HR ROUND TABLE REPORT
2018-19

The Rise of the Social Enterprise

- DELHI
- MUMBAI
- BENGALURU

The Rise of the
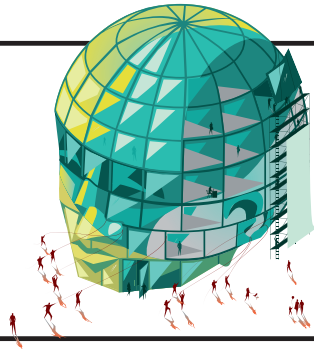Social Enterprise

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CONTENTS

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 edu-entrepreneurs. He is also the president of the Alumni Association of Agra University (AAAU) and Ranganathan Society for Social Welfare and Library Development (RSSWLD), Uttar Pradesh.

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, Executive Education 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 and recently published a Book "A Return of the Surya-The ever rising and Transforming Human Resource".

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 2018-19, we projected the **Theme** of **"The Rise of the Social Enterprise"** with some very critical **sub-themes** : **The Workforce Ecosystem: Managing Beyond the Enterprise, From Careers to Experiences:New Pathways, AI, Robotics and Automation: Put Humans in the Loop.** 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.

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The Rise of the Social Enterprise
The Workforce Ecosystem: Managing Beyond the Enterprise

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Theme: The Rise of the Social Enterprise

We are witnessing a profound shift facing business leaders worldwide: The rapid rise of what we call the social enterprise. This shift reflects the growing importance of social capital in shaping an organization's purpose, guiding its relationships with stakeholders, and influencing its ultimate success or failure. *A social enterprise is an organization whose mission combines revenue growth and profit-making with the need to respect and support its environment and stakeholder network.* This includes listening to, investing in, and actively managing the trends that are shaping today's world. It is an organization that shoulders its responsibility to be a good citizen (both inside and outside the organization), serving as a role model for its peers and promoting a high degree of collaboration at every level of the organization.

We are virtually witnessing seismic changes in the workforce, the workplace, and the technologies used in the world of work. We may see that a fundamental change is underway. Organizations are no longer assessed based only on traditional metrics such as financial performance, or even the quality of their products or services. Rather, organizations today are increasingly judged on the basis of their relationships with their workers, their customers, and their communities, as well as their impact on society at large—transforming them from business enterprises into social enterprises. In many ways, social capital is achieving a new-found status next to financial and physical capital in value. It is found that CEOs rate "inclusive growth" as a top-three strategic concern, more than three times greater than the proportion citing "shareholder value." Today, successful businesses must incorporate external trends, perspectives, and voices by maintaining positive relationships, not just with customers and employees, but also with local communities, regulators, and a variety of other stakeholders. Building these relationships challenges business leaders to listen closely to constituents, act transparently with information, break down silos to enhance collaboration, and build trust, credibility, and consistency through their actions. This is not a matter of altruism: Doing so is critical to maintaining an organization's reputation; to attracting, retaining, and engaging critical workers; and to cultivating loyalty among customers. Why has this shift occurred? We believe that it is driven by social, economic, and political changes that have grown since the global financial crisis. Despite the economic recovery the world has seen since 2008, many people feel frustrated that financial gains have failed to improve individuals' lives, address social problems, support political stability, or mitigate technology's unintended consequences. People today have less trust in their political and social institutions than they have in years; many expect business leaders to fill the gap. Among the many factors contributing to the rise of the social enterprise, we see three powerful macro forces driving the urgency of this change. First, the power of the individual is growing, with millennials at the forefront. For the first time in mature markets, young people believe that their lives will be worse than their parents' – and they are actively questioning the core premises of corporate behaviour and the economic and social principles that guide it. Among this group, social capital

plays an outsized role in where they work and what they buy, and a large majority of millennials think that business success should be measured in terms of more than just financial performance. Second, businesses are being expected to fill a widening leadership vacuum in society. Across the globe, people trust business more than government. Citizens are looking to business to fill the void on critical issues such as income inequality, health care, diversity, and cybersecurity to help make the world more equal and fair. Third, technological change is having unforeseen impacts on society even as it creates massive opportunities to achieve sustainable, inclusive growth. Advances in artificial intelligence (AI) and new communications technologies are fundamentally changing how work gets done, who does it, and how it influences society. For instance, machine learning was not in the mainstream three years ago. Today, it is simultaneously one of IT's hottest areas – and a source of tremendous anxiety about potential job losses. People increasingly realize that rapid technological change, while holding out the promise of valuable opportunities, also creates unforeseen impacts that can undermine social cohesion. Many stakeholders are alarmed, and they expect businesses to channel this force for the broader good. Foundational to behaving as a social enterprise is to listen carefully to the external as well as the internal environment – not just business partners and customers, but all parties in society that an organization influences and is influenced by.

In today's world, the listening opportunity is greater than ever if organizations truly take advantage of the people data they have at their fingertips. Leaders need to take a proactive approach to managing this wealth of information and leveraging it to keep an eye on the trends both inside and outside of the workplace. Being a social enterprise also means investing in the broader social ecosystem, starting with an organization's own employees. It means treating all workers – on-and off-balance sheet-in a fair, transparent, and unbiased way. Leaders should seek to provide a work environment that promotes longevity and well-being, not only in an individual's career, but also in the physical, mental, and financial spheres. By doing this, an organization invests both in its own workforce and in the workforce ecosystem as a whole, which benefits both the organization and society at large. Finally, a social enterprise seeks to actively manage its position in the social ecosystem by engaging with stakeholders and strategically determining and pursuing the kind of relationship it wants to maintain with each. This cannot be done in a siloed way. Each area of focus requires strong collaboration amongst leaders both across the organization and outside of it. Leaders should form relationships with the governments and regulatory bodies that shape the "rules of the road," work collaboratively with them to create and sustain a fair, just, and equitable marketplace, and partner with communities and educational institutions to help sustain a steady flow of talent with the right skills for the organization-and the broader economy-to thrive.

Sub Theme: The Workforce Ecosystem: Managing Beyond the Enterprise

As the power of the individual grows, organizations are revamping their approaches to workforce management, rewards systems, and career models to better listen and respond. In particular, as workers and networks outside the organization grow in importance, companies are striving to build effective ongoing relationships with every segment of the workforce ecosystem. In this year's report, we have included actions for the individual worker to consider in influencing and managing their personalization and career experiences. The challenge is to figure out how to appropriately address each individual's preferences and priorities while engaging with a more diverse set of workers and workforce segments than ever before.

Business leaders and chief human resources officers (CHROs) recognize the need to actively and strategically manage relationships with workforce segments beyond the enterprise, which increasingly affect how an organization delivers services and interacts with customers. When asked to

forecast the makeup of their workforce in future, good number of CEOs & CHROs expect a rise in contractors, an increase in freelancers, and expect a growth in gig workers. Organizations are finding ways to align their culture and management practices with these external talent segments-engaging the workforce ecosystem for mutual benefit.

New Organization models also require a new approach to leadership :
(i) Are Companies HR ready for identifying the Change needed in the future Organization with respect to the Changing workforce Ecosystem?
(ii) How HR is realigning its role to provide and create readiness in the leaders to take charge of re-structuring the Organization engaging the Workforce Ecosystem for mutual benefit?

The Rise of the Social Enterprise

The Workforce Ecosystem: Managing Beyond the Enterprise

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The Workforce Ecosystem: Managing Beyond the Enterprise

AGENDA

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

Theme Session: **Mr. Gaurav Lahiri,** *Partner and Leader for Human Capital Consulting, Deloitte India*

Panel Discussion: **"The Workforce Ecosystem: Managing Beyond the Enterprise"**

• **Dr. Ashok Balyan,** *CEO, Oil & Gas, Reliance ADAG*

• **Mr. Atul Srivastava,** *Director Personnel, SAIL*

• **Ms. Meenakshi Davar,** *Director (HR), Power System Operation Corporation Ltd.*

• **Mr. Saptarshi Roy,** *Director (HR), NTPC*

• **Mr. S.Y. Siddiqui,** *Chief Mentor, Maruti Suzuki India Ltd.*

• **Mr. Gaurav Lahiri, (Moderator),** *Partner and Leader for Human Capital Consulting, Deloitte India*

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

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The Workforce Ecosystem:
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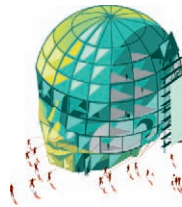
A Brief Profile

Dr. Ashok Balyan
CEO, Oil & Gas, Reliance A DAG

Dr. Balyan *has about 42 years of experience in the Oil and Gas business. He is a topper from IIT, Delhi in M. Tech. and a Ph. D. from Germany. He is a Fellow of AIMA, Past President of DMA and also Past National President of NIPM.*

While working in the capacity of MD & CEO at Petronet LNG Ltd. between 2010 and 2015, he successfully commissioned the Kochi LNG Terminal and fast tracked the expansion of Dahej LNG Terminal to one of the biggest LNG Terminals in the world.

Earlier he worked in ONGC for 34 years in myriad roles. As Director (HR) & BD from 2003 – 2010, he led Corporate Rejuvenation Campaign, and pioneered a study to redefine the organization norms focusing on Roster, Roles and Responsibilities to be benchmarked with global best practices.

The Workforce Ecosystem:
Managing Beyond the Enterprise

I started my career in a private organization called DCM Shri Ram group. From there I moved on to join ONGC, a PSU where I spent most of my time. Thereafter, I moved to join a joint venture, a 50:50 joint venture. And later on I moved to private sector. I have therefore seen different approaches to looking at work, different ways of recruiting people and caring for people. The ways of addressing the requirement of work performance, productivity, deployment, compensation and work styles are all quite different. There are different trends.

It is very true that PSUs can be regarded as a social enterprise. Their focus has been different and their creation had a different thinking. We see a subtle change within the PSUs to become more performing, more conscious of their productivity, more conscious of their technology. And they have also started changing their ways and practices of recruiting people and are trying to bring in more flexibility in the processes and systems to bring in more people. These PSUs are having a variety of employments at different points in time. Managing those with different compensation and styles of management for tertiary and secondary workforce, it is tough keeping them together and making them deliver is a major challenge for PSUs. This trend of change within PSUs is really gaining momentum today. Some of them have really moved to become modern MNCs. They recruit people, work and adopt technologies, the three major issues that we talk about and they are conscious about it. However PSUs are regarded in many of the areas as a substitute to the government. The expectation of stakeholders the different nearby communities tend to see the PSUs as substitute to the governmnt and expects and have aspirations that they would help them in areas which are truly in the government domain.

In case of joint ventures, it depends on who has more influence but I have seen largely joint ventures are also influenced to some extent by the social aspects of the government policies on these.

However they are much more concerned and influenced about compensation and productivity issues on the private sectors processes and policies. They have a mix of them. And they are in better way having flexibility to adopt quickly to the changing patterns in recruitment and compensation. The decision making aspect is quicker in them. They have the flexibility to recruit at the market compensation.

Private sector units are very focused about delivery of results. Many of them, outsource identified activities totally which are driven on exact delivery of the results to the company. They hire critical people who they feel can make a difference of the company when they lead businesses and initiatives. They are looked after very well and have empowerment suitable to their roles there. But these are very few in numbers. Compensation of employees in the private sector is very flexible and are very attractive comparable to international companies. There is a lot of difference in how they look at work, how they recruit people, nature of work is different. To summarize, the social responsibilities of enterprises, ie. clubbing of economic and marketing factors with the social factors is very prominent clear in government PSUs. One of the unique initiatives undertaken by ONGC, if we try to analyze the eco system of workforce, we have regular employees, casual employees and contractual employees. In 2006, we introduced the fixed tenure employment and we recruited about 800 odd employees under the category of fixed term employment. These people were hired for our site works, for four years tenure and their services possible for further extension, subject to their successful performance if circumstances arise. We brought out for them complete set of policies, including the compensation, other facilities and set of rules about how they would be governed for all the employees of this category. These set of rules were approved by the Board. And the contributions in terms of the performance of the company of these employees have excelled in their performance

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in terms of delivery of their part of work. We have done few things as part of this initiative of dealing with contract employees. We have given these employees recognition from our end as partners of the organization. We used to give pay slips to all contractual employees, we had the data base created for them and allowed them benefits that all regular employees enjoy. We told them that their services are being governed by a different set of rules exclusively meant for them.

We created a Trust for secondary workforce. The company gave lump sum amount of 10 crore rupees to create that Trust. And the Director HR managing the Trustee. And here we focused on three things. First was the focus on medical, including serious illnesses like cardiovascular diseases. The benefits were contributory although company will meet 90-95% of total expenses while some portion comes from the employee concerned. Second thing was on education, any child of the employee getting percentage of marks in 12th class exams and gets admission into professional courses like medical education, all fees will be borne by the organization till the candidate completes the course. Third thing was the marriage of girl child and the company will pay Rs.50,000 as donation for this purpose. These created a good impact on the workforce. The entire workforce feel happy and their contribution to the performance of the organization was much better. The nature of work was similar to the regular employees, though not exactly the same. They would be

given at least 20-25% payment extra and other facilities. Thus from the compensation point of view they were much better than the regular employee. For recruitment, they needed to appear for written test and physical examination. After this, they will be given contract of employment for four years initially. After four years, their performance would be reviewed and the contract could be renewed for another four years till the age of 50 years. They are were the most highly performing individuals at the company. We had eco system of all categories of workforce and these employees were properly cared by the company without any discrimination or disparity.

When we talk about the community outside, there are innumerable partnerships stories. One such story relates to a village near Jhansi, called Chanderi. The Chanderi sarees almost stopped selling because of their obsolete designs. We got in touch with World Bank (WB) team and we trained the local weavers on the modern patterns that were prevalent in the country, and gave them financial help to buy the material required so that they can sustain on their own. Intensive training was organized for them for three to five months. They were given raw material, and they were asked to sell those products. We organized an exhibition camp in Mumbai and we invited them to take part in this event. They sold their products within half day. Today Chanderi style is flourishing in sarees and other forms. This is more of partnership in re-skilling the talents with the required marketing input.

The Rise of the Social Enterprise

The Workforce Ecosystem:
Managing Beyond the Enterprise

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A Brief Profile

Atul Srivastava
Director Personnel, SAIL

Mr. Srivastava is a Mechanical Engineer from IIT, Kanpur and holds a PG Diploma in Management with specialization in HR. He joined SAIL as Management Trainee (Tech.) in the year 1985 at Bhilai Steel Plant. In his over 33 years' of illustrious career in SAIL, he has traversed the entire span of HR function at both Corporate and Plant levels. Prior to this, he held the position of the Executive Director (P&A) at SAIL's Durgapur Steel Plant.

He has been actively associated with conceptualization and formulation of HR policies and has led implementation of key HR strategies covering different aspects of HR including designing of entire PMS (Performance Management System), Assessment and Development Centres, Personnel Policy formulation, Manpower Planning, Management of IR and Bipartite forums, HRD/OD Interventions, Employee development and engagement initiatives.

The Workforce Ecosystem:
Managing Beyond the Enterprise

SAIL was initiated for the generation of employment and not profit. The purpose is basically social and not profit. Two decades back, almost in 1970s and 80s, we were almost 2.5 lac in number, that was the kind of employment generation. Today, the regular workforce is around 75000 but then the work force eco-system has totally changed. At one point of time, say two decades back, there were all regular workers but now there is a shift from regular worker to contractual labour to piece-rated workers. There are different definition. They constitute the entire workforce and which generally we are not counting them in our balance sheets. The 75000 workforce is only counted, or may be, the wages of contract workers are included to some extent. Then there are piece rate workers in the mine, non-muster roll workers and casual workers who are hourly rated workers.

Sometime we engage people because of the skill gap. To fill the skill gap we hire people purely on assignment basis. Sometimes we employ people who have just retired and are medically fit.

These people have to be organized and have to be recruited back, though not on a regular recruitment basis, but these forms need to be defined. We need specialist doctors' in our hospitals. Steel plants are located in different places in the country and though there are facilities, but specialist doctors' may not be available. So we engage specialist doctors and retired doctors for our hospitals. Then there are people who are there as advisors.

Different eco systems have emerged over a period of time. The system has totally changed and we are in the 40% of our workforce, the 70,000 who form the regular work force category. In addition to this figure, there are 60,000 or more 70,000 contract workers, whom are we looking after or not. We have all kinds of worker, regular, casual, contractual and NMR work force. They have different aspirations which we need to take care of. Thus the issues are changing, the workforce is changing and there is a need to evolve a new system to cater to the emerging

A Brief Profile

Meenakshi Davar
Director (HR), Power System Operation Corporation Ltd.

Ms. Meenakshi Davar *is the first lady full time Director of POSOCO and also amongst the Central Public Sector Undertakings under the Ministry of Power. Prior to taking up this assignment in December 2017, she was Executive Director HR with POWERGRID. She has spent the last 35 years in the HR function at NTPC and then in POWERGRID. She has handled all areas of HR including Appraisals and Promotions, Training, Establishment, Policy, Industrial Relations, Manpower Planning and Administration.*

An MBA from University of Hull, UK and a Post Graduate from the University of Delhi, she is also a Diploma holder in Industrial Psychology and a certified trainer of soft skills. She is the proud recipient of many awards including Amity's Women Achiever Award, the 'Women Persona - InWENA of the Decade' Public Sector Enterprises Award and the Amity Leadership Award. Fame India Magazine has recently rated her as one of the 25 Shaktishali Women in the Country.

The Workforce Ecosystem:
Managing Beyond the Enterprise

I feel that the public sector undertakings or enterprises and that is where I have been working for the last 30- 35 years, it is a combination of CSR initiatives (Corporate Social Responsibilities) and welfare measures. In the PSU we always have the concept of 'craving to great'. These welfare policies are meant for primary or tertiary work force. Now the nature and type of work force is changing and the focus is on legislation, its definition and the policy. In general connotation the term outsourcing of employees is nothing but what existed earlier as contractual laborers. And contractual labor per say has been a taboo. We color it under the garb of job contract. In the changing and emerging trends we need to have legislation to ensure that when we hire contract workers or gig workers, they are being treated in similar lines as our regular workers. Thus there is need to start with legislation because there are contradictory legislations we have in the public sector.

POSOCO (Power System Operation Corporation Limited) is a young organization, small in size but large in scale of operations that exist all over the country. It is a social enterprise and in fact I will relate the company to the society. The grid elements are like citizens, policy makers are like the government, our system operators are like police and security functionaries in the country. And the regulatory institutions are basically the justice system. The average age of our company is 38 years which is pretty young when compared to most of the PSUs.

As regards the reward system in our company, DPE has started a system where part of the PRP is linked to the performance of person. Though the quality of rewarding system is same for all types of work force the quantum varies from one individual to other. Thus gradual baby steps are being taken to reward suitably the individuals. People are at liberty to have their own choice of benefits they want in the cafeteria approach and this is also for the benefit to the people. This is more prevalent in the private sector. Even in regard to experience vis-à-vis the vertical movement, in public sector vertical movement is a part of our thinking, wherein it is related to bigger designations, bigger office, better facilities that would make her feel good. But the employees in the private sector prefer having a different/ better experience in job profile than a promotion. Thus our system need rethinking and change to suit the changing environment.

POSOCO is basically a knowledge based organization and we have this practice of individual reward system in our organization. Almost 10-12 research papers are published every six months and these research papers are being read by at international conferences. We encourage our people to write research papers. Our people feel good about this practice and take interest to explore some knowledge by doing new research studies. We have huge quantum of data available to understand, research and to disseminate information and we are helping our people to that extent.

A Brief Profile

Saptarshi Roy
Director (HR), NTPC

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.

The Workforce Ecosystem:
Managing Beyond the Enterprise

After having worked in an organization like NTPC Limited for more than three and a half decades, the very concept of social enterprises that we are discussing today is truly in existence in our country particularly in the domain of Public Sector Enterprises (PSEs). Great deal of expectations is not only of society where we live in but also for all the stakeholders, ie to say whether it is in terms of meeting those needs which are essential for their day –to-day life, lot of that is being expected from the enterprises. More than the government, the people in and around that vicinity of the locations where these essential economic activities are being carried out, they expect everything from that enterprise, be it related to the upgradation of the education standards of their children, or health care or any other developmental or any other gainful engagement or any other economic activities.

Therefore, virtually these enterprises are in a larger sense, replacing the governance or government of that particular area in terms of meeting those obligations. This is a very tall order and the high expectations are being tossed on public sector units, in particular on companies like NTPC. It would have implications that are very pertinent to mention here. In our country wherein more than 470 million workforce is in the entire employment that we have today in our country as per the last census, only about 80 million of these are such workforces who are appearing on the balance sheet of any enterprise. The rest 370 million workforce

are not on the balance sheet of any enterprises. So for a country like India, the emergence of social enterprises, workforce management beyond enterprises, has got far more reaching implications.

Now when we look into the kind of new imperatives which are being built, be it freelancing or GIG economy and GIG workers which are being talked about all of them are entering into workforce fast. And those traditional employments in which we are actually groomed and have grown up with and we have been taught to manage the HR function as a manager is fast disappearing.

There is a growing sense amongst the people who are managing these people related matters, that everything can be outsourced. This according to me, is going to be the greatest myth. The implications of these are going to be far more different from what we have been trained to manage for our regular workforces by way of conducting training sessions. These sessions range right from acquisition till separation. All that we have been trained to do HR as function is going to be redefined with these new imperatives that are going to come in the workforce.

For an organization of our scale, and with the kind of operations that we are actually carrying on in different nooks and corners of the country, I think the implications are profound. There are two

sets of organizations where it will have different kind of impact. The first one is the services sector, where perhaps the assets are owned by service providers. Whereas in all other PSUs particularly require heavy capital intensive kind of sectors where assets are owned by the organizations, The implications emanating from this are very different because these outsource workforce groomed and are being engaged for the sake of simplicity and may be to enhance the profitability at the first instance, I think they are directly working under the assets owned by the organizations.

And therefore the levels of their skills sets – the kind of knowledge that they have which will also be telling on the future and health of these assets which are meant for certain levels of performance. So therefore we cannot simply undermine the requirement for upgrading the skills of the people who are actually performing on the assets and delivering the productivity and this is one.

Second thing which is very important to my mind and that is the social security part of that. Because being social enterprises – as I mentioned looking after the welfare of the people who are actually associated with this kind of organization I think cannot be simply replaced by an outsourcing agency who perhaps may not be mindful to that extent in terms of his obligations to be discharged on these counts. Because typically we have seen that the workforces have this kind of requirement and that is not finding some kind of thing. And that is not fully replicated by the outsourcing agency or its capability to perform daily work for good kind of results.

So it is going to play a havoc if not dealt adequately to deal with the welfare needs, together with also social security needs of the workforce. So the challenges are going to be very different.

When we talk on the second issue, and that is in respect of growing need for more personalized or individualized kind of rewards, I think PSU traditionally have been trying to address this issue with one size fits all approach for quite some time. But over the period of time, there have been certain shifts in terms of designing the compensation which can be addressed to the individual requirements more. Therefore I think the Department of Public Enterprises (DPE) who are regulating the compensation in the PSE

environment, have also started adopting the cafeteria concepts in terms of designing the compensation structure of the workforce.

Sustainability in our business operation exists because we are not an organization who have 'fly by night' operation. We are there to stay for at least 50 years, because the nature of our business is such that the requirement and the need of the businesses is going to be there for a long time. In this kind of business environment, it is very important that whatever we do, we will have to sustain that. Therefore it is very important that as part of our strategy we need to build an element of inquisitiveness. The way we manage our stakeholder relationships, considering the domain where we work and the kind of people expectations, a lot of obligations of the State are expected to be discharged by Corporates like us.

While we do have our focus on commercial imperatives, on productivity and to compete at the market place, but carrying that additional baggage and expectations is also bit a daunting task. One of the methods that we have practiced very successfully over a period of time, is to have a kind of stakeholder relationship in terms of our own growth. We collaborate with them and bring them as our business partners in to the entire growth story.

In order to explain this phenomenon I will cite an example. Every corporate has their own budget for Corporate Social Responsibility (CSR). The method in which these responsibilities are discharged is through a formal structure at NTPC, which we call as the, Village Development Advisory Committee (VDAC). This is typically represented by the local village representatives, government, district administration bodies and also people from our organization. At the beginning of the year, we decide about the kind of developmental plans based on the expectations of the stakeholders. They bring forward all their expectations that we need to build, eg. schools, drinking water facilities, sanitation centres, and solar energy based electrifying system. Depending upon the mutual consensus and the budgetary provisions which we have, we prepare a kind of plan. These plans are implemented and monitored in regular reviews at intervals by the VDACs. This helps in our commitment to the society in terms of taking them along the journey of our company's growth.

The Rise of the Social Enterprise

27 JULY, 2018 | HOTEL THE LEELA AMBIENCE | GURUGRAM

The Workforce Ecosystem:
Managing Beyond the Enterprise

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A Brief Profile

S.Y. Siddiqui
Executive Advisor, 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.

The Workforce Ecosystem:
Managing Beyond the Enterprise

If we look at Maruti one thing that I picked up from Mr. Bhargava (ex-CMD), when he talked about CSR in 2003, biggest CSR that Maruti has done for the country has been creating the auto components industry in India which has created employment and employability and transfer of technology where we are bigger and stronger country today in terms of automobile engineering compared to the rest of the world. Today Baleno which is being manufactured in Manesar plant is been sold by the parent company in Japan domestic market.

The social enterprise started from the kind of ethos, wherein, establishing a company that started as a Public Sector Company for about 21 years, is changed to a private sector company, fantastic transformation, and no pains and stands numero uno by miles. When we started our journey, Suzuki had 26 % stake (technical equity), in this public sector company, and remaining 74% of stake was with Government of India. Today Suzuki has 56.2% and rest is either of financial institutional investors (FII) or other investors. When we look at this entire journey of 36 years, it involves all people who are associated with this revolution. People who are inside the company working for Maruti, and the 'off-side balance sheet' people. If we put together off-side and on-side balance sheet work force it would be 35,000 people. In our case the off-side balance sheet people comprise of suppliers and dealers totaling to another one million. That defines the success of company because somewhere the leadership must

have been so encompassing and inspirational to create this kind of performance.

Today when we are looking at Maruti, every month we touch more than 1,50,000 cars retailed. And the next best is 35000 or 38000. This reflects the huge difference between our company and rest of the companies. People ask us about the secret behind this success. According to me, it is leadership ethos that has made the difference

When we are talking of work force eco system, the leadership in Maruti does not differentiate between the regular workers, contract workforce or temporary work force. Second major contribution of the top leadership is the work culture. We offer a congenial positive work culture to in-source, out-source consultants, regular employees, senior- junior consultants or retired, there is no difference. In my case, I would retire on 31st July but for the next five years I have to work as Executive Advisor. Same board, same hectic life, same accountability, same ownership and same pressure. When I talk of work culture that is the kind of participation, involvement and ownership I think should reflect the social enterprise.

If we look at how perhaps today after the 36 years of existence what we are sharing with our parent company? And it is relevant to know that on people leadership, human resources, sales and

The Rise of the
Social Enterprise
The Workforce Ecosystem:
Managing Beyond the Enterprise

27 JULY, 2018 | HOTEL THE LEELA AMBIENCE | GURUGRAM

Knowledge Partner
Deloitte.

marketing, customer delight, after sales-service, and some of these perspectives, they are picking up learning from here and then changing the kind of global structure at our parent company at Minami-ku, Hamamatsu in Japan. We overtook the production target of our parent company may be ten years back. When we asked our Japanese colleagues about how do they about this, they replied that they are partly happy and partly sad, because you are doing well but you are going ahead of us. So obviously the weight will shift that they will start picking from here and implementing in the parent company.

When we look at reward and recognition, compensation and benefit, there is one simple offering in Maruti related to work culture, to the younger corporation, the millennial that you give your voluntary time and we would give you a platform for working with NGO and contributing to the society. Two hours per week/ 16 hours per month/ per quarter/ per year, it's your choice but Maruti will give you a facilitating platform. The biggest satisfaction for the millennials is not money or variable pay or bonus or promotion or job title, but it is working for the society, for the under-privileged children, is one example to cite.

Second, the millennials look for congenial working environment, transparency, participation and empowerment as the biggest reward and recognition than money.

 In our case, when people are going to get deputation to Japan, it still holds a very valuable proposition and a very valuable opportunity in their life -in the minds of young people- middle level and senior people.

On the horizontal scale, we have done HR for our suppliers and also our dealership companies, and that reflects on the social enterprise aspect of Maruti. We have become pioneers in India with this initiative and other companies have started following this culture. These strategies and efforts reflect the maturity and vision of our top leadership. Today while in 2018 people are looking at 2019-20, and I am working on The Maruti - The Great Story- The vision for 2020-30, ten years in advance. Because of the simple thought of our leadership, that if you want to harvest 5 years or 10 years down the line, we have to start sowing the seed now, proactively venturing into doing something.

We have always been connected with the country. This is evident from the change of name of the company from Maruti Udyog Limited to Maruti Suzuki India Limited. We have insisted with our parent company that we want the word 'India' to be incorporated in the title of the company. The second thing, in the recent Board Meeting, Maruti has announced that 1% of the net profit would be earmarked for scientific research in the country. Even 1% of net profit runs into 80-90 or 100 crore package being contributed to scientific research studies every year. And also, Maruti has ensured that 1% of net profit would go to welfare fund of the workforce. What we are doing as a private sector company, is that we are covering the workers' post retirement benefit until they live. This 1% will amount to 100 crore and for three years it will run to 300 crore.

The Rise of the Social Enterprise

27 JULY, 2018 | HOTEL THE LEELA AMBIENCE | GURUGRAM

The Workforce Ecosystem:
Managing Beyond the Enterprise

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A Brief Profile

Gaurav Lahiri
Partner, Human Capital Consulting, Deloitte India

Mr. Gaurav Lahiri *brings significant experience in consulting, focusing primarily on organization transformation, leadership development and M&A. He works with clients to align their organizations with their strategic agenda – this includes reviewing strategies, designing organization structures, implementing talent management programs and formulating reward strategies to drive performance and motivation.*

Gaurav has also helped clients research and develop competency models for outstanding performance. He managed a seminal Indian CEO research study sponsored by Bharat Petroleum under the aegis of India's Public Enterprises Selection Board and co-authored the book "The Indian CEO: A Portrait of Excellence" in 2007. Gaurav has authored several papers and won several awards, including the McKinsey Best Management Paper of the year. He is a graduate with Honours in Mathematics from Delhi University and holds an MBA from the XLRI School of Management.

The Workforce Ecosystem: Managing Beyond the Enterprise

"Today's workforce has become a dynamic ecosystem. Only 42 percent of this year's survey respondents tell us that their organizations are primarily made up of salaried employees, and employers expect to dramatically increase their dependence on contract, freelance, and gig workers over the next few years. As alternative work arrangements become more common in the broader economy, HR and business leaders are rapidly trying to plan and optimize their own workforce ecosystems, pressured by the need to improve service, move faster, and find new skills."

Today we have all kinds of enterprises came up in the last 40-50 years. These have been built around the ethos of what is being right, what is good for people and what is good for the country, always driven on super ordinate goal not just about profit and revenue. The whole world is now picking up this phenomenon and now this has become a popular trend. Now if you look at various trends, and we are seeing western models are adopting some of the Indian ethos and thinking around the enterprise.
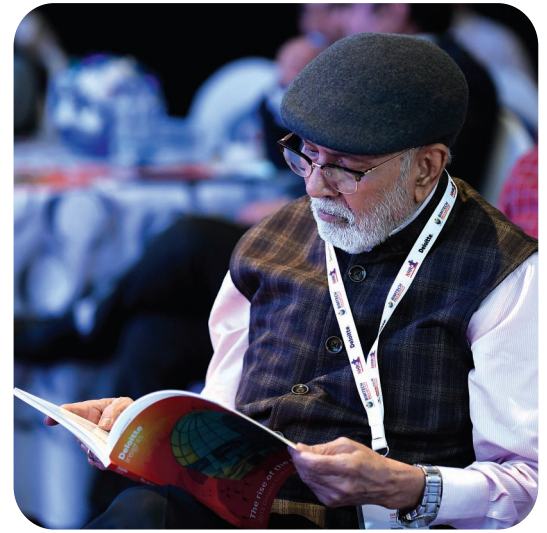
Last year when we did this Survey Report this was the central theme. If you look at the forces that play in the world, whether be it the technology, individuals and the businesses, and public policy(s) and here we see that technology is one domain which is moving faster in our world right now. So the way we are doing our jobs continuously it is an exponential change that is happening with the technology and the thing we are able to do this sort of transparency that we have is unprecedented. So I can say with all confidence technology is the biggest driver. The quickest to adopt to the technology is actually the individuals. We are the consumers and people who are seeking out our livelihood, are actually moving quite quickly and able to latch on what is new and what technology is available to our life. Whether

we will be able to watch or whether it is coming to our phone banking or connects with the relatives or so on so forth.

We are moving very quicker and faster in our lives. The third to adopt is actually the businesses and the enterprises are catching up. To say now that all the individuals are aspiring for a new life, how can we as businesses start to create something similar. In a way we truly want to see work will start to imitate life. This is what the work is and so you figure it out. This is other part of life and another fact is that the public policy is slowest to be adopted in life and to say so this was the big theme which we had last year also. We have to know quickly is what is the new role in our life. We have extended the study this year to look at what is happening in the world today. If you look at the world you will realize one big issue from this study is that we are moving from inside out to outside in. The individuals are capable of change the scenario faster with respect to the world around us. They are posing us with many issues differently as organizations.

So it's no more option to say that this is how our business runs and so figure it out. It is actually now the rise of the individuals. Power of the individuals is more than ever. So their exercise will influence in the organization. The other part of the story is that the public policy is not moving quickly as the rest. So we are seeing there is a paradigm shift where the world around us. We were told that the public at large trust the enterprises more than the government to do what is right. So the moot point here what is the role of the enterprise in this kind of scenario? We are seeing public is trusting the business enterprises than the government. This is what all our studies are telling. What does this mean?

These views will lead us to know more about the role and functions of social enterprises.

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The Rise of the
Social Enterprise
From Careers to Experiences:
New Pathways

12 OCTOBER, 2018 | ITC GRAND CENTRAL, PAREL | MUMBAI

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Theme: The Rise of the Social Enterprise

We are witnessing a profound shift facing business leaders worldwide: The rapid rise of what we call the social enterprise. This shift reflects the growing importance of social capital in shaping an organization's purpose, guiding its relationships with stakeholders, and influencing its ultimate success or failure. *A social enterprise is an organization whose mission combines revenue growth and profit-making with the need to respect and support its environment and stakeholder network.* This includes listening to, investing in, and actively managing the trends that are shaping today's world. It is an organization that shoulders its responsibility to be a good citizen (both inside and outside the organization), serving as a role model for its peers and promoting a high degree of collaboration at every level of the organization.

We are virtually witnessing seismic changes in the workforce, the workplace, and the technologies used in the world of work. We may see that a fundamental change is underway. Organizations are no longer assessed based only on traditional metrics such as financial performance, or even the quality of their products or services. Rather, organizations today are increasingly judged on the basis of their relationships with their workers, their customers, and their communities, as well as their impact on society at large—transforming them from business enterprises into social enterprises. In many ways, social capital is achieving a new-found status next to financial and physical capital in value. It is found that CEOs rate "inclusive growth" as a top-three strategic concern, more than three times greater than the proportion citing "shareholder value." Today, successful businesses must incorporate external trends, perspectives, and voices by maintaining positive relationships, not just with customers and employees, but also with local communities, regulators, and a variety of other stakeholders. Building these relationships challenges business leaders to listen closely to constituents, act transparently with information, break down silos to enhance collaboration, and build trust, credibility, and consistency through their actions. This is not a matter of altruism: Doing so is critical to maintaining an organization's reputation; to attracting, retaining, and engaging critical workers; and to cultivating loyalty among customers. Why has this shift occurred? We believe that it is driven by social, economic, and political changes that have grown since the global financial crisis. Despite the economic recovery the world has seen since 2008, many people feel frustrated that financial gains have failed to improve individuals' lives, address social problems, support political stability, or mitigate technology's unintended consequences. People today have less trust in their political and social institutions than they have in years; many expect business leaders to fill the gap. Among the many factors contributing to the rise of the social enterprise, we see three powerful macro forces driving the urgency of this change. First, the power of the individual is growing, with millennials at the forefront. For the first time in mature markets, young people believe that their lives will be worse than their parents' – and they are actively questioning the core premises of corporate behaviour and the economic

and social principles that guide it. Among this group, social capital plays an outsized role in where they work and what they buy, and a large majority of millennials think that business success should be measured in terms of more than just financial performance. Second, businesses are being expected to fill a widening leadership vacuum in society. Across the globe, people trust business more than government. Citizens are looking to business to fill the void on critical issues such as income inequality, health care, diversity, and cybersecurity to help make the world more equal and fair. Third, technological change is having unforeseen impacts on society even as it creates massive opportunities to achieve sustainable, inclusive growth. Advances in artificial intelligence (AI) and new communications technologies are fundamentally changing how work gets done, who does it, and how it influences society. For instance, machine learning was not in the mainstream three years ago. Today, it is simultaneously one of IT's hottest areas – and a source of tremendous anxiety about potential job losses. People increasingly realize that rapid technological change, while holding out the promise of valuable opportunities, also creates unforeseen impacts that can undermine social cohesion. Many stakeholders are alarmed, and they expect businesses to channel this force for the broader good. Foundational to behaving as a social enterprise is to listen carefully to the external as well as the internal environment – not just business partners and customers, but all parties in society that an organization influences and is influenced by.

In today's world, the listening opportunity is greater than ever if organizations truly take advantage of the people data they have at their fingertips. Leaders need to take a proactive approach to managing this wealth of information and leveraging it to keep an eye on the trends both inside and outside of the workplace. Being a social enterprise also means investing in the broader social ecosystem, starting with an organization's own employees. It means treating all workers – on-and off-balance sheet-in a fair, transparent, and unbiased way. Leaders should seek to provide a work environment that promotes longevity and well-being, not only in an individual's career, but also in the physical, mental, and financial spheres. By doing this, an organization invests both in its own workforce and in the workforce ecosystem as a whole, which benefits both the organization and society at large. Finally, a social enterprise seeks to actively manage its position in the social ecosystem by engaging with stakeholders and strategically determining and pursuing the kind of relationship it wants to maintain with each. This cannot be done in a siloed way. Each area of focus requires strong collaboration amongst leaders both across the organization and outside of it. Leaders should form relationships with the governments and regulatory bodies that shape the "rules of the road," work collaboratively with them to create and sustain a fair, just, and equitable marketplace, and partner with communities and educational institutions to help sustain a steady flow of talent with the right skills for the organization-and the broader economy-to thrive.

Sub Theme: From Careers to Experiences: New Pathways

In a 21st century career, the individual and their experiences take centre stage. Instead of a steady progression along a job-based pathway, leading organizations are shifting toward a model that empowers individuals to acquire valuable experiences, explore new roles, and continually reinvent themselves. However, majority people rate their organizations as not effective or only somewhat effective at empowering people to manage their own careers.

Improvement in this area is essential to attract critical talent, especially as technology shifts the skills landscape.

The current agile systems pose the following question:
How can HR give employees accelerated learning opportunities and a few easy-to-understand choices in their cycle, so that they can keep upgrading their capabilities and also make decision faster in the wake of high speed changes?

The Rise of the Social Enterprise

12 OCTOBER, 2018 | **ITC GRAND CENTRAL, PAREL** | **MUMBAI**

From Careers to Experiences: New Pathways

AGENDA

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

Theme Session: **Dr. Kamlesh Vyas,** *Sr. Director, Human Capital, Deloitte India*

Panel Discussion: "From Careers to Experiences: New Pathways"

• **Ms. Anjali Byce,** *Director (HR), SKF India*

• **Dr. Jayant Kumar,** *CHRO, Tata Power*

• **Dr. Keith D'Souza,** *Professor of OB & HR, SPJIMR*

• **Dr. Rajan Saxena,** *Vice Chancellor & Distinguished Professor of Marketing, NMIMS*

• **Mr. Rajeev Dubey,** *Group President (HR & Corporate Services) & CEO (After Market Sector),*
  Mahindra & Mahindra Ltd.

• **Dr. Kamlesh Vyas, (Moderator),** *Sr. Director, Human Capital, Deloitte India*

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

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The Rise of the Social Enterprise
From Careers to Experiences:
New Pathways

12 OCTOBER, 2018 | ITC GRAND CENTRAL, PAREL | MUMBAI

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A Brief Profile

Anjali Byce
Director (HR), SKF India Ltd.

Anjali Byce has driven change through multiple Business transformation programs, implementation of a culture based HR Strategy, Capability Building, Six Sigma and diversity initiatives to name a few. Her experience in HR spans across manufacturing, insurance and R&D companies, as well as start-up, acquisition and turn-around companies. She has handled multiple functional excellence areas including sales, strategic HR, industrial relations, OD, Learning and Development, CSR, Health, Safety And Environment, and Administration.

She was named as one of the 100 Most talented Global HR Leaders by CHRO Asia, Most Influential HR Leader in India and Woman Super Achiever by World HRD Congress. She is a member of the CII National Committee on Industrial Relations and has been former President of NHRDN Pune chapter. Anjali is an alumnus of IMD (Lausanne), and holds a Masters degree in Applied Psychology from Delhi University, PGDHRD from Symbiosis Centre for HRD – Pune and an Advanced Certificate in Marketing from Chartered Institute of Marketing (UK).

From Careers to Experiences:
New Pathways

Social enterprise is just not about doing good business but about doing good. We need to delve a little more into what has changed in today's business. We say that it has moved beyond just earning profits. But we need to understand the how behind it as well. Gone are the days when businesses talked about mere growth in terms of profitably or growing ahead of the market. But now the whole fabric of growth and spirit has changed, the 'how' about the ways it has to be brought about has changed. The emphasis is on growth in profitability but with collaboration. This has become an interesting dimension that differentiates the organizations that are staying ahead of the curve. No organization is growing in isolation and it is all through collaboration.

The core business of SKF Limited is about making bearings and lubricants. The core of the business in itself is intended towards reducing friction and to encourage collaboration and growth. The other principle we work in our organization is the 'Principle of Care'. When we care in an organization, we need to look at it outside in. This is because, when we care, we want to make it meaningful for those we are representing. For instance, when it relates to the customers, it is not just about selling products but helping them win, and this signifies collaboration. The principle of care cuts across the board and relates to dealing with shareholders, suppliers of raw materials, or distributors. It relates to the social enterprise, the social fabric, the environment in

which we operate etc. In today's context, it is important to take into account, how much we are a giver than we are the receiver. It could relate to the spirit of sharing knowledge and helping our partners win. It involves every part of the organization, for instance, what kind of leadership behavior you operate in.

Business is an outcome and what drives it is behavior. HR in our company, drives behavior. A culture that helps people to perform is driven by HR. Therefore, we in HR are at the core of business. My team works very closely with business operations and helps drive business transformation.

There are things that have changed dramatically. In the past, there was an era where everything was for everybody, ie there were rules in rule books, which defined the laws and entitlements etc. But this has changed. Now that there is something for everyone. This means that there must be some shift towards making these more meaningful. The new generation wants to enquire constantly about 'what is in it for me?' in a more meaningful way. The technology is actually making these happen. And the third element, is huge demographic shift coupled with new style of leadership.

In the context of careers and experiences, HR in my organization helps every employee to be able to chart his/her own career path. It is as simple as checking the GPRS system in the mobile

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The Rise of the Social Enterprise
From Careers to Experiences:
New Pathways

12 OCTOBER, 2018 | ITC GRAND CENTRAL, PAREL | MUMBAI

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while we are driving as it conveys to us the routes to reach the desired destination, and need to choose the route. Similarly, the technology has been used to suggest every employee the best available routes to reach ones dream position in the company. It has been fine tuned to take into account an individual's potential and his/her competence levels. Individuals are empowered to take decisions even related to job swaps with the consent of the manager.

> " Business is an outcome and what drives it is behavior. HR in our company, drives behavior. A culture that helps people to perform is driven by HR. Therefore, we in HR are at the core of business. "

The Rise of the
Social Enterprise
From Careers to Experiences:
New Pathways

12 OCTOBER, 2018   ITC GRAND CENTRAL, PAREL   MUMBAI

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A Brief Profile

Dr. Jayant Kumar
CHRO, Tata Power Company Ltd.

Dr. Jayant Kumar has been part of the Tata Group for more than 11 years in various roles with different organizations in the group. He is responsible to provide Strategic HR leadership for achievement of Vision, Purpose and Business plans of Tata Power including several subsidiaries and business units in and outside India. An alumnus of XISS, he pursued PhD in the area of Talent Management and has keen interest in following latest research and thinking in disciplines of people and culture. He has also studied Economics and Law. A career HR professional, Dr. Jayant started his career with Hindalco Industries and has worked in NTPC, TPDDL, RCOM and Tata Teleservices. Before joining Tata Power in 2013, he was working with Marico Ltd. as Executive VP – HR.

He has wide expertise in HR and Business Transformation, Leadership Development, M&A integration, Organization and Culture building, Capability Building, Workforce Design and Planning, Talent Management and Succession Planning.

From Careers to Experiences:
New Pathways

If we trace the history of corporate organizations it is roughly 200 years old. First corporate organization was established in USA in 1810. Different forms of corporate organization are in existence. But in the proper form, the incorporated organizations have existed for 200 years in the entire history of mankind of several thousands of years. But these corporate organizations garner tremendous impact on our society in its 200 years of existence. It is not only creation of wealth because of which they control so much of influence on the society. There is another reason, they are controlling the resources in the society. Large amounts of all kinds of societal resources are controlled by the corporates.

The world order today is very fragile. The future is very uncertain, whether it is due to geo-political issues, or environmental issues, or other serious issues. That is the reason, in the survey carried out wherein we administered the test to so many CEOs and CXOs, there is an overwhelming cry from leadership of the corporate organization to steer towards socially responsibility or to move to become a social enterprise. This is, in my opinion, the meaning of rise of the social enterprise. The time of social enterprise has come at global level. This is because, by only existing for profit motive and not marrying it to the purpose for which it exists, with the might the corporate organizations hold in every country across the globe, it will not be possible to continue with this world order for long time.   The corporate

organizations need to also understand this. If the corporate organizations have to exist there has to be a change in its course.

According to me, social enterprise has nothing to do with philanthropy. The underlying business model should be one that should contribute to the cause of the society and also generate profits. More scaling up will give more purpose and meaning to the cause for which it has been established. In modern times, capital is not a constraint. If an idea has power then there are enough people ready to back it.

TATA group has completed 150 years of its emergence. One of the quotes that comes from our founders is that the group exists in the society - not because it carries out fundraising or carries out philanthropic activities but 'Society is the reason for which we exist'. This is a profound vision and the group has lived by it. There have been our share of ups and downs. But if the organization stays with this course as the purpose/ reason for existence then longevity of the organization by contributing to the society is far more meaningful. There are a number of developments happening which are very essential for the growth of the mankind/humanity. It is very important that corporate organizations, with all the force they muster, aim for marrying profits with a social purpose rather than creation of wealth This implies that so far we have been focusing on financial capital and
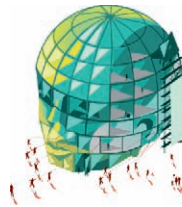
other assets, now the concern should be on garnering social capital, which is also an important matrix.

Lot of changes exist in the corporate world today. The kind of struggle we are undergoing is far more meaningful in the history of corporate world and our growth and achievements are happening at opportune time. We see that a large number of spectacular events are happening around the world. Our success is due to our constant grit of hard work, commitment, determination and these basic traits are very much essential for the growth of mankind in general and corporate organizations in particular.

Though many corporate organizations seem to be applying a strong force to muster their presence by changing their purpose frequently that is aimed at not only creation of wealth and its manning, but with the sole purpose to serve the people with honesty and integrity for the wellbeing of society which is the actual meaning of social enterprise. This means, whatever transactions are happening for example, raising financial capital, business operation and other forms of assets etc., we are doing is for the welfare of society. And this is essential matrix for every business organizations in its growth.

The survey points out at very powerful trends. It depicts the sub-conscious alignment of the world leaders in business and corporates that we need to come back and fill the vacuum which exists in the society in terms of our contribution. There are two very important forces which are acting today to change the fundamental way in which work is done in corporate organizations: One is the technology, which we might be underplaying today since it is in the early stages. We can notice the early signs of it and the speed at which it is galloping fast and gaining momentum. In some time we

would be able to notice its full impact. It is very important that we prepare ourselves to deal with it otherwise the engagement of people with the organization which is by way of the work, the whole employment contract, life time employment and other instruments which have been built over long periods of time, are likely to witness a lot of disruptions that are likely to happen. New technology would create redundancies. New jobs would be created. There is a strategic and structural shift that is happening in the nature of jobs. We need to find ways to deal with obsolescence so that individuals are minimally impacted. There is need to create a participative model between individual and organization to deal with it.

Secondly, the new generation of workforce which is joining the work place have a totally different aspirations, orientation and preferences. Organizations are taking note of these and they need to find ways to deal with it. Though differences between generations in the workplace have always existed, the differences and contrast between existing and the new generation is very profound today than what existed amongst earlier generations. Rather than seeing these as adverse conditions, the organizations need to find ways to deal with these opportunities which are existing today.

Experience has always been an important dimension for employment after qualification. However, we are now talking in terms of personalized/ individualized experiences that grow the way an individual would want to grow rather than one uniform mode for all. People want to create their own career journey, and organizations need to create an enabling system for individuals to decide their path. The key is to give power to individuals to decide about their careers, life and future.

A Brief Profile

Dr. Keith D'Souza
Professor of OB and HRM, SPJIMR

Dr. D'Souza has thirty-eight years of experience, covering academic teaching and administration, research, and consulting in management and human resource development, and management-level employment in the corporate sector. He was earlier, for 11 years, a member of the faculty of XLRI Jamshedpur and also worked for 13 years in the corporate sector in senior level HR positions with DHL Worldwide Express; Ion Exchange India Limited; Epicenter Technologies; Pfizer Limited; and Wockhardt Limited.

Dr. D'Souza was a founding member of the National HRD Network in India, and the first full-time Executive Director of the Academy of HRD in Ahmedabad. He was a member of the Governing Board of the Academy of HRD. Dr. D'Souza has extensive experience in designing and conducting trainings and MDPs for a wide variety of organizations. He has published books and journal articles and consults with business and non-business organizations in the areas of HR and OD.
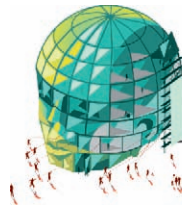
From Careers to Experiences: New Pathways

I would be sharing my thoughts and perspectives from academics angle in addition to practical instances. About 25-30 years ago while addressing in the NHRD Network meeting in Bangalore, I happen to quote Infosys as an example of a wonderful organization that had been contributing a lot to the society. And all of a sudden somebody from the audience, seething with rage, raised his hand. He enquired from me whether I realized what Infosys was doing to the city of Bangalore. He said that Bangalore used to be a calm and a very lovely city garden city, in which people wanted to live after retirement to lead a decent life. In the process of building its image in the city, Infosys has been giving high salary and perks to its employees. Consequently, this scenario has been drastically changed in the last few years. Upon hearing this, I was speechless since I had no answer to this question.

Today, when we go to Bangalore, we can see the impact of the presence of many companies including Infosys, as it has transformed the garden city into hell on earth. On the other hand, if we consider Jamshedpur, where I have spent 13 years of my life, it is such a beautiful place, perhaps an ideal city. It is because of the presence of Tata Steels, who had concern for the city. Tata Steel looked at the impact of its business on the city and it cared for the city. May be its not possible for Infosys to do the same thing in Bangalore because there are differences in the kind of governance that takes place and their role.

These are certain problems for which Infosys or other companies cannot be solely blamed. But had the management of these companies had the foresight to see what would be the impact of their policies on the environment, may be then they would have taken some preventive measures or steps. What seems to be at one point of time very visionary approaches to the management can turn out to be, at a later stage, very counter-productive. Tatas had the vision to look up to the future. They had the vision to have a caring attitude to assess the impact of their actions on the society. In many other cities, the companies go ahead with their main idea of profit growth, without looking at its long term consequences. And then it may become too late to undo the damage. This is where, when we talk about the concept of business and social enterprise, which we are talking about today is actually a very old concept. In 1960s you had authors like Katz and others who talked about organizations as a social systems, which proposes that we cannot look at organization in isolation, without looking at its linkages with the society.

There is a very famous model of Emery & Finnerty, which looks at the organization and their social environment. They also looked at the impact of organizations on the environment, and, also how does the environment look at the organizations, since organizations essentially have a symbiotic relationship with social system in which they work. We still continue to have these except that today the realities have changed. The example for

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this could be the Indonesian earthquake that happened recently. Its scary. The video clipping shows that the ground is uneven that shakes back and forth, buildings are shaking and people are scared with no place to move. The situation today shows that the environment in which business organizations are operating is so very turbulent.

The whole environment of business organizations has become a turbulent field. To be able to stay stable and maintain stability in that environment requires tremendous amount of effort, ingenuity and capabilities. In today's environment business organizations need to take steps to maintain stability in the society. It is important to orient people towards this new context. There are a number of organizations today who have tried to re-establish the model of corporate social responsibility. This role is already being initiated by the Tata group the way in which they have managed this whole relationship in Jamshedpur. Many PSUs and PSEs in India are doing remarkable work in this field though may not have been given any credit. For instance, Steel Authority of India Limited (SAIL), has took care of the cities of Bhilai and Durgapur Steel Plants. In other places also, PSU companies have managed to maintain the environment. Though there are certain constraints exercised by government and concerns for caring for the environment. Companies can grow steadily as long as the environment is preserved. We need to preserve the environment and conserve the surroundings. I believe every company is now looks in terms of Corporate Social Responsibility. (CSR).

We at SPJIMR have been looking at this sector and focus on our MBA programs, as we are trying to infuse some these kind of values among our students. Students have to undergo programs at various levels to have a feel of the reality of Indian environment.

They have to compulsorily undergo a two or three week orientation program where they go to work with some NGOs in social sector. Apart from this, in our education curriculum we have now started a program where we are looking at the needs of women. We are talking a lot on women empowerment today. Our own program, management program for women is doing a lot in this area. So the organizations need to take care to address social issues. Because people are more concerned on what is the impact of their activities on the social environment.

There are two things which have powerful impact on people. One is role of leadership because there is a tendency in any organization to have unequal power system. People at the lower level or junior level or subordinate level tend to have leaders as their role models. It is very important to understand the way leaders behave, the values that they talk about and what do they practice. It is equally true in an educational institution the kind of values that are displayed by the people at the top. Because that is something which is role modeled by the rest of the organization.

The second aspect is culture. Over a period of time the kind of culture that develops in the organization is very important because it shapes the minds and behaviors of people. In an educational institution also we shape the culture and minds. The challenge in the educational institution is very similar to the challenges in any other organizations. The leader needs to shape the values and create a culture which can sustain the behavioral patterns and culture of people in a given period of time. The idea of social purpose and the business has always been there. But in today's situation, when we are living in a turbulent environment, it has now become urgent and therefore there is pressure on management to think and initiate steps to tackle it.

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A Brief Profile

Dr. Rajan Saxena
Vice Chancellor & Distinguished Professor, SVKM's NMIMS University

Dr. Rajan Saxena *is former Director of IIM, Indore; S P Jain Institute of Management and Research, and Dean of Narsee Monjee Institute of Management Studies, Mumbai. He has held Vice Chancellor position since 2009, during which NMIMS has been accredited by NAAC in the 3rd cycle at A+ level. He has over 46 years of professional experience in management education, research, consulting and institution building. He completed his Ph.D. at Delhi School of Economics in marketing area. He has taught at XLRI- Jamshedpur, S.P. Jain Institute of Management & Research, Mumbai, IIM Calcutta, IIM Indore, NMIMS, University of Calgary, Canada and Pace University, New York. He has consulted over 50 Indian and multinational companies and published over 60 articles in reputed journals. He has authored two books and has been conferred several awards by different organizations and media. Some of these are Bombay Management Association's Best Teacher of Management in 1990; ET NOW `Visionary Leadership' Award in Education in 2013 and `Leadership' Award by Forum for Emotional Intelligence Learning (FEIL). He is on the Board of Directors of Graduate Management Global Connection (GMGC) and NMIMS Alumni Association and is an Executive Board Member of AMDISA. He Chairs Centre for Management Education of AIMA.*

From Careers to Experiences: New Pathways

My perspectives emerge from the field of academics. One of the biggest challenge we are facing today in organizations is of redefining the value proposition of education. What is the value proposition, why are we educating the young boys and girls who are coming to our educational institutions? This question bogs all university leaders and academia. Until now we have been relating this to their employability, since youngsters want employability after their education, We are therefore, there for this very reason. We have also talked about it from the perspective of developing young inquisitive minds and from this perspective whole lot of work is taking place at the university level and at business schools.

But today when I look at value proposition, I realize that it is a combination of many things that business schools and universities are doing today. It is certainly focusing on employability. The challenge we are facing relating to employability is far more acute today because of Industry 4.0. Education in India has so far remained in Education 2.0, ie relating to largely mass production in education. But the fact is that the new millennia, the current generation, are not willing to accept that. Even if they are willing to accept this, when they graduate, industry veterans would regard them as lagging behind. So skilling today has become a big challenge.

Today there are two big challenges that are looming large on universities and in higher education. The first is the leadership challenge, as we don't have adequate leaders. Whenever we want to recruit deans, registrars, academicians, invariably nine out of ten times we turn blank, although the number of applications received is very large. The available people do not represent the kind of people we are looking for.

The second challenge is shortage of faculty, the people who in real sense are involved in developing the young budding leaders. The faculty we are getting now are very young, highly aspirational but from the point of loyalty, the prominent trait considered important for people to work in academics, is missing among the young recruits. So the challenge in academics is to develop the competency of the faculty but also to retain the talent. Volatility and high attrition rate are big challenges with faculty members. The talent retention is as much a challenge with academics as it is industry.

Another big challenge we are facing in the field of education is the context of technology. Many of us today are still living in the 20th Century world. The comfort with technology is still very low. Whereas if we look into the environment in which we operate, the students, young boys and girls, staff members, young colleagues are all living in world which is 24x7 kind of world.

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From Careers to Experiences: New Pathways

12 OCTOBER, 2018 | ITC GRAND CENTRAL, PAREL | **MUMBAI**

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When I look at my kind of role in the last ten years, there have been many changes. I used to sleep peacefully earlier but not now. Now every night before I retire, I find a host messages that I receive. Everybody who messages to me expects a response. Similarly in the morning I get a host of messages from my students, faculty members, friends, or colleagues. In terms of developing this kind of mindset it has become a big challenge particularly for many of us who have come from a very different era.

In terms of defining value augmentation, or in terms of redefining value proposition, it is more in terms of employability, or developing social sensitivity of these young graduates who are coming out from some of the premier institutions of the country. How do we make them more sensitive towards the society and to make them sensitive to identify what is morally right to do? Doing it is an onerous task and a big challenge.

There are some aspects that are important for us to be doing in education. This emerges from the society's expectation from us. Society is a very important stakeholder in the field of education. One is in terms of transparency which is not only at the board level governance but in governance of all functions that exists. If as an educational institution we are transparent, and that is what society expects from us, the value of transparency which we want to teach to our graduating students would be much easier since it exists in the system. It could be in the governance, statutory bodies, admission process and examinations or in any other areas.

Second is in terms of equal opportunity employer. To be an equal opportunity institution is particularly very important in the field of higher education. There are lot of discriminations that may come up, may be in terms of gender bias, social status or economic background. The institution or university should not only be talking about being equal opportunity institution, but it should be able to put it into practice. In that case it would be easier to be understood by all. As an example, it is not enough to just say and implement 30% reservation for women in the admissions. But the pertinent point is that when you have selected the women students and say not all of them are necessarily coming from the kind of elite background from where some of our other group of students may be coming in from, what measures the institution is initiating to develop them at par with other group. So equal opportunity institution is much more important. Even we talk about women sensitivity and gender sensitivity. The only way we can do that is that we should start this equal opportunity concept at the alma mater level in educational institutions, where you make boys and girls literate since both the gender are important for the purpose of delivering value.

Technology today is very big kind of leveler which we all are realizing in the higher education field. In sum and substance the two phenomenon are important- transparency and the other is non-discrimination or equal opportunity.

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A Brief Profile

Rajeev Dubey
Group President (HR & Corporate Services) & CEO (After-Market Sector),
Member of the Group Executive Board, Mahindra & Mahindra Ltd.

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. 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 a Past President of NHRDN and the Employers' Federation of India. He is also a member of the Advisory Board of Konecranes 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 J N Tata scholar, and was selected as a Distinguished Alumnus of the School.

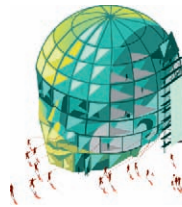# From Careers to Experiences: New Pathways

People look for purpose and meaning. For us, the mother font for business strategy and human capital initiatives is our core purpose. It basically says that we want to drive positive change in the lives of our stakeholders, and community people to enable them to rise. We will do this for the businesses that we choose to be in and the way we do our business. If we look at the new normal, in addition to be VUCA, driven by technology, globalization, demographics, and climate change, there is also a huge push back by all stakeholders. Customers, employees, members of supply chain, the communities in which we operate, shareholders and government are no longer willing to take lying down what we dish out to them. It implies that for the business to be successful, not only do we need to have strategy, structure, processes and matrix, which of course we need, we also need to be showing extreme care for our stakeholders. This in turn immediately brings us through the convergence between the needs of the society and business opportunity.

Business opportunities come from the un-met needs of under-served customers, in under penetrated markets. These unmet needs, under-served customers and under penetrated markets are in the society in which we live. To do good business we need to find out what are the potential areas where we have the potential opportunities to create value. For this we have to by necessity become aware of what's happening in the society. It is now a hardcore business necessity that we need to be social or

conscious in the capitalism that we employ. By the very nature of business and the world around us, every business enterprise will be forced to become a social enterprise or a conscious capitalist otherwise they are not going to be able to do good business. This is not about charity, but hard core business necessity.

We believe that what actually ultimately differentiates the outperforming organizations from other organizations is the passion that people bring to work. Of course the company needs strategies, structure, processes and matrix, but all companies have them. It is the level of passion that employees brings to work that will finally differentiate what results we are able to produce in the given structure, strategies, processes and metrics. This passion is derived from the meaning and purpose that people see in the work and the empowerment they experience.

Actually it is the experience which is going to create passion and it is passion that is going to create differentiation of businesses. Therefore it is purely from the business point of view, experience has to be the one thing that should be emphasized upon. In the life that we lead or live, we gain nothing but experience. Therefore, we cannot get away from the experience. Irrespective of the nature of the workforce, blue collar or white collar, experiences, meaning and empowerment is what people will be looking for. Therefore, experiences are not alternative to career but co-exist with career. I believe that though everybody would

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From Careers to Experiences:
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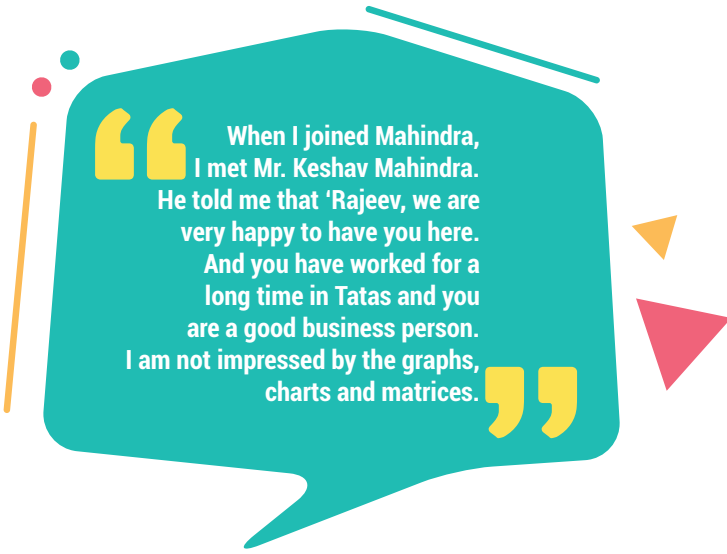
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be in search for careers, but careers would be defined differently. In my opinion, experiences and careers and not two separate things. Experience define what life is, career is path that we can take in our life and that path is not going to be linear any more. Its going to be zig zag or interconnected. People will look for different things.

The question as to what is HR doing to be behaving like human beings, the answer to this will come in two parts- one is behavior and other is systems and institutionalization and things like that. The only way to really make a difference for HR is by the way they behave. One has to show by examples to prove whether one is a good human being or not. I try very hard to be above all a decent human being who listens patiently and shows respect to elders and speaks truth, has compassion and has a sense of service.

When I joined Mahindra, I met Mr. Keshav Mahindra. He told me that 'Rajeev, we are very happy to have you here. And you have worked for a long time in Tatas and you are a good business person. I am not impressed by the graphs, charts and matrices. That doesn't impress me too much. But, I will get to know that you are a good HR person only when after one year if people tell me, starting from the lowest paid worker to the senior most Director, that Rajeev is a person with whom I can go and talk without any fear or worry that he is playing games, I feel at ease for being treated with respect like a good human being. If everybody will be able to say that then I will know you are good HR Head'. HR folks need to behave and set example of being a decent human being by showing respect, concern and trust. We put into place in Mahindra systems, processes, matrix and culture that emphasize the prime importance of being a good human being, respecting people, trusting people, speaking truth and being compassionate.

This is actually inbuilt into what we call the '3+5' framework. At the core of 3+5 framework is being a good human being. It is primary to all performance in the system, more importantly to the talent management, succession planning, reward and recognition. To summarize, it is in the system and processes where being a good human being is put at the same level as technical skills and competence that you bring to the table, perhaps sometimes even higher.

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From Careers to Experiences: New Pathways

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A Brief Profile

Dr. Kamlesh Vyas
Sr. Director, Human Capital, Deloitte India

Dr. Kamlesh Vyas *completed his Engineering degree from DCE, Delhi before pursuing his Post Graduate program from Staffordshire University, UK. He did his MBA from XLRI, Jamshedpur and Fellow Program in Management from MDI, Gurgaon.*

He has over 25 years of experience in business advisory services and leading organizations. He has served clients in over a dozen countries. He specializes in conceptualizing and leading large scale Human Capital advisory, leadership development, skill development and education programs. Prior to Deloitte, he has worked for Ernst & Young and Towers Watson.

From Careers to Experiences: New Pathways

"In the 21st century, careers are no longer narrowly defined by jobs and skills but through experiences and learning agility. The ongoing transformation of work, the need for people and organizations to constantly upgrade capabilities, and shifts in employee preferences demand new approaches to learning, job design, performance management, and career development."

People will want to go to those companies which do say 'we also make sustain'. It is this endeavor to seek for enterprises which will force the enterprises to only become social enterprises. Here I would like to put before you controversial statement by saying that if you are not a social enterprise – you are not an enterprise. Because who would like to deal with anti-social enterprise. If enterprises are to move towards social enterprise then at least please make an effort to move. In the eventual state all of them do this because to become social enterprise they will have people who come to do work for social enterprise who will seek therefore not careers but for experience.

To my mind the theme and sub theme therefore leading this evening is a much related concept. I want to throw some of the trends which are there for us to see. These are not tiny trends and not going to talk for next two to three-four years.

A recent study says that there are about 3,00,000 people today who are 100+. And at least a third of this will live on for 125, and

the first category of people who lives up to 150 years are already born in this world. So imagine a situation where people are regularly live for 120-125 years or 135-140 or 150 years. It has got many implications. The first one that has come to our mind is people like me who married early at the age of 25 and we will marry for 125 years. So what about insurance? Insurance companies have to pull out the concepts and redefine it.

But what about careers? Gone are the days when you retired at the age of 58 and waited for another ten years. Now you are going to wait for another eighty years. This means you move on to have few more careers. Then second careers and then third careers. But what about families? Every 25 years there is new generation coming up. So you can add as many greats and add to children, grandchildren, great grandchildren and great great grandchildren. So we will have lots of families. Possibly require Artificial Intelligence (AI) to figure out who are great great grand children and great grand children. All of those are implications that we at HR functions we are going to realize many things. And sometime somewhere I wonder how many of us heard people talk about HR functions.

My thought goes back to the statement made by the US President Donald Trump, made to Saudi Arabia 'you don't survive for two weeks without us', given that importance, given transcending factors around us on longevity. I will try to throw few more factors at you. Everybody is talking about wave-2

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technologies, Artificial Intelligence (AI) and Big Data and Analytics, Block Chain, Cloud, IOT and so on so forth. Everybody is telling us that our mending functions will get reduced and we will do hire and work. Few of us would acquire to hire and thinking on critical analysis and strategies and talk like that.

Let's extend this logic little bit beyond. Fewer and fewer of us would be required to do hire and hire – work and thinking. This means if I stayed on one place of work everything will get done and none of us would be acquired. This means that large sections of our society would be removed from the work of employment and few would be in employment. Once who were got employed would nothing to do and they will be well doing because why they will be working for us? And our pay cheques will be written and delivered to us.

So imagine a situation where we will be employed and then we will be remaining without work. I now go back to the example- In the park in front of our house, I used to see that gentleman every morning. He used to come with his brief case with a newspaper and a lunch box, sit there whole day. After lunch in the evening at 5.30 pm he used to go back to his home. I asked him one day- whats happening? He replied - I retired at 58 but I cannot be at my home. While it is anecdotal this is like trends and things to come in future. We will have people well employed but nowhere to go. So what will they do? On the other hand there is gaining concept to day of the universal basis. Saying that one third of the global defense budget is sufficient for every human being on this planet to be provided under universal basis and come. This means everybody has got little for survival.

It has multiple implications for whatever the enterprise do in the world of business. How they are going to hire people? How they motivate the people and society at large? How do they evaluate their (employees) performance? Incentives like reward, training and how they will be put into work and how the organization will work in full swing? Are the employees be absorbed on permanent basis or on temporary basis- casual etc? or the enterprise will hire only experienced workers or hire people and put them to hard training course and then absorbing them. these are few concepts in HR functionary in any organization or business house. There is some process in the social enterprises like research and exploring of some new concepts- innovative work etc. In this connection Deloitte has

brought out one survey report. In this report questions posed by the researcher to clients and the data was prepared, applied with statistical equations to list out findings are also encompassed in the report. Then the rate of change- productivity and growth-which pointing to average RT taken by clients to submit their reaction. Gone are the days when there were organizations with pedigree of organization, structure of hierarchy, operative staff reporting to some executives. But today increasingly we are seeing there are people who are doing their part of work and lead the organizations and there is pool of people. If you prefer from among the pool of staff you can deploy them on a project. But fact is even more important that the pool of staff likes you then they will work for you otherwise they say 'no'.

Today 90% of companies are involved in redesigning their organizations structures, were converted to be dynamic, team-centric and connected. 3% of respondents in the survey carried out by Deloitte told us they are ready to work together strategically with initiatives and 87% of respondents said collaboration is the most important aspect in business as how they like to do business.

These are the trends of the workforce eco system and new rewards that will motivate the careers and experiences. And this is the longevity dividend that we talk about and the social impact and well-being of the employees and robotics technology with hyper connected work places and people's work data etc. This is background for us. This is the matter should be adopted in mind and soul.

This is not the matter of present situation but this is the matter responsible for complete change in the business world and underlines the approaches to move ahead in social enterprises. This will further tell us how the individuals prefer to work in social enterprises. But one thing is clear that all those who desire to work for social enterprises should keep in mind the basic approaches and trends and technology details. By these exercise of following trends and approaches it will keep known of the fact who will employ whom in social enterprises, is it companies employ people or experienced individuals think before entering any enterprises whether the company fit for their employment. If company is fit then they will decide for how long they will have to stay- one year- one month- or few days.

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AI, Robotics and Automation:
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Theme: The Rise of the Social Enterprise

We are witnessing a profound shift facing business leaders worldwide: The rapid rise of what we call the social enterprise. This shift reflects the growing importance of social capital in shaping an organization's purpose, guiding its relationships with stakeholders, and influencing its ultimate success or failure. *A social enterprise is an organization whose mission combines revenue growth and profit-making with the need to respect and support its environment and stakeholder network.* This includes listening to, investing in, and actively managing the trends that are shaping today's world. It is an organization that shoulders its responsibility to be a good citizen (both inside and outside the organization), serving as a role model for its peers and promoting a high degree of collaboration at every level of the organization.

We are virtually witnessing seismic changes in the workforce, the workplace, and the technologies used in the world of work. We may see that a fundamental change is underway. Organizations are no longer assessed based only on traditional metrics such as financial performance, or even the quality of their products or services. Rather, organizations today are increasingly judged on the basis of their relationships with their workers, their customers, and their communities, as well as their impact on society at large—transforming them from business enterprises into social enterprises. In many ways, social capital is achieving a new-found status next to financial and physical capital in value. It is found that CEOs rate "inclusive growth" as a top-three strategic concern, more than three times greater than the proportion citing "shareholder value." Today, successful businesses must incorporate external trends, perspectives, and voices by maintaining positive relationships, not just with customers and employees, but also with local communities, regulators, and a variety of other stakeholders. Building these relationships challenges business leaders to listen closely to constituents, act transparently with information, break down silos to enhance collaboration, and build trust, credibility, and consistency through their actions. This is not a matter of altruism: Doing so is critical to maintaining an organization's reputation; to attracting, retaining, and engaging critical workers; and to cultivating loyalty among customers. Why has this shift occurred? We believe that it is driven by social, economic, and political changes that have grown since the global financial crisis. Despite the economic recovery the world has seen since 2008, many people feel frustrated that financial gains have failed to improve individuals' lives, address social problems, support political stability, or mitigate technology's unintended consequences. People today have less trust in their political and social institutions than they have in years; many expect business leaders to fill the gap. Among the many factors contributing to the rise of the social enterprise, we see three powerful macro forces driving the urgency of this change. First, the power of the individual is growing, with millennials at the forefront. For the first time in mature markets, young people believe that their lives will be worse than their parents' – and they are actively questioning the core premises of corporate behaviour and the economic

and social principles that guide it. Among this group, social capital plays an outsized role in where they work and what they buy, and a large majority of millennials think that business success should be measured in terms of more than just financial performance. Second, businesses are being expected to fill a widening leadership vacuum in society. Across the globe, people trust business more than government. Citizens are looking to business to fill the void on critical issues such as income inequality, health care, diversity, and cybersecurity to help make the world more equal and fair. Third, technological change is having unforeseen impacts on society even as it creates massive opportunities to achieve sustainable, inclusive growth. Advances in artificial intelligence (AI) and new communications technologies are fundamentally changing how work gets done, who does it, and how it influences society. For instance, machine learning was not in the mainstream three years ago. Today, it is simultaneously one of IT's hottest areas – and a source of tremendous anxiety about potential job losses. People increasingly realize that rapid technological change, while holding out the promise of valuable opportunities, also creates unforeseen impacts that can undermine social cohesion. Many stakeholders are alarmed, and they expect businesses to channel this force for the broader good. Foundational to behaving as a social enterprise is to listen carefully to the external as well as the internal environment – not just business partners and customers, but all parties in society that an organization influences and is influenced by.

In today's world, the listening opportunity is greater than ever if organizations truly take advantage of the people data they have at their fingertips. Leaders need to take a proactive approach to managing this wealth of information and leveraging it to keep an eye on the trends both inside and outside of the workplace. Being a social enterprise also means investing in the broader social ecosystem, starting with an organization's own employees. It means treating all workers – on-and off-balance sheet-in a fair, transparent, and unbiased way. Leaders should seek to provide a work environment that promotes longevity and well-being, not only in an individual's career, but also in the physical, mental, and financial spheres. By doing this, an organization invests both in its own workforce and in the workforce ecosystem as a whole, which benefits both the organization and society at large. Finally, a social enterprise seeks to actively manage its position in the social ecosystem by engaging with stakeholders and strategically determining and pursuing the kind of relationship it wants to maintain with each. This cannot be done in a siloed way. Each area of focus requires strong collaboration amongst leaders both across the organization and outside of it. Leaders should form relationships with the governments and regulatory bodies that shape the "rules of the road," work collaboratively with them to create and sustain a fair, just, and equitable marketplace, and partner with communities and educational institutions to help sustain a steady flow of talent with the right skills for the organization-and the broader economy-to thrive.

Sub Theme: AI, Robotics, and Automation: Put Humans in the Loop
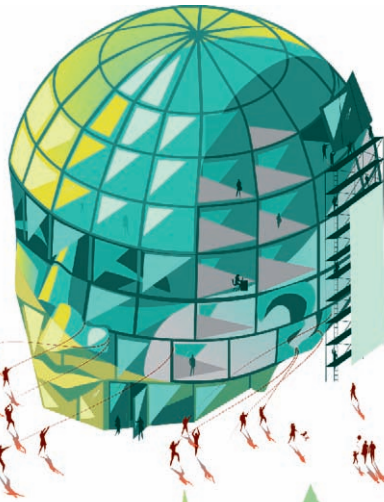
Organizations are looking to capitalize on the benefits of a surge of new AI-based software, robotics, workplace connectivity tools, and people data applications, while also mitigating potential downsides and unforeseen effects. These tools and investments can help to redesign work architecture, lift productivity, and enhance people efforts, but organizations must also pay attention to and respect their impacts on the workforce as a whole.

The influx of AI, robotics, and automation into the workplace has dramatically accelerated in the last year, transforming in-demand roles and skills inside and outside organizations. Perhaps surprisingly, those roles and skills focus on the "uniquely human" rather than the purely technical: People predict tremendous future demand for skills such as complex

problem-solving, cognitive abilities and social skills. To be able to maximize the potential value of these technologies today and minimize the potential adverse impacts on the workface tomorrow, organizations must put humans in the loop-reconstructing work, restraining people, and rearranging the organization. The greatest opportunity is not just to redesign jobs or automate routine work, but to fundamentally re-think "work architecture" to benefit organizations, teams, and individuals.

This raises need of exploring some questions :

(i)   Do Organizations need to have leaders to develop new capabilities to develop AI, Robotics and Automation putting the humans in the loop?

(ii)   How HR is going to take role of sensitizing and aligning how leaders

The Rise of the Social Enterprise

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AI, Robotics and Automation: Put Humans in the Loop

AGENDA

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

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

Panel Discussion: **"AI, Robotics and Automation: Put Humans in the Loop"**
- **Mr. Akilur Rahman,** *Chief Technology Officer, ABB India*
- **Mr. Bartanu Kumar Das,** *Head (HR), Larsen & Toubro*
- **Mr. B.R. Suresh,** *Sr. Vice President and Country Head (HR), Bosch India*
- **Mr. Chaitanya N. Sreenivas,** *Vice President & Head (HR), IBM India & South Asia*
- **Mr. Rajesh Sahai,** *Global Head (HR) & Communication, Wipro Consumer Care*
- **Mr. Vijay Sinha,** *Sr. Vice President (HR), JSW*
- **Mr. S.V. Nathan** (Moderator)**,** *Partner & Chief Talent Officer, Deloitte India*

Vote of Thanks: **Mr. Nalin Srivastava,** *Asst. Director, National Secretariat, NHRDN*

The Rise of the Social Enterprise

AI, Robotics and Automation: Put Humans in the Loop

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A Brief Profile

Akilur Rahman
Chief Technology Officer, ABB India

Mr. Rahman *has 29 years of experience in research, business R&D, technology management, engineering, business and product development in ABB.*

He has a Master's degree in Technology from IIT Kharagpur with strong experience in power and automation technologies for utilities and industries. He has held various international and global roles in India, Germany and Switzerland. He was responsible for building up ABB's global software product development in India and led global engineering and cyber security in process automation, and ABB's Corporate Research in Bangalore.

In his present role he is leading ABB's core technologies, automation, robotics, Industrial IoT and Digitalization, enhancing customer values and user experience. He has been a speaker and panelist at various international and national conferences.

AI, Robotics and Automation: Put Humans in the Loop

We can use the term 'revolution' when we talk about automation, robotics, or Artificial Intelligence. The concept of automation started in 1960s in industries using the electronic control. Though, perhaps the hype about it existed 20 years before it came to reality.

I represent the company ABB, which is a 135 years old corporate conglomerate. We are into automation, robotics and AI. In my opinion AI etc. is not a complete hype. There is some revolution which happens from time to time, which then gets into the reality and then it evolves. To cite an example of automation- it started with electronic control, then it came into the machine putting the electronics into the machine, then the machine became automated. Then came the computers where we put this automation into the software in the PC, in the server and now in the cloud. This is how automation evolved.

Similarly, in robotics, ABB was the first company in the world to come up with industrial robots in 1970s. This was a commercial and industrial robot which worked in the factories. It started with using simple robots to do some simple repetitive tasks. Then we went into the phase where we used the robots with different sets of applications. It included using them in very unsafe areas where heavy tasks were involved such as welding, painting and other heavy tasks. Thereafter, we used them in areas where human

beings couldn't enter, for example- in an oil tank where the robot was used to inspect its technical qualities. Today we also have robots to crawl into a 10mm gap inside the tank in a machine to do the inspection. This has made our task much simpler since instead of we opening the machine and creating a shut down in the plant and production line, these robots were being used in the manufacturing plants in the fenced environment.

It is not safe for the human beings since robots could hit. However, today we have robots which is a collaborative robot and it works along with human being. It has censors which can sense and is safe. The concept of robot came into a reality and in the same way the AI has also come into existence. When I was studying in 1989, in my post- graduation, at that time AI was also a topic of study though it was not in reality but in theory. But today the concept of AI is slowly but steadily entering into our day to day life and in the industry, in production, and in manufacturing. It depend on the application area about the tasks in our company that would be converted into automation and further into AI.

The hype is because people think that we can straight away jump to AI. The evaluation is that we start with automation and then to robotics and then AI. In the process we have the human being. An example of the collaborative robotics is called 'You-Me' (ie

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The Rise of the
Social Enterprise
AI, Robotics and Automation:
Put Humans in the Loop

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You and Me working together). This robot has the intelligence to understand the human behavior because it is working along with human beings. It learns from the human being and at the same time the human worker working along with the robot also learns from him. So they both work together similar to the way in which we human beings work together.

In this age of machine learning, people generally say that machine would do all learning but instead its augmented learning for both machines as well as human learning. In this way we can drive the future in terms of making some of the tasks automated which do not involve that much of intelligence. We know that on an average human beings use only 10% of their brain. We can actually move to using the next 10% , leaving this 10% for the robots, automation and AI. It is a reality and will evolve in future.

The collaborative robot which I talked about has been made at ABB Company. This robot was taught by an orchestra expert who used to play the orchestra for several hours. Thereafter the robot was able to independently conduct the orchestra. When people asked this orchestra expert about this and expressed apprehensions that this robot is likely to replace him because robot has learnt to run the show, he replied that he could do much better than this robot. Since he has been playing this orchestra again and again, now I will move to the next level.

The AI is nothing but a software running on a machine, robot, a PC or even our mobile phone. The software is looking at the environment and prevalent conditions, is writing a software for future. It can automatically learn things from the environment to take prompt action. This super software which is there in the machine or PC or server or our mobile phone is going to be written by the human being. This reflects the progression that will happen. The normal software which were earlier written by the human being, will now be written by the AI driven machines or robots and the human being will go on to write the super software which will drive this AI. Therefore we are moving up in the value chain as human being. We are used to using 10% of our brain and instead we have to move to the next level, ie. use the next 10% of our brain. It's not about replacement of human being but rather displacement. The same human being is getting displaced to do something more meaningful by the brain.

We have been talking on AI, automation and robotics and all in the context of automating the business operations related to repetitive tasks. But it is also important to solve the problems which human beings cannot solve due to humongous amount of data and all that logic behind that and also for solving something which is difficult for human being to reach out to. We keep hearing from industries like steel plants and chemical factory units where death of human beings happened because of some unsafe and unnatural accidents. In such situations AI, automation, robotics, can play their role.

We can use relevant technologies in areas where human beings cannot handle alone. It can aid in improvement in the quality of life of human beings, whether we are working or we are retired. Using appropriate technologies we can make the quality of human life better. For example, in road traffic the Google engine which is running on AI is so accurate estimation about when we will reach our destination. It is very difficult to collect data on traffic movements to solve these kinds of problem even after deploying hundreds or thousands of human beings. AI is the best option to solve such problems. These are some areas which involve tasks which are unsafe where we should look forward to implementing AI, rather than just repetitive tasks.

> " We have been talking on AI, automation and robotics and all in the context of automating the business operations related to repetitive tasks. But it is also important to solve the problems which human beings cannot solve due to humongous amount of data and all that logic behind that and also for solving something which is difficult for human being to reach out to. "

A Brief Profile

Bartanu Kumar Das
Head - HR, L&T Constructions, Chennai

Barttanu has more than 28 years of experience in diverse sectors spanning power, infrastructure, and logistics/distribution. His earlier stint was with NTPC, Navi Mumbai SEZ Pvt. Ltd., an Reliance Industries Ltd (RIL) Group Company, Blue Dart Express and Shalimar Paints.

A strong believer of change and transformation, he has rich experience in HRD, TQM, Industrial relations and organization transformation areas. He has written articles and presented papers in National and International conferences and is a board member and regional president (western region) of the National HRD Network. A graduate in Economics and a post graduate in Personnel Management and Industrial Relations from Utkal University, Bhubaneswar, Barttanu is also certified on Hogan Leadership Assessment Tools, MBTI and has completed PCC certification course from International Coaching Federation, USA. He is a master facilitator for organizational change and cultural transformation.

AI, Robotics and Automation: Put Humans in the Loop

In the last 10-15 years, a lot of change has happened in terms of advancement and its acceptance culturally in organizations. There are a lot of technological advancements taking place like AI and analytics. In the last five years there have been rapid changes. Tools in analytics, especially on people or human resource related have been introduced. We generally use employees' satisfaction surveys to gather information about the employees' perception and feedback. Organizations can use a tool like 'Umber', which is AI enabled. It would help us to move from basic level of understanding to higher stages of understanding. It is not a scale or an instrument to record 'Yes' and 'No' responses of employees to various questions. It helps us to know how they do feel, and also to know their perceptions about various aspects. It is more of a qualitative observation related to mental and emotional processes that they are going through with respect to various work engagements. It also considers aspects related to their relationships with their peers and their bosses.

Such tools can be accepted and deployed in large organizations which operate from remote areas also and not always in urban areas only. So we deploy and use these tools sitting remotely somewhere away in the head office to understand their perceptions and satisfaction levels but also understand the various dimensions related to their overall engagement and satisfaction. Umber is one such tool which is being effectively used by some of the renowned service companies and IT companies and feedback about it is extremely good.

The Rise of the
Social Enterprise
AI, Robotics and Automation:
Put Humans in the Loop

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A Brief Profile

B. R. Suresh
Sr. Vice President & Country Head - HR, Bosch India

Suresh is an Engineer from the Mysore University and is a home-grown product of Bosch, with 32 years of experience. Starting as a Technical Management Trainee, he has worked in different functional roles in R&D, Executive Assistant to the MD, Program Management at Customer location in the US, Project Management in Germany, Manufacturing, Head of Quality for Bosch Ltd. and Plant Manager of Bangalore Plant and Head of Operations, prior to his current role.

He moved to HR function from Aug 2014. He is currently heading the Corporate HR Function for Bosch India with 10 different legal entities. His interests are Mentoring and Coaching for Leadership development, Promoting Business Excellence in a practical manner, Lean Manufacturing. He is currently in the CII Karnataka State Council and chairs the Skill, CSR and Sustainability panels.

AI, Robotics and Automation: Put Humans in the Loop

Starting from the steam engine to the Industry 4.0, we have evolved. Though there will be certain pain for certain individuals at certain points in time. When there is need for survival or may be an aspiration for a higher goal to reach out to people and to be more creative, we tend to find ways of doing it. On the other hand, when there is pain and pressure of survival, means we have not used our rest of the brain, because we didn't need to do it. It is not a doomsday scenario but it will go through a certain pain and is not going to be all easy either. However, we will survive. I do not foresee a time in horizons till 2025 that we would see robots sitting in board rooms. It is merely a science fiction and will continue to be seen for some more time only in netflixs. I come from automotive sector with experience in operations. At least in the Indian context, I don't see this happening in this horizon. Because one thing which I have observed having worked in HR domain in the last four years, we learn to take care of ourselves top down and so we would not make ourselves irrelevant. Therefore, there are very less chances of the board members making themselves redundant. Perhaps somebody at the bottom of the chain might be more endangered than those at the top of the chain.

I would like to cite some examples from our factories where I have worked in. Changes are bound to happen and we cannot hold on to same thing in the same way the way we did it. If we see in our own plants, during the last 20 years the productivity has improved by nearly ten times. This increase has been brought about without AI, but with some amount of simple robotics. The job of those associates working on the assembly lines or the machines and the lathes which were used to take metals out, were so ineffective that it has changed and they have adapted to it. So we need to believe in the capability of the human being to adapt otherwise the human race would have not survived.

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AI, Robotics and Automation: Put Humans in the Loop

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A Brief Profile

Chaitanya N. Sreenivas
Vice President & Head - HR, IBM India and South Asia

Chaitanya has about 21+ years of experience across diverse industries. Joining IBM in 2003, he has held various roles in the Outsourcing & Delivery across CRM, F&A and HR domains. His domain expertise included Solution, Transition and Account Management of large complex client engagements.

The last 10 years he has been instrumental in setting up global HR delivery centers across geographies in Asia, Europe and the Americas. He has also led the assimilation of resources during acquisitions and divestitures across the world. He has been responsible for Recruitment delivery and Talent management across the Asia Pacific region. In his last role, his responsibilities included supporting the India Infrastructure Delivery teams in ISA. Prior to joining IBM, he worked for Arthur Anderson in the New York Corporate Consulting practice. He is a graduate of Cornell University (Economics) and Northeastern University (MBA).

AI, Robotics and Automation: Put Humans in the Loop

From IBM's perspective, we have an old legacy in terms of inclusion and diversity. Leaky pipeline is a major challenge. It is healthy in our workforce when we start in our hiring practices, but somewhere in the middle we start losing track and women tend to quit. To check this, we have taken a few steps to put this in the right track. Firstly, by making sure that women come back to work and are able to stay, ie providing a softer landing. Secondly, STEM for women is being launched by IBM in some time. As part of this initiative, we are going to schools to get more involved in STEM education. By encouraging more kids to pursue STEM education and careers, the purpose of this focus is on getting more young women interested in Science Technology Engineering and Math (STEM). We need more material at the base else there would be more trickle by the time we reach the top. From these initiative we hope to make an impact on workplace inclusion and diversity.

In the start, the repetitive tasks went away which may be regarded as the first evolution, then it goes a step higher, so I have learnt one more repetitive step towards the next and so it is a race. We are going to be displaced at each step and in each level and so there is need to keep moving higher, else there are chances of being displaced.

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The Rise of the Social Enterprise
AI, Robotics and Automation: Put Humans in the Loop

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A Brief Profile

Rajesh Sahai
Global Head - HR & Communication, Wipro Consumer Care and Lighting

Prior to joining Wipro Consumer in 2010, Mr. Sahay was in UBS, a Swiss Bank as Head of HR for their offshore Captive Centre in Hyderabad. Before that, he was with Wipro Technologies leading the Talent Engagement and Strategic Resourcing for Enterprise Solutions Business and also with The Arvind Mills Ltd.

He began his career in 1990 with NTPC and was involved in two acquisitions and has been actively involved in seven M&A deals both on the buy and the sell side across multiple countries.

An alumnus of Xavier Institute of Social Sciences, he is a trained Black Belt in Six Sigma methodologies and a certified evaluator of Hays/Belbin and PAPI methodologies. He is also a trained Master Coach. He spends time in Training and Leadership Development programs and is a regular speaker at management colleges.

AI, Robotics and Automation: Put Humans in the Loop

There is no need for a skill to vanish. It is important that people should reinvent and acquire new skills that may lead to vanishing your older skill. If we look how any industry has moved, say even in the tailoring industry there has been a big change. In olden days there used to be a tailor, where we used to go, give him the fabric and got our trouser stitched. That tailor was the designer and the production guy. Today there is one designer and a plethora of production guys. This is the sectoral shift that is happening. The designer guys are the RHS or right hand side, ie. the creators or explanators. They would be doing the creative part of it and there would be a mass which will do the execution part of the work. In is sectoral shift, people who reinvent would continue to be the designer. The skills that are required to keep an individual notch up the others, I believe is going to be imagination. If one is able to imagine, then one would be able to create. All the things which are happening around us is because somebody was able to imagine it. If we look at our current mobile phone and compare it with our first Nokia phone, not many of us would have imagined the current form. But somebody must have imagined it and the future lies in the ability to imagine.

The question is how do we attract more women in STEM. I represent FMCG industry where marketing is the core business. And in our organization marketing department is primarily dominated by women. It is not only art but huge amount of science involved in doing marketing. Even when we see the

bottle of drinking water, its marketing involves physics, chemistry, viscosity, aesthetics, solid state designing, supply chain. Everything is being done by one marketing person, and most of them is being done by women. My experience says that women have almost always preferred to get position on the basis of merit and not on certain favor or quota point of view. Our job is to create that opportunity and so that there is interest among people to come up to take up that responsibility. I have not come across any situation were someone has asked for any favor because she is a woman. In our organization worldwide, the gender ratio is 54%, ie there are 54% women. Many of them are in executive positions including factory heads and business heads. All of them have got the positions on their merit and not otherwise.

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The Rise of the Social Enterprise
AI, Robotics and Automation: Put Humans in the Loop

14 DECEMBER, 2018 | HOTEL THE LALIT ASHOK | BANGALORE

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If we look at the evolution of human population, in 1650 the world had just 800 million people or just 80 crore people. But when we got independence, the world population was 2.5 billion and today it is 7.5 billion population. And in 2050 we will be 9 billion people in the world. The human race is growing at fast pace and at the same time, people are living longer. It is unique challenge for any professional.

When people live longer, we need to take care of certain things and technology would be the biggest help. When people in abundance, the biggest thing would be resource allocation. The biggest business to be in is waste management. Because this is important as human beings are the biggest waste producer in the planet. Then the question would be how do we do the health care management of the people? This is relevant when the average mortality rate is around 90+ and with genetic modification being done, the root cause of the problem can be removed.

As HR profession, if we need to do a Health care policy, what kind of policy do we need to have and what kind of financial planning do we have post retirement when a person retires from his job after 35 years in service but will remain unproductive for remaining say another 50 years. This is the real challenge and is a sort of evolution that is happening when the world is growing at a fanatic pace and technology has to play gigantic a role to tackle this situation so that we all prosper and survive successfully in our life journey.

I think AI is essentially the way the power of computing is going up. Hence machine is able to process lots of simultaneous data and give you lot of pattern and analysis. But from cultural point of view, when we are able to use very high power processors, our ability to make decisions is far more precise and sharper. To take a simple example, a sales person who is frontline salesman carries a hand held device which assimilates data, manage complete supply chain and also plans for the coming days. Earlier days it was completely a manual exercise when people used to write on the note book and the manager is planning many things.

This simple hand held device has helped in completely streamlining the essential part of this process. So the prediction and precision will be better and that would have a significant change in the cultural part of the organization.

A Brief Profile

Vijay Sinha
Sr. Vice President - HR, JSW

A firm believer in level 5 leadership, Mr. Sinha also heads JSW Energy Centre of Excellence which has the distinction of being the first training Institute in the country established by a private power company to train engineers in the simulated environment. He has a rich and varied experience of more than 25 years in various gamuts of HR across different industries. Earlier he has worked with JSW Energy, HyperCITY Retail (I) Ltd., Reliance BIG Animation (I) Pvt. Ltd., Steel Authority of India Limited and Nielsen India.

An alumnus of XIM Bhubaneswar, he is the proud recipient of many awards including the Jawahar Award, Nielsen Award, HR Leadership Award, World's Greatest CHRO award as well as Indira Super Achievers Award. He also featured in the 4th edition of the book "Most Powerful HR Professionals of India" released in 2012. He is nominated as National Council Member of NIPM during 2018-20.

AI, Robotics and Automation: Put Humans in the Loop

Let us take cognizance of what happened in India in the last 50 years. If we consider the period after independence, in 2006-07, India became a one trillion dollar economy. But it took another 6-7 years to become a two trillion dollar economy. Recently our Prime Minister mentioned that Indian economy is growing with a rapid pace and is likely to become a 5 trillion dollars economy in another 7-8 years. The latest projection is that our economy should grow robustly to become worth 10 trillion dollars by 2030.

Thus we can notice that change and growth is happening very fast. In 50 years we saw one trillion worth economy and in another ten years it was anticipated to grow five times. Similarly if we see what is happening on the other side, the shelf lives of the companies has come down drastically. The shelf life of companies used to be about 70-75 years and if you look at today's environment, recent survey results and research studies suggest that the company's are surviving for not more than 15-20 years. This is the impact of the change. This represents the dichotomy. The growth is happening on one side while on the other side a lot of companies are dying. This is evident when we see companies from print media, mobile technology, digital media evolution, music industry and photography, a lot of companies have vanished, including some of the big names. Some industries/ companies have survived and in fact, have risen

like a phoenix to grow to the next level. There is a big lesson in understanding how they have done it. Change is happening but a lot of organizations have coped up with the change.

I would like to cite a very practical example which I came across in my professional life when I was working with one of the country's entertainment companies. In animation film companies, there are 3D artists, 2D artists, animators, visual graphic professionals, visual affects people. We used to hire these people from companies like ARENA or MAC and many other such companies. Even though they were very well trained and certified, we found that they were not able to cope up with the quality which the directors wanted. This phenomenon was an eye opener for us. In spite of having professionals with best certifications and experience, why are they not able to do sculpturing, painting or animation of the desired quality? Therefore we decided to try to hire children of Thanjavur, Sangli, Warli painting and Kolhapur artists' and we decided to hire about 20 of them. This reflects the contrast. On one side are people who are animators sophisticated software artists, and on the other side are people who know nothing about software. We hired these and trained them for 3-4 months in our studios. It was production studio. The quality of output produced by these was phenomenal and outstanding in terms of richness. Some of these guys went on to grow to the level of directors of the studio. This was because their

cognitive ability that they inherited from their parents'. Though they had no clue about the software or the 3D software, they had better cognitive ability which we can term as uniquely human skills. They had these skills. We had picked them from their villages, they had never come to the city like Pune, trained them for 3-4 months and they were now qualified artistes who even rose to the level of Director.

And this has been captured in a very famous book called "The World is Flat" by Friedman. He has mentioned about this intervention of ours. We are often talking about AI and automation but I am a very optimistic person. When we leverage meaningfully such kind of talent which is available at different pockets, we are able to combine and collaborate with the technology and come out with better output. Using AI, automation and digitization etc. and when we collaborate with human beings meaningfully and rightfully, the richness of the content and output is going to be very different.

In my current organization, which is a multi-geography organization, and we have 15-16 plants across the country in different businesses, we found that each business has come up at different point of time and we have adopted different kinds of

practices for different businesses. We decided to start with shared kind of services concept. We have started building shared services in the domains of Finance, HR and commercial, wherein we have identified four/ five processes in each of the functions. When we started doing this, we realized that at the very basic level our processes were not consistent. We got these together and defined the common processes. Thereafter we brought them onto the document management server and gradually the entire organization was disciplined. From there we moved on to the next level. In that shared service center today, we are leveraging robotics. Apart from DMS we have started to leverage robotics to do some of the processes and help making it faster. The PR to PO turnaround has become very fast and accounts payable are some of the other processes that have been leveraged. Thus in order to cope up with the situation of being multi-geographic with different verticals, we initiated basic hygiene and discipline within the organization.

We have started an initiative in this direction of diversity and inclusion. We are going to the campuses to hire only women candidates so that there is a focus. We have got a batch of 10 and this a modest beginning. There is another initiative namely Springboard, where we have tied up with IIM Bangalore, to have our existing women employees trained on a year's certification

The Rise of the Social Enterprise

AI, Robotics and Automation:
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A Brief Profile

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.

AI, Robotics and Automation: Put Humans in the Loop

"In the 21st century, careers are no longer narrowly defined by jobs and skills but through experiences and learning agility. The ongoing transformation of work, the need for people and organizations to constantly upgrade capabilities, and shifts in employee preferences demand new approaches to learning, job design, performance management, and career development."

I will talk about what is the big change that is happening. There was a Report from Deloitte that has come out. Organizations are organizations to relent with community more than just making a lot of profits. Because if you didn't engage and have the relationships with people you serve who are either your clients or your consumers then you are not likely to the social enterprise by the way people who work for you majority of them are younger lot –the millennials and all of them seek purposes.

It is said that 86% of the people who are millennials and all they want is the purpose led organizations and that is why we have the social enterprises in India. So where you have the market and you also have the big community right there in the thick and centre of it. That is the big change that we see and this is part of the Report. So in all these where does AI comes in? The other big trend which we see today is rise of new technology. And it be AI

or be it Robotics, or automation, and all of these changing the waves where we work especially in our own society.

It is recognized that lot of tasks which are kind of low–end task that can be done through AI. It also means that we can get better in doing our job. This is the trend we are noticing today. Also what is happening is that with the rapidity with which technology is changing today few other things are also happening and so there is unforeseen impact that technology has on the entire job market as such. That is visible with lot of people raising certain anxieties among people. Although lot of people can come up and say that there will be more jobs created. Here I take it back to those days where lot of people here are all baby boomers. I take you back to those days when automation has come in first and everybody was very much worried. They were worrying about what is going to happen for the jobs.

There is no difference from what is being happening today – AI digital and that is changing in place of what is happening. So big one the manufacturers and so you will see in left side for jobs. You will see apart from bevy of humans lot of goats is also standing in queue. This is reality of the situation. The reality is we have lots of people hungry for jobs. Today the one which is really in the mix is how can we use robotics which can help both the

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human and machines to work together. That is the big paradigm shift that is happening in the market. Given this trend social enterprises will invest in the broader social eco systems. It also means getting them prepared for advent of new technologies protecting their jobs, up-skilling them, well providing opportunities provide for meaningful purpose driven work. So what does this mean?

It means above all of these we have to put humans in the mix. When we talk of putting humans in the mix we must be able to maximize the potential values of these technologies. Organizations must first construct work and organizations must also re-train, re-tool the people they have with them. Of course the whole organizations must restructure themselves in conceiving what is really happening in the organization. To help us, put this in a perspective and by the way I think. I have taken five minutes to put all these in perspective instead of putting 25 more slides on the screen. I thought to have discussion of panel of experts who will comment and speak on this sensitive issue.

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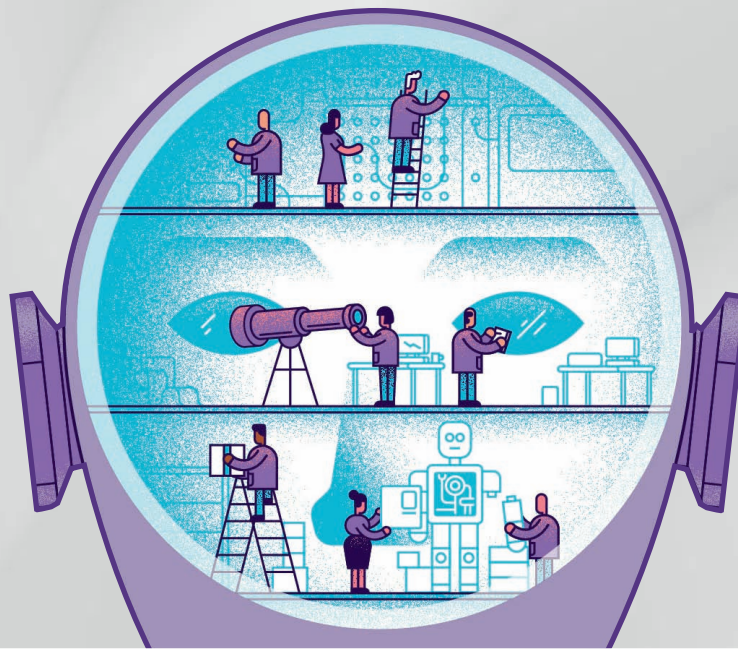
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HR Round Tables in Year 2019-20

Leading the Social Enterprise: Reinvent with a Human Focus		
Date	**Sub-Theme**	**Venue**
09-Aug-2019	The Alternative Workforce: It's now Mainstream	New Delhi
08-Nov-2019	From Employee Experience to Human Experience: Putting Meaning Back into Work	Bengaluru
13-Dec-2019	Leadership for the 21st Century: The Intersection of the Traditional and the New	Mumbai
07-Feb-2020	Social Side of an Enterprise - The Changing Focus	Hyderabad

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