this digital era.

To mention about the infrastructure space, I would say, this is the age of infrastructure development. Digital proficiency is the way of life nowadays and in India it is treated as blessings in the innovation. But, in India it is still in the nascent stage. There are e-revolutions that has happened and this e revolution is mostly in the manufacturing sector and above all in the power sector and then in the transportation sector. With this digital proficiency, the main difference is that the erstwhile 'safai karmachari' is in the same line of efficiency and proficiency. Right now he knows how much route he has to complete and he knows how much he has to pick up in his route. And during the day he knows how much remuneration he is going to get on that particular day. This type of consciousness is happening and this is due to the digital era. Digitization has created a consciousness for workers and these 'safai karmacharis' who are lowest in the pyramid, also know exactly about their workload, their job profile and compensation management and they do their part of work in more efficient manner.

Also, the netizens (people who use internet) say, housewives, students, executives, and other regular as well as contractual workers, who are working on full time or part time whether knowingly or unknowingly are consciously aware of their proficiency and their work output and they calculate accordingly about their earning. And whether the HR people will communicate to them or not but they will definitely come to know each and everything consciously. This is due to the digital proficiency. And that is why HR needs to be extremely agile to deal with the employees who are aware.

The younger generation are very much intelligent and good decision takers. The entire onus is about how a professional of HR will manage that and undertake risks foreseen or unforeseen and how he or she is going to handle that risk-full situation











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FORTHCOMING HR ROUND TABLES IN YEAR 2018-19



The Rise of the Social Enterprise

Date	City	Sub Theme
27th July 18	New Delhi (Gurugram)	"The Workforce Ecosystem: Managing Beyond the Enterprise"
12th Oct 18	Mumbai	"From Careers to Experiences: New Pathways"
14th Dec 18	Bengaluru	"AI, Robotics and Automation: Put Humans in the Loop"



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