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Vol. 1, Issue 9, October 2010

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FOR CEOs TODAY

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CMD, Power Grid

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ON LEADERSHIP AND SUCCESSION



How important is the role of a CEO? In an economy where businesses were traditionally driven by either family or the state, the CEO's role was one that encompassed both executive and corporate governance roles (MD and Chairman). With the huge influx of funds into the economy, there is an increasing need for the separation of powers for taking business related decisions and for safeguarding shareholder wealth. In essence, the recent call from SEBI to split the Chairman and Managing Director (read CEO) roles to ensure balance of decision-making powers and corporate governance is a well-considered and timely move.

Our cover story for this month deals with issues related to who should own the process of (s)electing a new CEO and what are the optimal steps in ensuring smooth transition between the outgoing and incoming decision-makers. The story looks at the issue from three different viewpoints - family-run businesses, state-run businesses and professionally managed companies. As some of India's biggest companies (Tata Group, Infosys, etc) search replacements for illustrious predecessors and patriarchs of family-run businesses look to restructure their holdings and avoid high-profile family feuds (of which corporate India has seen its decent share), the role of a company's Board and its corporate governance responsibilities, including CEO succession planning, becomes all the more important.

Continuing on the theme of leadership requirements in the face of capital inflow, we also bring to you in this issue a quick-view on how to hire a CEO that lasts (Ashkenas and Wasserman), the Korn/Ferry report on Asia's 'leadership preparedness' for the next wave of growth and a *People Matters* view on the Top 10 people challenges for CEOs today (from the EFI annual event).

This issue also includes a Talent Acquisition supplement - a compilation of information on processes and technologies available for talent acquisition, with a buyer's guide that incorporates the specialized offerings of product/service providers in this space.

Finally, December 2010 sees the annual NHRD Network event, themed 'Towards the Next Orbit'. So, book your dates.

Ester Martinez

ester.martinez@peoplesmatters.in

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This issue of *People Matters* contains 96 pages including cover.

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In a well-funded, high growth economic environment, it is imperative for India Inc. to craft effective leadership transfer mechanisms. Be it family-run businesses, PSUs or professionally-managed companies, the responsibility for effective succession planning and its implementation rests with shareholders' representatives – the company's Board

- Ester Martinez & Savreen Gadhoke

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Letters to the editor

Delightful Read

My first impression of the *People Matters* Year Book on 'India's 50 Best Places To Work For' was that it is very well written and a delightful read. I also felt that the article pertaining to HDFC Standard Life was very apt for the time we are in the Finance industry. *People Matters* has brought best practices of top 50 employers of the country collectively in one book; it was an excellent idea and a wonderful concept!

- Rajendra Ghag, Executive VP, HR, HDFC Standard Life Insurance

Strongly Recommended

People Matters has done an excellent job focusing on the latest trends and best practices across the top 50 companies to work for in India. The *People Matters* Year Book on 'India's 50 Best Places To Work For' has not only been designed well but the content too is well written and apt to each industry. I have thoroughly enjoyed reading it and strongly recommend it to others!

- Srinivas Rao K, Head - HR, SAS Institute (India) Pvt Ltd.

Fantastic Issue

I received a copy of 'India's Best Places To Work' edition and it has come out really fantastic. Please accept my congratulations.

- D. N. Prasad, Program Manager – People Technology and Operations & People Brand – JAPAC

Extensive Coverage

Thank you for covering Claris Lifesciences in *People Matters* monthly edition as well as in Year Book on 'India's 50 Best Companies To Work For'. The coverage was indeed very extensive and effective in terms of content and visuals. We are even happier to have our special coverage in 'Industry Award' section. We believe



that this coverage in a magazine like *People Matters* will help us stand out and create a lasting impression in the eyes of your readers. Thanking you again.

- Shyam Sharma, President - HRM & Corporate Communications, Claris Lifesciences Limited.

Truly Inspiring

The Year Book on 'India's 50 Best Places To Work For' is very well designed in terms of format, layout

and content. The stories which every company had to tell about their best HR and people practices are truly inspiring and would serve as a good reference book for organizations across industries. I congratulate *People Matters* for this wonderful publication.

- Vinay Deshpande, Senior VP, HR, Mahindra & Mahindra Financial Services Limited

Valuable Insights

It feels great to be a part of the Year Book on 'India's 50 Best Places To Work For'. Organizations can take a leaf or two from the practices showcased and the valuable insights shared by experts. The book has successfully brought the top 50 best places to work together with their ideologies and practices on engagement of people.

- Manish Choudhary, Vice President & Managing Director, Pitney Bowes Software India

Towards the Next Orbit

The article 'Towards the Next Orbit' in the August Issue of *People Matters* was really interesting and informative. This coverage will definitely help us to re-look and design HR processes, which will take the industry in to a new orbit.

- Amit Acharya, Manager – HRM, Claris Lifesciences Limited

Business Warriors

This is in reference to the article 'Towards the Next Orbit' published in the last issue of *People Matters*. While it was interesting to read the views of imminent personalities on why it is important for Indian companies to move to the next orbit, I particularly enjoyed reading Dr. Pritam Singh's views that said if companies want to maintain their competitiveness, they need warriors and not managers; very rightly said.

-Shantanu Ghosh, Kolkata

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UPDATE

Google: World's most attractive employer

Beating four global auditing giants, Google has emerged as the world's most attractive employer, states a survey by branding company Universum. The survey took into consideration responses of close to 130,000 seekers with business or engineering background. According to Universum, the world's most attractive employers 2010 - Index, Google notches the top slot for the second consecutive year. Interestingly, global auditing firms KPMG, Ernst and Young, PricewaterhouseCoopers and Deloitte occupy the remaining slots of the top five positions. While auditing firm KPMG stood second only to Google, Ernst and Young dominated the third position followed by PricewaterhouseCoopers and Deloitte which ranked fourth and fifth respectively in the list. The survey throws

light on the predicament of companies belonging to sectors such as Banking, Insurance, Investment, Management Consulting, and Oil & Gas, which face the impediment of being perceived as less attractive employers.

Other companies reckoned as world's most attractive employers include Procter & Gamble (6th), Microsoft (7th), The Coca Cola Company (8th), J P Morgan (9th) and Goldman Sachs (10th). Google, Microsoft and IBM dominate the top three slots in the Engineering category, followed by Sony (4th), German car manufacturer BMW (5th; it also emerges as the most powerful employer brand in the Automotive industry), Intel (6th), GE (7th), Siemens (8th) and P&G (9th). Apple made its debut at the 10th position.

Nooyi, Kochhar among most powerful biz women



PepsiCo chief, Indra Nooyi has been named as the most powerful woman in Corporate America by *Fortune* magazine, while four other Indian women including ICICI Bank's CEO & MD Chanda Kochhar have made the cut in the list of female business leaders outside the US. Indra Nooyi, Chairman and CEO of beverages major PepsiCo, has topped the list of 50 Most Powerful Women in US for the 5th time. In the latest ranking, Nooyi is followed by Irene Rosenfeld, Chief of Kraft Foods and Patricia Woertz, CEO of Archer Daniels Midland. Others in the top ten include WellPoint's Angela Braly (4th), Avon Products' Andrea Jung (5th), media personality Oprah Winfrey (6th), Xerox Chief Ursula Burns (9th) and Yahoo!'s Head Carol Bartz at the tenth spot.





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The sun shines on IT Sector

With the business dynamics changing rapidly over the last few months and all sectors on a hiring spree, IT companies are now offering their employees lucrative pay hikes to retain their talent pool. The buzz is that companies like Wipro, TCS and Infosys will be rewarding their employees with variable payouts, promotions and salary hikes to make it worth their while. This may seem as an attempt to retain employees especially those with domain specific knowledge.

While Infosys did not announce increments in April last year due to the global economic slowdown, it arranged for salary hikes in October 2009 and then again in April this year elevating about 5,400 employees. Junior to middle-level employees received salary raise in the range of 13-17%, while increments for senior management was 10% on average. According to market reports, the company is now planning staff level promotions in October along with a salary hike to those promoted. Wipro is also considering another round of raise in the future after one in February this year. TCS on the other hand is tempting its employees with a larger share of variable pay. For example, it has



already paid employees 100% of their variable pay for the quarter which ended in June. But is pay hike an effective plan to retain talent? Not for the long-run, we believe. With a majority of IT company employees being Gen Yers, money alone is not sufficient to hold them back. A well-defined career development path, opportunities to explore new dimensions of work, practices to ensure employee engagement and alignment of personal goals with professional goals are equally vital to ensure the longevity of an employee's commitment towards his / her organization.

Kingfisher Airlines appoints Sanjay Aggarwal as its CEO

Private air-carrier Kingfisher Airlines recently appointed Sanjay Aggarwal as its CEO with immediate effect. Aggarwal is the former CEO of Spicejet and is credited with steering Spicejet into profit in FY'10, the first time since its inception in 2005. Aggarwal quit the airline in July this year after media baron Kalanithi Maran bought a 37.7% stake with a 20% open offer, following US investor Wilbur Ross deciding to offload his stake. Aggarwal has in front of him a daunting challenge to turn around the performance of beleaguered Kingfisher Airlines, whose debts, as on March 2010, stood at Rs.6,000 crore, the largest for any domestic private air-carrier. It posted a loss of Rs.1,647 crore in FY'10.





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Shri Arup Roy Choudhury takes charge as CMD of NTPC

Shri Arup Roy Choudhury recently took over as Chairman & Managing Director of NTPC Limited. A Civil Engineer from BITS with a Post Graduation in Management from IIT, Shri Roy Choudhury started his career in 1979 and worked in prominent Public and Private Sector companies such as RITES, IRCON and DLF. He thus brings with him vast experience from both private and public sectors and has been rated as an outstanding performer with many 'Firsts' to his credit. He is a strong believer of new paradigm shift in 'Project Implementation by Proactive Approach'. Shri Roy Choudhury was earlier CMD, National Buildings Construction Corporation (NBCC), the largest construction Central Public Sector Undertaking (CPSU) of India. He is also elected Chairman of Standing Conference of Public Enterprises (SCOPE), an apex professional organization representing the Central Public Sector Enterprises of India with membership of 198 Enterprises.



Job index rises by 22% in September

As per Naukri Job Speak Index, hiring by India Inc. surged by 22% in September 2010 driven by improved confidence in the economy. Hiring level rose to 943 in September this year from 773 in the corresponding period last year. However, compared to the job index in August 2010, which stood at 956, hiring levels dipped in September by 1.2%. As per data available with Naukri.com, the maximum hiring activity has been witnessed in IT sector, which has significantly ramped up recruitment activities with job index steadily moving in a positive direction and touching its highest ever point at 1,047. The sector moved up by 45% from 718 in September 2009. Apart from IT, Telecom and Pharma sectors also maintained steady hiring levels. The Insurance sector, however, witnessed the highest-ever decline in September as hiring activity fell by 58% in the period under review when compared to the same time a year ago.

As against August this year, the ITeS and Insurance sectors saw the steepest monthly decline with the index dipping by 14% and 29%, respectively in September over previous month. Almost, all other key industry sectors such as Automobile, Construction, Oil & Gas and Banking registered a dip in their indices ranging from 2-5%. Among cities, Mumbai, Bangalore, Kolkata and Chennai saw an upsurge in jobs in September. On the contrary, Delhi and Pune witnessed a dip in the recruitment levels over the same time period.

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ASIA 2.0

NEXT GENERATION OF ASIAN GROWTH

Although the Asian economy is poised for unprecedented growth, the current leadership capabilities don't meet the challenges envisaged for Asian growth. In conversation with Indranil Roy, Managing Director, Asia Pacific, Korn/Ferry International, *People Matters* explores what is next for Asian businesses and its implications on the Talent Management front

BY JYOTI BHARGAVA

The last two decades have shown us an unprecedented growth in the Asia Pacific region despite a brutal recession where the Western economies have plummeted and only now they are slowly emerging from it. The three stable pillars of this Asian miracle have been: i) the Western consumer who has willingly imported products from Asia since the early 90s on experiencing a major downfall in his household savings; ii) the global supply chain through large amounts of work moving to Asia and lifting its GDP growth; and iii) the lower cost of labor and resources in Asia that led foreign businesses to depend on its production facilities and giving rise to jobs and income here. If Asia has witnessed a frenetic business activity, it has come to it from the two conduits of its Out-bound and In-bound businesses. The former sought to replicate the local success into developed or under-developed markets. Examples of such Out-bound business are Samsung, LG, Tata Group, Infosys, Huawei etc. Conversely, In-bound businesses from companies in the West, or other developed markets such as Japan or Australia, have attempted to establish their presence in

Asia to take advantage of lower production costs or availability of skilled labor and have, in return, brought it earnings. Some of such In-bound businesses have come from Cisco, IBM, Novartis, HSBC, Unilever, GE et al. While both these business strategies have been to Asia's benefit, a common thread that has impacted them significantly has been the talent used by them. Both the categories of businesses have had to target the same gene pool of Asian leaders thereby necessitating such leaders who have high appreciation for different economies, multiple stakeholders and diverse cultures. This realization has created some disquiet as the talent available to lead has been in short supply.

QUICK VIEW

- Asia has witnessed a flurry of business activity in the form of Out-bound and In-bound businesses.
- The new growth model is characterized by three shifts: consumer, innovation and talent, which will concentrate on Asia.
- There is a need for an Asia-centric focus for talent management to build a new breed of Asian leaders.

What is Asia 2.0?

The concern of Asian companies is compounded on witnessing an increased pressure on the three pillars of Asian growth. Western consumer is deleveraging quickly, there are protectionist pressures on the global supply chain and the labor cost is no longer that low. This has called for a new growth model for Asia that researchers at Korn/Ferry International have christened as Asia 2.0. Korn/Ferry's team interviewed

“BEING HUMBLE, WILLING TO LEARN, OPEN TO SUGGESTIONS ARE NECESSARY QUALITIES FOR TODAY’S CEO”

- GAUTAM THAPAR
CHAIRMAN & CEO, AVANTHA GROUP

What is the type of leadership that companies in Asia require today?

It depends on where you're anchored really as that impacts your leadership selection. For example, in the Avantha Group for our CEO search for Crompton Greaves, we looked globally. We have a defined strategy and need the best talent to do the job. The CEO should build an organization capable of executing at that level and drive the development of business with products and technology to take advantage of globalization. Talent development will be a big challenge in times to come. CEOs for businesses like IT, Financial Services, and Medical Services are considerably easier to find. For Manufacturing businesses, there is little talent available in India that can scale the business, deal cross-culturally or put a team together across geographies.

In your opinion, what makes for a successful CEO?

Increasingly, I look for people who are good listeners, not prescriptive by nature, are team workers, can manage cross-country and can travel. We don't need a top down management style any more. Being humble, willing to learn, open to suggestions are necessary qualities for a CEO as people can walk away if they don't like a company culture or management style, and good talent is difficult to replace.

You have undergone several mergers & acquisitions, how do you manage the culture integration? What is the role of the leader?

In all our acquisitions, we've believed that we've to earn the respect of the other side by listening to people. As an Indian company acquiring a Western company, there is an immediate attempt to insist that the Western technology and management style are superior, and the CEO has to manage that view. Knowledge is respected universally and if the CEO is knowledgeable about the industry and business, he would win respect of the acquired firm. We also do cross-cultural training but in



GAUTAM THAPAR

the end nothing succeeds like success. Besides, we have to find the hook to see what succeeds in the new environment.

What factors allow a company to enter the global arena?

You have to figure out what allows you to play that global game. Intellect is not enough. Self-assessment of strengths is necessary to see if they are enough to go global. Most Indian companies target manufacturing to offer low costs consistently to get the domestic market share. Once you get that right, you have the first currency to operate globally.

How do you think will be the evolution of Indian family businesses in terms of governance and control?

Families need to know that their children need the leadership skills to be successful, that is to say that capabilities of families have to come up in managing talent. Incoming CEOs have to see if they can work with that structure. Families have to be able to identify talent, nurture it, work with it, and share responsibility, accountability and authority with it. If that isn't done, family businesses will not reach the next level even though they may remain as players in their business. **pm**

executives across Asia and learned that this new growth model will be built much more around private enterprise than through government spending. Importantly, they uncovered the following three distinct shifts that will characterize the next 15 years of growth in Asia:

i) The consumption shift that signifies a move away from simply serving the western consumer with goods / services and instead understanding the emerging needs of the Asian consumer to serve local needs. The primary driver for this shift will be the advent of more than a billion people in the middle class.

ii) The innovation shift that sees building of local innovation capacity for new products and services for emerging consumers around the world. This shift is foreseen in three distinct themes of Global R&D, Frugal Innovation and Technology Leadership, thereby covering a range of business interests. China alone is home to more than 1,200 foreign invested R&D centers; high end technology and professional services like Accenture or Cisco are in the process of enhancing their presence in India.

Companies must shift their developmental focus away from training towards deploying talent to challenging assignments and providing active coaching support

iii) The workforce shift that foretells a move towards a skilled pool of talent to deliver new ideas and solutions from simply retaining a low cost workforce. Asian companies like Huawei, LG and Tata are fundamentally reshaping their talent management capabilities to attract and develop leaders so they have global management skills.

These shifts are underway already and their early signs can be noticed in the nature of Asia's recovery from the global financial crisis.


Talent binds them all

As Out-bound businesses are acquiring brands in developed markets or assets in under-developed markets to build a global brand business and In-bound businesses are attempting to understand the Asian consumer and moving their global headquarter roles to Asia, it's interesting to note that both seem to be targeting Asian leaders to further their growth strategies towards Asia 2.0. Examples

of the trend are evident in Samsung Electronics hiring 50 non-Korean MBAs from the top 10 US schools in 2009, India-based Infosys and Tata Group beginning to recruit from Kellogg School of Management and other premier global MBA schools or Chinese Investment Corp and Tencent hiring at Wharton School of Business.

Is the talent Asia 2.0 ready?

This Asia-centric focus for talent management is seeking Asia 2.0 Leadership by building a new breed of Asian leaders because the current leadership capabilities don't meet all the challenges envisaged for Asian growth. Among the four leadership styles of global leaders, Asia 1.0 leadership mostly focused on being Executors (directive, task driven and productive) or Controllers (logical, serious, data-driven and thorough). On the contrary, Out-bound and In-bound businesses have felt that it's the next two leadership styles that need to be honed to attain success in meeting Asia 2.0 challenges. These are Energizers (openness, informality, humor and adaptability to lead) and Integrators (inquisitive, collaborative, involving and patient) models. While leaders do have a mix of all four styles and are able to use them in different situations, the predominance of the first two styles is fairly evident in most situations.

The Korn/Ferry research team reviewed the results of 1,246 executive assessments and 642 managerial assessments in Asia in the last 12 months and found that the talent pool for Asia 2.0 leaders in Asia is shallower than expected before the study. In India, 8% of the assessed candidates matched the Asia 2.0 competencies, 1% in China and 4.5% in the rest of Asia. Competency mapping has highlighted the following top 10 weaknesses among Asian leaders, all of which are considered critical for leadership success in Asia 2.0: personal learning, dealing with paradox, managing through systems, motivating others, developing reportees, strategic agility, creativity, innovation management, conflict management, and managing vision and purpose. If research tells us that in leadership building, 70% of development happens through challenging assignments and experience, 20% through coaching and 10% through training, the report suggests that companies must shift their developmental focus away from training towards designing and deploying talent to challenging assignments and providing active coaching support. 

Jyoti Bhargava is the contributing editor at *People Matters*. Send your comments to feedback@peplematters.in

“CEOs ARE MORE READY IN INDIA THAN ELSEWHERE IN ASIA”

- **INDRANIL ROY**

MD, ASIA PACIFIC LEADERSHIP & TALENT CONSULTING, KORN/FERRY INTERNATIONAL



What factors are driving change in Asia? What are the implications for talent management?

We're in the middle of an Asianization process, which will see significant investment, talent, and ideas shifting towards Asia. Companies around the world are seeking to gain competitive advantage from Asia 2.0. Two types of companies studied in this context were Out-bounds and In-bounds. The common thread binding them is a new breed of future leaders that are Asian and global at the same time. Three magic things need to come together for a region to enjoy growth: consumer, innovation and talent. The US enjoyed this magic circle over the last 20-25 years. The recession has changed this equation on the consumer's front when the US spending became flat. In Asia, these three aspects are coming together: massive rise in the middle class income; increased innovation with examples of Nano in India or 50% of new computer chip patents belonging to Taiwan or China to overtake the US in basic patent filing over the next 10 years; and shift in talent to see senior, regional, international roles to be based out of Asia. Moreover, Asian companies such as the Tata Group and Bharti in India, LG in Korea, BYT in China are showing global ambitions by building a pool of talent at the top that is capable of running a global enterprise. The three factors of consumer, innovation and talent will contribute to a new growth model over the next 15 years with Asia at the cockpit of growth.

How will the DNA required of a CEO be different in Asia 2.0?

A new set of leadership capabilities and styles will be needed to meet the challenges of Asia 2.0. From the four leadership styles of global leaders as Executor, Controller, Energizer and Integrator, the first two have been in predominant use so far. Asia 2.0 would require leaders to have a mix of the next two styles that are characterized by being responsive to the market, using human interaction and networks, having social skills to build coalitions, and being team leaders of diverse teams and promote inclusion.

How ready is the Indian CEO? How is it different in China?

Research is telling us that we're more ready in India than elsewhere in Asia. About 8% of the executive talent pool in India is 2.0 ready as it is found to lead in a global management style. Currently, China has 1% of such global leadership. These numbers are low, but if companies invest in building this talent over the next three-four years, they'll bridge the gap. There is a massive focus from the Chinese government to attract talent of the Chinese origin currently elsewhere back into the country to take its growth forward. Companies must shift their developmental focus away from training towards deploying talent to challenging assignments and providing active coaching support to build Asia 2.0 leaders. 

SCALING NEW HEIGHTS

In an exclusive interaction with *People Matters*, **Shri S. K. Chaturvedi**, CMD, POWERGRID discusses the daunting challenge of achieving 178,000 mega watt capacity and the risk of talent poaching from private sector players as they enter the transmission sector



S. K. CHATURVEDI, CMD - POWERGRID CORPORATION OF INDIA LIMITED

Management Style: Honest and transparent management, leading by example

Best Business Advice: Never have a personal motive behind doing a particular work

India of your dreams: To be a fully secular country, in true sense of the word

Favourite Leader: Indira Gandhi, because I believe she was the only man in Indian politics

Hiring in both public as well as private sector was on a downside last year due to slowdown. What was the impact on POWERGRID in terms of reduced hiring?

The recession in fact gave us an opportunity to spend more and attract good people. During the recession, it was the power sector, and within that the transmission vertical which flourished. If you look specifically at POWERGRID and the kind of expansion we engineered in FY 2008-09 and 2009-10, it was much higher than any previous year. We had maximum recruitment of around 1,600 people and our profits and turnover increased to a record high. We

saw a surge of candidates from institutions like IIMs and IITs wanting to join us. So for us, recession was an opportunity as we were able to turn the events for our advantage in terms of growth, hiring, performance, target achievement and attracting good talent.

What challenges does POWERGRID face in attracting talent?

At POWERGRID, we constantly need people to take charge of senior positions of departments such as Finance, Engineering, HR, et al. Then we also need people from technical background to run field operations and manage supervisory roles as well as people for shop floors. Most of our recruitment takes place through our

The Company: Power Grid Corporation of India Limited (A Government of India Enterprise)

Business: POWERGRID, the Central Transmission Utility (CTU) of the country, is engaged in power transmission business with the mandate for planning, co-ordination, supervision and control over complete inter-State transmission system

Employees: 9,000+

Financials: Gross Turnover for the Fiscal 2009-10 grew to Rs.7,503.58 crore (an increase of 22.23% compared to the previous fiscal 2008-09). Profit after Tax during the year increased to Rs.2,040.94 crore from Rs.1,690.61 crore in Fiscal 2008-09, registering a growth of 20.72%

(Source: Company Annual Report for 2009-10)

induction program from ITIs and Diploma Colleges. However, we face a challenge to get experienced people. Since the private sector is also coming in a big way and there is going to be a shortage of skilled labor, we conduct training sessions for young recruits such as engineers and technicians and prepare them for future roles.

Like you mentioned, with the private sector coming in a big way, there is fear of talent poaching considering shortage of talent. What measures is POWERGRID taking to retain talent?


Transmission as a sector was not open to private sector earlier. But it is only in the last three years that we are seeing a surge of private players in transmission. We are sure that poaching will be there and have therefore taken certain proactive steps to retain our talent. Before taking steps to tackle the issue of poaching, it is important that we first understand the levels where it actually happens. Poaching happens when very experienced employee from a specialized field moves out in lure of better package and luxury. It happens only in the case of experienced senior employees since their capability and knowledge base is built over a period of time and their exit creates the pinch for businesses. The difference in compensation of a senior experienced person in public sector from its private sector counterpart is comparable. To control talent poaching at the senior executive levels, we've introduced good post-retirement medical facilities till death for employees as well as their families. Today, employees evaluate such facilities and benefits before falling prey to talent poaching. We've made post-retirement schemes more lucrative so that our senior most employees appreciate the efforts of the organization to retain them.

To retain our talent at middle and junior levels, we've started building cadet recruitment and are also hiring additional 2-3% so that we create a roster and there is no im-

mediate impact on the functioning of different operations. Secondly, as far as our perks and pay scales are concerned, we've made our compensation very attractive for the next 10 years; there is hardly any difference between the compensation of a new entrant or a mid-level employee at POWERGRID vis-à-vis their counterparts in the private sector. In fact, in certain positions, we are paying even more than what the private sector is offering. We believe that if an organization is proactive in maintaining and retaining its knowledge base and in creating a pipeline of experienced people, the scarcity will never arise.

Recession was an opportunity for us as we were able to turn the events for our advantage in terms of growth, hiring, performance, target achievement and attracting good talent

What future challenges do you foresee in the transmission sector?

Due to Government of India's focus on the power sector as its number one priority and transmission being a monopoly industry, POWERGRID has to play a major pivotal role in this sectoral development. In fact, with the increase in generation capacity, we will be required to make just a duplicate of POWERGRID in terms of scale, operations, and finances. In the 11th five year plan, POWERGRID has to achieve the target of 78,000 mega watt, and till 2017, an additional capacity of 1 lakh mega watt. This brings the total to 1,78,000 mega watt capacity to be completed in two plans. And there is only POWERGRID which will work toward achieving this target. So, this in itself is challenging for us but we are all set to achieve this mammoth task. 

CEO Succession Planning

BY ESTER MARTINEZ | SAVREEN GADHOKE

In a well-funded, high growth economic environment, it is imperative for India Inc. to craft effective leadership transfer mechanisms. Be it family-run businesses, PSUs or professionally-managed companies, the responsibility for effective succession planning and its implementation rests with shareholders' representatives – the company's Board



January 2005: Reliance Group, India's largest private sector enterprise, is split as the two Ambani brothers agree on a legal segregation of assets. While Anil Ambani would take over the telecom, infrastructure, media and power businesses, elder brother Mukesh Ambani would take charge of Reliance Industries, which operates in petrochemicals, oil and gas exploration, refining and textiles. The death of business monarch Dhirubhai Ambani in 2002 without leaving a will triggered a drama that resulted in the division of assets between the two estranged brothers.

April 2009: P. J. Nayak, Chairman & Managing Director of Axis Bank resigns after losing 1-8 in the voting for appointment of Shikha Sharma, Head of ICICI Prudential Life Insurance, as the new MD of Axis Bank. While the members of the Bank's Board submitted that Sharma had experience in banking and insurance industry, Nayak vehemently disagreed with the Board's decision stating that an insider should take over as his successor. Despite the Board's several recommendations previously to groom and develop a successor, Nayak paid no heed and was vocal with his views that advance succession planning was not practiced at public sector banks.

April 2010: Infosys Technologies reconstitutes its CEO Nominations Committee to include K. V. Kamath, Non-Executive Director of ICICI Bank, along with previous members Jeffrey Lehman, Professor at Cornell University (Chairman) and Deepak M. Satwalekar, CEO of HDFC Standard Life Insurance, to hunt for Narayan Murthy's successor – a candidate who not only should have deep understanding of the IT Industry and Infosys, but should also possess Murthy's 'personal style of leadership'.

One of the most overwhelming challenges faced by organizations in India and across the globe is CEO Succession Planning. The recent turn of economic events has posed a serious threat to the corporate health of organizations as stakeholders in even the most stable and successful organizations questioned the business acumen, ability to sustain confidence and decision-making capabilities of its business leaders. Although the world economy is emerging from the aftermath of this recession, there is still the dagger of 'establishing a strong leadership bench' hanging over companies who are struggling towards a post-downturn recovery.

Dr. Shalini Sarin, Country HR Partner & Director – HR, Schneider Electric India emphasizes this point – “Do we have an effective succession planning process to assess and develop future leaders?” – it is precisely at this critical juncture of global economic recovery that such a question is gaining prominence.” After a brief but torrid, financial downturn, India is back on a growth trajectory and is reckoned as the second largest growing economy with a GDP of \$1.4 trillion and an 8.8% GDP growth rate. In such a well-funded and high growth economic environment, it has become almost compelling for companies to have a well-defined and articulated succession plan and an able leadership pipeline to sustain future growth.

Succession Planning in India

The Indian business environment is largely driven by family-run businesses, public sector enterprises and professionally managed companies (mostly MNCs). Without doubt, family-run businesses make for a huge percentage of business houses in India. Family-run companies

account for roughly 50%* of the market capitalization of publicly traded companies in India and contribute to around 55%* of GDP; hence, the relevance of these companies for the overall economy.

If number are to be believed, only 13% of family-run businesses survive till the 3rd generation and only 4% go on to the 4th generation. Additionally, one third of the business families disintegrate because of generational conflict at the leadership levels. Professionally run succession planning is key for the sustainability of businesses. Family disputes and the lack of succession planning has triggered the decline in fortunes of many business families. Traditionally, succession planning in family-run businesses has always been a hush-hush affair, clearly depending upon the life expectancy of the founding chairman or patriarch. Succession planning in family-run businesses is generally an intuitive process with the family patriarch taking the decision as to who will take charge of the business empire. Dr. Ganesh Shermon, Partner & Country Head - People and Change Practice, KPMG says, “Traditionally, family-run businesses focused on dividing the silver among the next generation rather than grooming the right person to take up the job. However, with changing times, family-run businesses need to ensure that the chosen successor has necessary education and skills and should be made to work his / her way up the management. Alternatively, companies should be bold enough to appoint a professional manager when there is no suitable candidate within the family. Companies such as Ranbaxy, Murugappa Group and Eicher have set a precedent in this regard.” In 1998, when Dabur India realized the might of behemoth MNCs and their scale of operations, it valued the need for a professional to run the operations of the company in order to build a professionally-managed company with strategic business outlook. And that's when Dabur India roped in an outsider as its CEO, Ninu Khanna, rather than passing the reins to a family-member. Sunil Duggal, Dabur's CEO since 2000 has taken the business to new heights by strategic acquisitions and has expanded the product portfolio to make Dabur a comprehensive FMCG company from an Ayurvedic products seller. Today, majority of the Board members at Dabur do not belong to the Promoter family. The Tata Group too is on the lookout for a successor to Ratan Tata, who retires in 2012, and for

SEBI has recently proposed to demarcate the role of Chairman & CEO in organizations especially family-run businesses; a step toward streamlining the process of succession planning

* Source: www.capital4.com

other group companies too, as the Heads of Tata Steel and Tata Motors head toward retirement.

Passing on the reins of the organization to a family member has a lot of legal implications too. Hiralal Walchand, Director, Walchand Associates, which deals in will trust services and family law, says "Family members (sometimes even far-off relatives) join companies as employees but demand legal ownership rights during division of assets. This should be avoided as dividing assets amongst so many claimants completely devalues the company." In case of listed family-run business houses, the first step towards planning a strategic succession is to increase the holdings in various group companies. Explains Walchand, "Increasing holding by the parent company wards off the risk of future acquisition. B. K. Birla, for instance has been working toward increasing the family's stake in its group companies of cement, textiles, et al." Once that is achieved, the patriarch can appoint either family members or internal and external candidates to take on the mantle. This ensures that when the patriarch steps down, there is no change in the way business is done. In the recent succession plan chalked out by RPG Enterprises, Group Chairman R. P. Goenka segregated the ownership and control of various group companies amongst his sons Harsh Goenka and Sanjiv Goenka where the former was named the Chairman and the latter Vice Chairman. The business will, however, continue to run the same way with each brother continuing to control and run the companies they were handling previously.

In the case of PSUs, many of the appointments are guided by political considerations. The fact that quite a few of the top jobs at PSUs are either unfilled or manned by acting CEOs indicate the lack of importance attached to the process of top management succession planning.

In spite of the political stifling, some PSUs have formulated very strong succession planning practices. Dhruv Prakash, Managing Director - India, Leadership and Talent Consulting, Korn/Ferry International, says, "PSUs are unique in that almost invariably grow their own timber. Public sector companies really do not have a succession planning system per se, they have an internal promotion system." Companies like Indian Oil, Bharat Petroleum, Hindustan Petroleum, BHEL, NTPC, ONGC, State Bank of India have worked on establishing leadership

competency frameworks, assessed managers for development and taken follow up actions in terms of internal training and developed courses in collaboration with the IIMs.

Some of these practices can be compared to the best in the private sector. For instance, ONGC conducts succession planning three levels below the Board and NTPC conducts rigorous succession planning two levels below the Board. NTPC has constituted a high level Succession Planning Committee (SPC) comprising of the Chairman and the Functional Directors to own the process of succession planning. NTPC has identified 28 unique leadership positions for succession planning. Most of the positions fall under the

On average, Boards spend only 2 hours a year on CEO succession planning. The majority of firms -

65% - have not asked internal candidates whether they want the CEO job, or, if offered, whether they would accept

- 2010 Survey on CEO Succession Planning by Heidrick & Struggles and Stanford University's Rock Center for Corporate Governance

two top executive levels - General Managers and Executive Directors. Against each position at least three potential successors are identified for grooming. This is done to ensure that sufficient depth is maintained in the leadership pipeline at all times. Succession planning is a shared responsibility of the HR function and the organization's leadership. NTPC's CMD, R. S. Sharma was recently succeeded by Arup Roy Choudhury, former CMD of National Buildings Construction Corporation (NBCC).

The search for a successor for CMD (Chairman & Managing Director) is done pretty much the same way as the search for other Board level appointments where an advertisement is put up for the vacancy by the Enterprise Selection Board and short-listed candidates sent to the ministry. The final decision for appointment is made by the Cabinet Committee. The concurrent CMD is not involved at all in this process. In July,



A THREE-MEMBER NOMINATION COMMITTEE INCLUDING FORMER ICICI CHIEF K. V. KAMATH IS LOOKING FOR AN ABLE SUCCESSOR FOR **NARAYAN MURTHY**; SOMEBODY WHO CAN EMULATE HIS PERSONAL STYLE OF LEADERSHIP

More than **75%** of company Boards in India do not discuss chief executive succession planning at all

- Bain & Company

state-owned telecom units, Bharat Sanchar Nigam Ltd. (BSNL) and Mahanagar Telecom Nigam Ltd. (MTNL) advertised vacancies for the post of CMD. The Enterprise Selection Board, formed under the leadership of K. M. Chandrashekhar, Cabinet Secretary, has received close to 100 applications and will soon announce the successor to Kuldeep Singh, CMD of MTNL and Gopal Das, CMD of BSNL.

Professionally-run companies in India, mostly MNCs and a handful of home-grown companies like Infosys, are more forthcoming when it comes to chalking out a strategic succession planning process. Professionally-managed companies have definite processes and employ latest techniques while identifying potential successors. Take for instance Larsen & Toubro (L&T). Well before two years of current Chairman A. M. Naik's retirement, the organization has systematically and strategically put in place a succession planning process and will announce the name of the new Chairman six months before Naik retires so that s/he is able to get proper handholding. In many of the MNCs operating in India, the decision to find a successor is more in tune with business strategy and growth vision for the future of the organization. Kellogg India recently roped in Sangeeta Pendurkar, former VP-Strategy & Commercial Leverages at Coca Cola India to head its Indian operations as MD, replacing Anupam Dutta. Pendurkar's experience in revamping Coca Cola India's tea and coffee business (Georgia) and introducing innovative regional brands such as Minute Maid and Nimbu Fresh made her a suitable choice for Kellogg India's strategic plan to strengthen the company's stranglehold on the breakfast segment by introducing more regional flavors.

In certain other professionally-managed organizations, senior leaders have the responsibility to design their own succession planning process, as in Lucent Technologies, where senior managers are expected to develop at least two potential successors using job rotations, challenging work assignments, special projects and executive coaching. Companies like Hindustan Unilever, P&G and ITC have traditionally groomed most of their senior management internally using a combination of talent review sessions, comprehensive training programs, job rotations and a combination of HR and leadership metrics.

Role of the Board & the CEO

For corporate Boards, CEO succession planning should be one of the most important

commitments toward the organization. Even though Boards across the spectrum realize the need for an effective succession plan, they seldom devise processes and practices and devote sufficient time to this activity. Dr. Arvind Agrawal, President and Chief Executive Corporate Development & HR - RPG Enterprises, says, "It is imperative for the management / executive Board to participate in the whole succession planning process. I am talking about the involvement of management or executive Board and not the legal Board. The process of succession planning is simple but the real difference lies in its execution and that's where most companies falter. The process demands full dedication of the top management and not mere compliance as one of the points on a meeting agenda." Not having a strategic succession planning process and an effective CEO successor is a potential risk to companies and it is the obligation of the Board to timely address this risk. This is also lacking because most companies do not have a Chief Risk Officer (CRO) to identify the potential threats that may arise due to little or no succession planning. In simple words, it is the responsibility of the Board to make sure that the framework and guidelines for succession planning are in place and are practiced to evaluate the developments on a regular basis. While corporate Boards play a critical role in succession planning in professionally managed companies, their role is limited in family run businesses where the family patriarch is generally the one who takes such decisions. In PSUs, the final decision of choosing the successor is taken by an external authority (generally the Cabinet) in consultation with the Board.

"Normally only banks have CROs, as this is a mandatory requirement. It is not a very common role", says Prakash from Korn/Ferry, "and wherever they are, they tend to restrict their role to systemic risks like technology risk, financial risk, political / regulatory risk, and not really people risks. CEO succession is the Board's responsibility and the responsibility of the CHRO and from my experience, does not normally come under the risk officer's purview." Adds Poonam Barua, Founder Chairman, Forum for Women in Leadership, "In the global scenario, best performing companies worldwide are increasingly looking at voluntary compliance practices and provisions for having a Chief Risk Officer who reports to the Board (and not to the CFO), and identifies the challenges in the succession planning process, including the need to increase diversity on company Boards. Ulti-

mately, Board diversity and succession planning is not just an HR issue, but a corporate governance issue. The Chief Risk Officer will also need to identify lack of diversity as an important risk for the company. Companies such as GE, KPMG, Deloitte, IBM, PepsiCo, Nokia, Microsoft, et al have huge diversity programs to ensure more women move into top management positions."

The Board is responsible for clearly conveying to the CEO that his / her performance will also be measured by his / her ability to manage succession. Additionally, the Board, in consultation with the CEO, is responsible for detailing out the criteria of selection of the next CEO. The CEO's role, on the other hand, is to identify high potential leaders and spend disproportionate resources to develop them, besides monitoring the outcome of succession planning activities at all levels in the organization. Sometimes, the CEO's failure to identify a suitable successor acts as an impediment

26% of Indian companies have a well defined process to develop future leaders

- DDI India Leadership Report



THE TATA GROUP IS NOT ONLY HUNTING FOR A SUCCESSOR TO **RATAN TATA**, BUT FOR OTHER GROUP COMPANIES LIKE TATA STEEL AND TATA MOTORS



FORMER NBCC CHIEF **ARUP ROY CHOUDHURY** RECENTLY TOOK OVER THE MANTLE AT NTPC

to the growth of the organization. When Rohinton Aga, MD, Thermax passed away in 1996, Abhay Nalawade was appointed his successor. However, roughly five years later, the entire Board of Governors had to resign en-masse as the company struggled to compete in the changing business environment. While Rohinton Aga nurtured and grew Thermax over a long period of time, he did not pay enough attention to succession planning. Nalawade has, in fact, been quoted to have said, "Mr. Aga never made it explicit that he would have wanted me to become the Managing Director." Stephen A. Miles, Vice Chairman at leadership advisory firm Heidrick & Struggles and Prof. David

Larcker from Stanford Graduate School of Business re-iterate this point - "The CEO's role is to develop viable internal successors so there are real internal candidates for the Board's evaluation and to be an advisor to the Board on the strengths and weaknesses of the candidates. The CEO does not own this process. Many want to own it but the Board must own the process and manage the CEO." In PSUs, the current CEO or CMD plays little or no role whatsoever in selecting his / her successor, which again is very dangerous for business continuity and hence, corporate health.

The Leadership Pipeline

A recent research by Heidrick & Struggles and Stanford University's Rock Center for Corporate Governance (based on a survey conducted on 140 CEOs and Directors on Boards of North American public and private companies) found that while 69% of respondents think that a CEO successor should be ready to replace the departing CEO, only 54% are actually grooming executives for this position. In the Indian context, the 2010 DDI India Leadership Report findings highlight that while 44% of multinational organizations in India have a process to identify leaders, only 26% have a process to develop them.

It goes without saying that grooming and developing leadership talent is the broader solution to succession planning and readiness - and it is largely the responsibility of HR to undertake this process. According to Prakash of Korn/Ferry International, "This aspect should be addressed from a short-term as well as a long-term perspective. In the short-term, the need is for identifying the right CEO candidate who can carry the organizational strategy forward. The long-term process is an enhanced version of the short-term process, except that it is conducted proactively, across all levels, and throughout the year."

While identifying future leaders from the existing talent pool, certain key aspects must always be considered. Says Dr. Sarin of Schneider Electric, "Understanding the make-up of the existing talent pool is critical. The goal is to evaluate the target group on a performance-versus-potential matrix to pinpoint key talent. Competencies that leaders must exhibit to move the business forward today and in the foreseeable future can be measured against established standards and improved through training and development. Building a suitable competency model aligned to business strategy is the key.

84% of Directors believe that the importance of a CEO succession plan has increased

- Korn/Ferry International's 34th Annual Board of Directors Study of Fortune 1000 organizations

It is also important to assess if the individual's values are aligned with that of the organization." In a well-considered succession planning process, the Board of Directors, most often in conjunction with the CEO, determine which competencies are essential to executing the company's strategy. Most often, the Board focuses on key senior executives who appear suited to lead in the future. Once the set of competencies and criteria for the CEOs role are established, all short-listed executives and a few standout high-potential executives undergo a comprehensive assessment.

One critical aspect where most companies falter while identifying the future CEO is comparing the potential successor with the outgoing CEO – a process wherein they end up roping clones. Instead, companies must develop a skill and experience profile for the job and evaluate candidates against this benchmark. The skill and experience profile is generally a detailed document which lays down the required skills, capabilities, experience in various functions, which allows the Board to evaluate future CEOs. Additionally, the foundational assessments of internal candidates can then be used to assess these prospects against the future needs of the company instead of comparing them to each other or the current CEO. This helps in toning down the typical perception of a rat race and in the process becoming a part of the overall growth strategy and risk management of the organization.

Turnover among top executives in the United States jumped

23.7%

 in May 2010, as 125 CEOs announced their departures

- Gray & Christmas, Inc.

At the end of the day, the crux of the issue lies in the fact that it is the shareholders' representatives who should own the succession planning process. Corporate India is placed at a critical juncture where the massive inflow of funds will reflect in the gradual change from concentrated ownership (Government, Promoter families) to a more diffused and diverse ownership pattern. Regardless of the ownership structure of a company, the shareholders' representatives (company Board or the cabinet of ministers or patriarchs of Promoter families) will need to create mechanisms and processes to constantly groom a leadership pipeline and to identify the best candidate – internal or external – for leading the company into the future and creating shareholder value. **PM**

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The Industry View

ON LEADERSHIP DEVELOPMENT

Leena Nair, Executive Director-HR, Hindustan Unilever Ltd.

Leadership development is about building leaders through a combination of disciplined routines and processes, and something not always evident from outside: a collective expertise, honed through practice, in recognizing and developing talent. HUL is often referred to as a 'CEO Factory' and has contributed over 400 CEOs within Unilever and externally. Our approach toward recruiting and nurturing leaders has been built over several decades where each generation of leaders has left a legacy for the future by playing its part in selecting and nurturing the right talent. The key tenets to leadership development include attracting the best talent, helping the new recruits walk the first mile, driving their growth through diverse experiences (both national as well as international), robust planning and rigorous HR processes, capability building, and a strong performance culture. All new recruits at HUL go through a Business Leadership Program which is a 15-18 month cross functional training program including international exposure and three months of independent responsibility. This is a step toward creating future leaders. Having a clearly defined career philosophy which revolves around job rotation and diversity of experiences at all stages of the individual's career is imperative to have a holistic development of potential candidates. Clearly defined KPIs and metrics are again a good tracker of the overall health of talent.

ON ROLE OF CEO IN SUCCESSION PLANNING

Dr. Shalini Sarin, Country HR Partner & Director-HR, Schneider Electric India Pvt. Ltd.

It is crucial that the CEO owns the talent management process and holds business unit heads personally responsible for meeting development objectives within their units, with the expectation that the bar will constantly be raised. Though it has become a cliché to say that the CEO must be involved in any strategic process, without active commitment at the very top, together with executive leadership, will sense that succession management is a tangential activity; next tier may not commit to the program. In fact, division executives may hide and hoard talented employees by manipulating their assessments. It is also not realistic or desirable for CEOs and their executive teams to have sole responsibility for the development of talent and leadership. They don't have the time or the expertise. Both corporate HR and functional or regional HR heads need to be involved. Corporate HR provides standards, tools, and processes, and functional or regional HR people make sure that local



LEENA NAIR



DR. SHALINI SARIN

units abide by the rules and customize them as appropriate.

It is also very important that the successor must align his professional goal with the overall organizational goal and identification, selection and development of the successor qualify as the top three processes towards fulfilling this desire. While there are several attributes to a good successor some important ones are: Results Driven (has completed many challenging assignments), People Skill (Influences, motivates, works with a wide range of people), Mental Ability (Street smart, asks insightful questions), Lifelong Learning (seeks challenging opportunities for new knowledge, learns from successes and failures), Integrated Thinking (Links ideas, sees essence of problem), Flexible (adjusts priorities, takes risks, embraces change), Energy (gets energy from work and energizes others), et al.

ON INCLUSION OF YOUNG LEADERS

Hari Thalapalli, Chief Marketing Officer & Chief People Officer, Mahindra Satyam

In my opinion, prioritizing the context of 'age' and 'experience' while identifying potential leaders, would be fundamentally wrong. While there are many advantages of bringing on board 'experienced people' for leadership positions, there are equally distinct disadvantages for sure. Whereas on one hand experience can reflect the demonstrated strengths of the candidate, it also throws light on his / her areas of weakness. Youth on the other hand, may not bring with it an excessive baggage of tried and tested experience (which often leads to rigidity of thinking). What it does bring is willingness to learn and probably a greater understanding about the end customer needs - especially in sunrise industries.

Boards that are willing to experiment with a young leader should learn to be tolerant towards 'experimentation'. Young and enthusiastic leaders may sometimes lift the lid off the familiar ground and seek newer avenues, in the pursuit of their goals. The Board must have the willingness to tolerate this style.

Some industries lend themselves easily to such aspects of leadership as the average age of their employees is itself low, for example, Telecom and IT sectors where it averages 25-30 years. However, in certain other industries such as steel and mining, by virtue of their long period of existence and organizational structure (largely hierarchical), average experience in the company tends to be much, much higher. The concept of bringing in younger leaders tends to be challenging in such a context.

At the same time, I also maintain that 'age' is all about being able to reflect a vibrant and youthful thinking. It all boils down to aspects such as 'how flexible are you about your thoughts', 'how willing are you to learn and unlearn', and 'how inclusive are you in generating ideas'.

HARI THALAPALLI



ON ROLE OF BOARD IN SUCCESSION PLANNING

Dr. Arvind Agrawal, President and Chief Executive
Corporate Development & HR - RPG Enterprises

It is imperative for the Management / Executive Board to participate in the whole succession planning process. I am talking about the involvement of Management or Executive Board and not the Legal Board. The process of succession planning is simple but the only difference lies in its execution and that's where most of the companies falter. The process demands full dedication of the Top Management and not just compliance as one of the points in the agenda of the meeting. Companies should review their succession planning process on an annual basis. At RPG, we look at succession planning every year for all the top management positions. In many cases, job rotations are planned so that a person brings fresh perspective in the business and also develops by working in different businesses and functions. We ensure that people who reach the top of the learning curve get job rotated so that they have fresh opportunity to learn different aspects of business and management. At RPG Enterprises, the Board takes active part in the succession planning for the top management level. RPG has a robust process wherein a full-day session, which is presided over by the Chairman and attended by all the Management Board Members, is held every year. In this meeting, each top management level employee is discussed in terms of his / her career and successor. Each Management Board Member prepares recommendations for each of the top level employee and discusses their development plans by ways of job rotations, etc. Sometimes, when there is no suitable successor for a position, recruitment action is initiated.

There is no difference at all in the role of Board in succession planning process followed in a family-run business vis-à-vis a professionally run business. The difference lies only in the fact that whether a company has a robust succession planning process or not. There are numerous examples in both family-run businesses as well as in professionally-run companies where the companies have followed (or have not followed) a systematic succession planning process. When it comes to succession planning, there is no distinction in terms of the ownership of the company. Sometimes, companies contemplate on whether to have an internal successor or rope in an outsider. In my opinion, when companies want to make fundamental changes in the way businesses are done, they rope in outsiders who can challenge the status quo, explore new paradigms and bring about radical changes. There are global examples where outsiders have completely turned around the company, case in point being IBM where Louis Gerstner, who came from American Express and completely transformed the business. In the recent past, Unilever also roped in Nestlé veteran Paul Polman. On the other hand, in terms of insiders taking over, the transition from Jack Welch to Jeff Immelt was a smooth one.

DR. ARVIND AGRAWAL



The Advisory View

ON SUCCESSION PLANNING IN PSUs

Dhruv Prakash, Managing Director - India, Leadership and Talent Consulting, KORN/FERRY INTERNATIONAL

PSUs are unique in that almost invariably grow their own timber. PSUs generally have an internal promotion system and hire at entry level. Their system of internal promotions reaches the Executive Director level, which is one level below the Board. The Board level appointments are done only by Public Enterprises Selection Board. At that level then only, the pool becomes open to other PSUs and the market. The internal promotion system works through the DPC process (Departmental Promotion Committee) and people who get promoted are assigned to the roles available at that level. Sometimes it has a flavor of succession in the sense that the committee looks at the kind of experience the person will need to go to the next level or they might appoint someone to a role he / she has expertise in.

In terms of appointment of CMD, the process is the same as that of the other Board level appointments. CMDs are not appointed by internal promotion process, although the ultimate appointee may be an internal candidate. The Public Enterprises Selection Board advertises a vacancy, receives applications, prepares the dossier for each candidate with their experience, qualifications, performance ratings and summation of confidential reports. They then short list candidates and send it to the Ministry, who in turn sends it to the Cabinet with the three finalists and with their recommended candidate. The cabinet committees have the authority to either accept the recommendation or chose any of the other shortlisted candidates or request them to start the process all over again. The concurrent CMD is not involved at all in this process.

DHRUV PRAKASH



ON LEADERSHIP TRANSITION

Richard Wellins, Senior Vice President, DDI

The role of Board of Directors is key to succession management in all types of companies. To me, there are two key roles to any Board – to help formulate, craft, and advice on strategic direction, and to ensure sound succession management processes are in place at least three levels down. They should also regularly review the performance / potential of top talent. A poor current example right now is that of HP. Three CEOs, all external hires, all faced significant challenges over a short period of time - this is a Board failure. Why are no insiders capable?

In family run businesses, the key challenge is degrees of freedom. If the CEO is turning the business over to a second generation family member, the Board may have a very limited role. Over long run, internal successions are more successful than external because



RICHARD WELLINS

the existing CEO has made the choice of the right person and successful transition a key priority. Key elements for successful transitions include identifying a small pool of potential successors and nurturing them in advance, and preserving the core values / areas of competencies while pursuing change / innovation. A key factor in transition is the current CEO and successor discussing and calibrating on what needs to be preserved, and what should change. A company can last decades / even centuries. Thus, a successful transition is really balancing the company legacy with the 'new agenda'. In successful transitions, the past CEO is still 'around', they may be in the invisible background, continuing to serve as a mentor, coach and advisor. In other cases, they may formally take the role of CEO to ensure a successful transition, like in the case of Xerox where ex-CEO Anne Mulcahy mentored current CEO Ursula Burns when the company was losing out in the photocopy segment.

ON INCLUSION OF WOMEN IN BOARDS

Poonam Barua, Founder Chairman, Forum for Women in Leadership

During succession planning, there is always the risk of the Board as well as the CEOs looking for their own "clones", thereby barring fresh perspectives coming in. 'Men in black suits' will most likely be inclined to look for 'men in black suits'. And many of the Indian organizations seem to be doing just that as it keeps them in a fine 'comfort zone'. Take the recent example of Tata Group and Infosys, who are looking for CEO successors, with all-male search committees.

The current market environment is redefining leadership by demanding more women in not only company Boards, but in top-positions as well. The market is defined by its consumers, suppliers, investors, and employees. They want to see more women entrepreneurs included in their supply chain, who are offering their services at a more reasonable salary and lesser cost. Women also have a much more flexible delivery style. Employees are aspiring to work in organizations where the workforce looks diverse and different. Clients don't want to work with organizations where they see no gender diversity. 50% of the investors in NYSE are women. That's why America is looking towards advancing women in a realistic way because a large segment of their investors are women. All these market elements are redefining leadership by demanding greater gender diversity on the Board. Companies should therefore strategize their succession planning not based on their assessment of the market alone but according to the market's requirement of leadership. And if you don't do that, the stakeholders will

POONAM BARUA



not continue to buy into your company. In corporate India, we have unfortunately not yet started to look at the mature level of future market dynamics for doing succession planning in boardrooms.

There is in fact an increasing trend of clients demanding to see more gender diversity with their business partners, because women bring in a fresh and innovative perspective of doing business. Owing to the demands of the clients, companies are now actively inducting more women in client-meetings. It should however be the other way round; companies should themselves realize the need for gender diversity, rather than being client-driven.

From WILL Forum's interaction with over 2,500 women, we have found that there is a 'definable' difference in the leadership context of women. While the DNA of leadership is the same for men and women – integrity, courage, commitment – how these traits manifest themselves depends upon who are your peers, colleagues, managers, and the socio-economic eco-system in the workplace. This eco-system is totally different for women given their home pressures, stereotypes in the workplace, and issues surrounding safety and corporate culture, which does not allow women to manifest their leadership qualities authentically. This is why diversity is critical in the workplace, top management, and Boards so that the inherent leadership qualities of all individuals have an equal opportunity to shine, and this is the true value of gender diversity.

ON RELEVANCE OF SUCCESSION PLANNING

Dr. Ganesh Shermon, Partner & Country Head - People and Change Practice, KPMG

Succession planning helps organizations avoid knee-jerk reaction and engages senior management in a disciplined review of the leadership talent available with the organization. Recently, most of the companies have started looking inwards for future success. Hiring people from within the organization fosters employee commitment and significantly increases the chance of making the right hiring decision. It has been observed lately that most CEOs announce their succession plans one or two years before their retirement. For instance, Mr. A.M. Naik, CMD, L&T made a public statement to freeze his succession plan two years before his retirement. Also Jack Welch announced his succession plan two years before his retirement. However, it is worthwhile to note that succession planning process gets initiated much before the announcement date. For example, in NTPC a high level Succession Planning Committee (SPC)



DR. GANESH SHERMON

initiates development of three potential successors per position three to four years before the retirement of the incumbent. It is relevant that companies strategically plan their succession planning well in advance so that companies don't have to panic during contingency. And here, the Board, CEO as well as the HR play equally critical roles. The Board is responsible for clearly conveying to the CEO that his / her performance will also be measured by his / her ability to manage succession. Additionally, the Board, in consultation with the CEO, is responsible for detailing out the criterion of selection for the next CEO. The CEO, on the other hand, needs to identify high potential leaders and spend disproportionate resources to develop them. Also, CEO needs to constantly monitor the outcome of succession planning activities at all the levels in the organization. The role of HR is to facilitate the process of succession planning by providing functional expertise in the area of potential / competency assessment and by effectively managing all the developmental programs for potential successors.

Academia View

ON FIVE STEPS OF EFFECTIVE SUCCESSION PLANNING

William J. Rothwell, Professor of Workforce Education and Development, Department of Learning and Performance Systems, University Park Campus, The Pennsylvania State University

Step 1 is to 'Get commitment'. That means the organization's leaders must be committed to systematic succession planning and not fall victim to the old problem that "when times are good, we don't have time for succession planning and when times are bad, we don't have money for succession planning." In that first step, the organization's leaders must establish the measurable goals for the program, clarify roles, and establish an accountability system. Step 2 is to 'Clarify the work / people now'. It is tough to plan for succession if it is not clear what people do and what kind of people do that work well. That requires up-to-date job descriptions and competency models for all levels. Step 3 is to 'Measure performance and behaviors'. That means the performance management system measures people according to the results that people are to achieve in their jobs and the behaviors linked to successful performance as identified by competency models. Step 4 is to 'Clarify the work / people in the future'. It is at this stage that the job descriptions and competency models are aligned with the organization's strategic objectives for the future. What will people be doing in their jobs in the future, and what kind of people will be needed to do that? Step 5 is to 'Assess potential'.

WILLIAM J. ROTHWELL



ON SUCCESSION PLANNING IN FAMILY RUN BUSINESSES

Kavil Ramachandran, Thomas Schmidheiny Chair Professor of Family Business and Wealth Management, Indian School of Business (ISB)

Talking of CEO succession planning fitting in the overall organizational plan in family businesses, these are two different things particularly if the CEO is non-family. This is because the CEO change is not driven by organizational requirements but family dynamics, resource availability and contextual demands. It is observed that succession planning in family businesses is generally based on the life expectancy of the Chairman (generally the owner). This practice hampers leadership development even in the context of multiple generations unless where there is a fixed age for retirement. The problem is that we see 'retirement' as the end of the journey - freedom, access to funds, excitement, relevance, et al. Succession planning should include a plan for the person retiring too. We do not make a value judgment of the individual's capabilities the day he turns 65 or so; they may need support in defining a new role.



KAVIL RAMACHANDRAN



PROF. DAVID LARCKER



STEPHEN A. MILES

ON EVALUATING CAPABILITIES OF POTENTIAL CANDIDATES

Prof. David Larcker, Stanford Graduate School of Business, & **Stephen A. Miles**, Vice Chairman at Leadership Advisory Firm Heidrick & Struggles

The Board uses advisors for everything else - compensation, audit, risk, et al. Yet, for the most important decision, many Boards opt to go alone. What makes this even scarier is that they let it go alone often without much experience or expertise because picking a CEO is not something most people do often. First, they should hire a world class external advisor to help them establish the criteria for the next CEO and then assess the internal candidates against those criteria providing them with a calibrated view

on how good the talent is relative to the external market place. We suggest the parameters need to be developed looking forward against the needs of the company, strategy and external environment. This is more than a job description and what we call a skills and experience profile that encompasses key experiences, competencies and behavioral attributes.

Candidate's capabilities can also be adjudged through job rotations, which help candidates to develop 'breadth' and see the company more holistically. It is a powerful tool in developing leaders. It does not have to just be rotations; a lot of experiences can be gained by using project based work as well or having a person lead the strategic planning process. What is important is that the company should think about developing candidates as broadly as possible.

People Matters initiated a discussion on LinkedIn on 'The role played by Board & HR in the Succession Planning Process' and received some insightful comments from our active members



SHAILESH DANGLE, *Director - Strategic Initiatives & Leadership Development, Neo Cosmo-Tech Solutions*

"Boards must focus on top management overall succession planning across the organization and create leaders to lead organization in this challenging and dynamic environment."

RAJEEV TUPSAKRI, *Lead Manager - People Process, Corporate HR, & DGM, Raymond Ltd.*

"Board must focus on ensuring that there is a succession planning process which is contemporary and reviewed by a special committee within the Board. For specific positions, Board may review potential employees and give views in terms of suitability and development."

BOMI MANEKSHAW, *Founding Member & Principal Consultant at Shaw Macons*

"For the Board, one of the most important decisions to make is the selection of the CEO. It must have an understanding of not only the skills and experience required to lead the company but also the necessary behavioral attributes such as leadership and work style, risk tolerance, competitiveness, ethics, culture fit, et al. The Board has to compare these against the

pool of talent available both within and outside the company, to identify those who are best qualified and willing to serve in the role."

VIJAY RAI, *President & CEO, Solo Energy Pvt. Ltd.*

"Leadership succession is a key issue and should start from top and go down to the bottom of the pyramid. Developing leadership pipeline at all levels is a systematic and continuous effort. An enterprise wide Chief Risk Officer is a good idea, though it may sound risky at times, if not done with clarity."

SAGRIKA M., *Student at National Institute of Technology, Hamirpur*

"Best practices for succession planning include selecting the key leadership criteria believed necessary, screening candidates carefully to focus resources on potential leaders, and providing opportunities for development. A comprehensive, objective, and ongoing succession planning process is not merely good governance. In today's business environment, selecting the right CEO is critical to performance and sustainability."

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HOW TO HIRE A CEO THAT LASTS?

Hiring a successful CEO is no rocket science. All that companies need to do is to go beyond the traditional process of selection and create mechanisms for exploring the inert capabilities of the candidate

By **Ron Ashkenas** and **justin wasserman**

Not long ago, a CEO of a major corporation called it quits after being there for only two years. Although the official statement said that he left 'for personal reasons', in truth he was not a good fit with the company, had alienated many of his colleagues and demoralized the business he was leading. Most disturbing, however, was that this same executive had a pattern of similar failures in previous positions — but somehow that history was either missed or ignored when he was hired. Many years ago, Sigmund Freud talked about the concept of 'repetition compulsion', which is doing the same thing over and over. This dynamic failure has to do with senior leaders who have exhibited certain patterns in the past that got them into trouble, but then get hired anyway into a new company where they do the same thing.

Unfortunately, this is not an uncommon situation. Studies peg the failure rate of executives coming into new companies at anywhere from 30% to 40% after 18 months; and that 40% of all CEOs last no more than two years. While the failure rate cannot be pinned exclusively on a poor recruitment process, the data do suggest that the recruitment process is a significant contributor to the revolving leadership



RON ASHKENAS

QUICK VIEW

- Poor recruitment process accounts for failure rate of 30% to 40% of new executives coming into companies.
- To improve the odds of hiring, companies must ramp up their due diligence process and evaluate the candidates capability by giving him / her action-oriented test tasks.
- Companies must build a strong and consistent succession and development process to create internal candidate pipeline.

Most CEO candidates come through executive recruiters, and the assumption is that they have done their research. However, search firms have a vested interest in placing their candidates, and often rely on the candidates themselves for references

door. The costs of this failure rate are enormous — missed business objectives, unproductive employees, distracted colleagues and wasted and duplicated recruiting fees. It's a significant drain on productivity.

So what can Boards do to improve the odds of hiring a successful CEO or other senior executives? Consider three relatively simple steps:

To start with, ramp up the due diligence process. Most CEO candidates come through executive recruiters, and the assumption is that they have done their research. However, search firms have a vested interest in placing their candidates, and often rely on the candidates themselves for references. These reviews should be supplemented with your own investigation. Identify people in the candidate's previous companies and give them a call; talk to people in the industry about the candidate's reputation; and find people in your own company who might have crossed paths with this person previously. The more the data an organization can collect, the greater the odds of uncovering previous patterns that might have gone unnoticed.

Once you have a candidate that you want to consider, the second step is to go beyond the typical interviews. Most CEO recruits are subjected to a series of one-on-one meetings with Board members or other senior executives, many of whom are not trained in effective interviewing techniques. So they end up having pleasant meetings, exchanging impressions, and in the end making a decision based on relatively little data. To make this process more robust and revealing, create other mechanisms for seeing the candidate 'in action'. Ask the recruit to make a presentation; give the candidate a problem situation and ask her to develop a range of solutions and a summary memo; conduct a role play on how to deal with a difficult employee or listen to their thought process for moving into a new market; or ask the person to facilitate a meeting with several other executives on a particular topic. The range of possibilities is really unlimited once you liberate yourself from the constraints of traditional interviews. The key is to see how the person thinks on her feet and how adaptable s/he is to the culture of your company — information that is difficult to uncover in a series of friendly peer interviews.

Finally, the third step that you can take to increase CEO hiring success is to reduce




JUSTIN WASSERMAN

The Board wrongly compares their internal candidates' capability to that of the outgoing CEO on their last day on the job instead of their first when they were still rising to the challenge of taking on the 'big job'

the number of outside candidates. While it is certainly important to continually enhance your company's gene pool with outside DNA, for most companies it should be the exception rather than the rule. However, Boards consistently make the same mistake in that they do not believe there is a feasible successor within their own organization. Similarly, the board wrongly compares their internal candidates' capability to that of the outgoing CEO on their last day on the job instead of their first when they were still rising to the challenge of taking on the 'big job'.

If your organization has a strong and consistent succession and development process (as most Boards mandate for governance reasons), you will have good candidates for top positions — candidates who already know how to succeed in your company's culture. Unfortunately, many of these plans are not executed once a need for a new leader arises. For example, at the 1,000 largest US companies (by revenue), 80 new CEOs were appointed in 2008 and only 44 of them, or 55 %, were promoted from within.

Of course, none of this is revolutionary or the equivalent of organizational rocket science. But if you can put these steps in play, it can have a huge impact on your company's success. 

Ron Ashkenas and Justin Wasserman are Senior Members of Schaffer Consulting, based in Stamford, Connecticut, U.S.A.



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- **Dr. Alfredo Behrens**
Professor Cross Cultural Management, FIA International MBA, University of Sao Paulo, Brazil
- **Mr. Anand Nayak**
Executive Vice President, Corporate Human Resources, ITC Ltd
- **Dr. Armin Bruck**
Managing Director, Siemens India
- **Mr. Arvind Agrawal**
President and Chief Executive Corporate Development & HR, RPG Enterprises
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TALENT ADVOCACY

With organizations being unable to match talent needs with their growth prospects, there is a requirement for fundamental changes to talent management philosophy

BY SUBEER BAKSHI

The war is upon us. Companies across the world are struggling, chiefly with talent issues or because of it. The market is getting hyper competitive and there aren't enough good people to help companies win and stay in winning positions in their markets. The war for talent has begun and things are definitely going to get worse.

While 'war' may be too strong a word to describe mostly the profit motive of organizations, it does get the message across rather powerfully. The ability of organizations to

expand talent pools to meet their growth is severely constrained - think Lord Macaulay bringing English education to Indians as it was too expensive to bring clerks from England, or the current global sourcing chains spread across the world to optimally utilize talent where ever available, be it R&D outsourcing or shoe manufacturing.

Quite like the chase for energy resources between the big nations of the world, in an environment where talent supply and sources seem to be shrinking, forward looking companies will have to start working to secure their future growth / resources.

QUICK VIEW

- Companies need to immediately work on their talent management practices and systems to meet their growth requirements.
- The focus shift from talent identification to talent utilization; limited talent needs to be reserved for most critical roles.
- Rather than focusing on retaining talent, companies need to focus on creating 'pivotal roles'.

Strategic response to the situation

When confronted with problems of strategic proportions, military history with its mine of real life and well understood examples is a sound body of knowledge to look up to for answers. The RAF with their 'few' fighters, took on the Luftwaffe Bomber command in a very real and much celebrated David Vs Goliath fight. The Japanese surprised a much larger Russian fleet in the Russo-Japanese war at the turn of last century; the guerrilla forces the world over are frustrating modern and well trained armies.

The lesson for management is to, like the RAF, use a 'few' to focus on a narrower set of objectives to find victory in those areas where winning is most critical. The RAF, well connected to the Radar stations on the coast, could scramble their fighters at a moment's notice to the locations where the Luftwaffe bomber density was the highest.

It used its talent (read fighters) on objectives that were most critical (read thick bomber concentrations).

Defining the problem

Fact 1: Great business performance results from the efforts of top talent operating in enabling environments.

Fact 2: Top talent and enabling environments exist in symbiotic relationship as top talent is needed to build and maintain an enabling environment; it is attracted to environments that empower them to realize their potential.

Dilemma: Talent is scarce, and is getting rarer still.

Solution: Matching talent to objectives.

In the business environment of today and the foreseeable future, the situations are changing extremely fast due to new technologies being introduced in all the spheres of human endeavor.

Microfinance companies, harnessing the power of technology and on the back of micro gains from millions of transactions have emerged from nowhere and hold the potential of seizing the fortune at the base of the pyramid, and may one day reorder the Banking space. An online bookseller is now so diversified and big that it is threatening the prospects of the world's largest brick and mortar retailer. Strong and entrenched imaging companies are finding that the mobile handset makers are selling more cameras than they are.

All these examples are of how technology is accelerating change. Companies will have a choice of being quick or dead. The companies that will be quick will be the ones which have the best talent in roles that allow them to seize the opportunities that market offers.

Take for example a technology company which was well up on product development, but fairly ordinary in matters of customer relationship management. Despite having discovered a weakness in its products relating to data privacy and protection, the firm failed to move quickly to redress the problem. After considerable delay and some lawsuits later, the company put the problem behind it, but this distraction set them back in market share and product momentum.

This happened because the employees were thinking and operating in isolation. Lacking a holistic appreciation of the problem and each function's contribution in the organizations objective was the primary reason for this event.

Do we need to think radically?

One consistent finding from role clarification exercises during job evaluation is that some professionals in certain roles have larger responsibilities than how they had been designed.

This is because certain roles accumulate larger size as organizations adapt to their

Quite like the chase for energy resources between the big nations of the world, forward looking companies will have to start working to secure their future growth / resources



SUBEER BAKSHI

market, and assume / assimilate greater responsibility / decision making powers in routine functioning. These roles are critical as they have a direct impact on business performance and need to be treated differently from other jobs that were measured for size.

Companies have been so obsessed with finding and retaining the right talent that they have been ignoring the aspect of 'pivotal roles' and how they impact the organization.

Additionally, the current focus on talent pool is leading firms down ruinous paths. An alternate approach is required to reduce / effectively manage talent costs. Matching talent deployment to pivotal roles is the solution being proposed.

The Proposed Solution

The techniques and systems to identify talent are well developed and have been deployed to great effect. However, beyond identification, their effective utilization has been sub optimal. Optimal deployment is frustrated because these resources are spread too thinly across all the functions in the organization. As all positions at that level are treated equally, the critical role of some vis-à-vis others is not apparent and gets lost. Thus, the only growth that most professionals see is vertical, and in their own broad area. This is

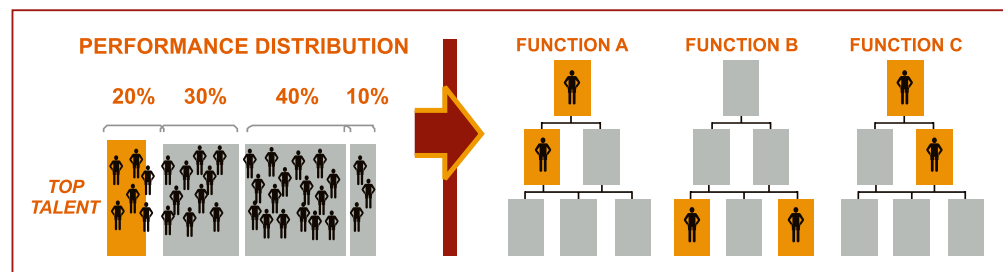
understands and acts in a timely manner on market developments in order to retain competitive edge. Shortage of good talent means that the entrepreneurial spark is crushed by organizational bureaucracy.

So companies on one hand are unable to meet the expectations of top talent and on the other hand are losing out on market opportunities because they are unable to seize the entrepreneurial capabilities of top talent.

Organizations could strike at these two targets with one arrow mobilizing a team of talented professionals to move into important positions whenever required by the business.

What companies need to do?

- Companies must have a clear picture as to how internal and external factors impact the way business adapts to its environment. They then must map out process maps to discover the critical points that act as pivots and significantly impact business. Business Process Re-engineering approaches have created the tools and methodologies that are ideally suited for this task.
- Next step is to structure roles in a manner that empowers the pivotal ones to deliver value more effectively. This is most effectively done by using job evaluation techniques and organization design tools and principles.



not very welcome to top talent, which hates a slow learning curve, wants to be stimulated by getting exposure to multiple and newer areas and wants to be provided with opportunities / careers that fully utilizes their potential. Silo growth frustrates them. The result is the plethora of employee / talent management issues that keeps the HR busy with.

The proposed solution must not be confused as a case being made out for horizontal growth. It is aimed more at manning of critical positions by the best available talent. Besides, not all vertical growth needs to be staffed by the best talent.

On the other hand, companies struggle with building an organization that hears,

- The third step is modification of present talent management systems, making it more open to 'mobility of talent' between functions.

Role of HR

Conventional HR Business Partner (HRBP) approaches may not be effective to deploy this framework. HRBP models may not be up to this task primarily because it is identified too closely with a 'support' function (HR) and is not really an organizational agenda. Additionally, all management groups don't invest in building talent and it is seen as the responsibility of HR people. Lastly, there is very rarely an incentive for HR to

understand the finer nuances of the business they are in.

How it works

To implement this talent model, companies have to build a talent advocacy group. While HRBP groups support a business, the talent advocacy groups identify and support a set of employees as the company's finest.

Wealth managers will be the role models for managing the talent of the company as its wealth. Wealth Managers Advocacy Group must understand the needs of their clients and help them identify the evolving criticality of roles, helping their 'clients' connect with those opportunities within their companies.


The leadership team's support and time will be a must for success of the group and monitoring its efficiency.

Differences from current systems

The proposed idea is essentially one of alignment between several aspects of HR. Out of the

current approaches, a combination of fast track career programs and succession planning would meet the objectives of this idea halfway. It will have to be further coupled with organizational efforts that promote job rotation and encourage horizontal growth of employees. The boundary condition that must be satisfied is that this will have to be run by 'talent managers' that are drawn from all parts of the organization and not just the HR function.

Summary

The current talent management systems focus only on talent identification, but not the best utilization it can provide. Companies will need to ensure that the limited talent is reserved for its most critical roles. Channelizing its most gifted people into its most important roles will become a source of competitive advantage in a fast changing world. 

Subeer Bakshi is Principal Consultant with Talent & Rewards Practice of Towers Watson

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HR Challenges in SMEs

Although Small & Medium Enterprises are set on a growth trajectory, they are still grappling with inherent challenges of culture and scale, which the HR leaders must address

BY RAJIV OZA

QUICK VIEW


- SMEs face unique challenges and opportunities that stem largely from their size.
- The culture of SMEs, which is largely influenced by the values of the Promoter generally acts as impediment to their growth.
- There is a need for both HR team and Promoters to appreciate and agree on the change management agenda through change in organization culture

The Indian economy is now the second fastest growing economy of the world. As per the Ministry of Finance, the GDP of India stood at 8.8% in the first quarter of 2010-11 (the overall growth of GDP in 2009-10 was 7.2%); overall growth in the Index of Industrial Production (IIP) was recorded at 13.8% during July 2010 as opposed to 7.2% in July 2009. In such a visible growth environment, tremendous efforts are being made by SMEs (Small and Medium Enterprises) to make their prominent presence felt and to convert their growth plans into reality. In last two decades, there have been certain spaces where many SMEs have not grown either by choice or by challenges in capabilities to transform their business. SMEs compete with big players either as B2B or as B2C

business models. Where on one hand big players enjoy economies of scale to control prices, SMEs enjoy agility in bringing the product faster to the market on the other. Assuming that other factors such as strategy, funds and right personnel are comparable, we still find many SMEs struggling to achieve expected growth. While entrepreneurs are willing to explore ways to minimize this inertia, HR and its different facets also play an important role to address the growth issues SMEs face.

Culture in SMEs

The trade-offs, which every SME faces day in and day out are worth exploring. Trade-offs can be articulated as growth with centralization or de-centralization, or growth with partnerships or without partnerships.



SMEs generally adopt the culture and values as exhibited by the Promoter. This might act as a major impediment for growth; the HR leadership must drive the need for change in the organization culture to match the challenges of the business

MANAGING HR CHALLENGES IN SMEs IS LIKE STEERING THROUGH CHOPPY WATERS

Cognitive and Emotional trade-offs include decisions like whether to have more of owner's family or more of professional employees on the Board; whether to have more powers given to professional employees or to keep the powers with owner's nominees, et al. The basic values that SMEs reflect are trust, cost consciousness, agility, high level of risk taking ability, centralized decision making, culture of driving business by intuition and relationships rather than facts and professionalism.

More often than not, the values of the Promoter or owner are the expected values or culture of the organization. And this perhaps is one of the most important aspects restricting the growth of SMEs as there is a dire need for change in the organization culture to match the challenges of business. For example, with growth in scale of the organization, there is a substantial increase in decision making also. And if change in the process of decision making is not addressed, the organiza-

tion will be in a grid lock. Although this is true for any organization, SMEs with high growth rate are hugely impacted if this change is not addressed. Another cultural impediment faced by SMEs is that the existing employees who are well adjusted to the conventional culture generally develop differences with the employees who are recruited from professionally driven big companies.

Challenges for HR Function

When the enterprise is Promoter driven, the stakes of HR are very high because it has a two-fold role – firstly, to continuously influence the Promoter on the need for organization culture change and secondly, to manage the agenda for organization culture change. Often, the values which the Promoter reflects are different from the values that the employee groups reflect. The condition becomes critical when the values of Promoters, employees and those which are essential for business growth are all different. In such

a scenario, it is important to create awareness amongst decision makers about the need for change. SMEs are mostly interested in hiring good talent from big giants and many senior professionals take this lead since the roles in SMEs are extensive and more motivating. On the flip side, the success of such senior professionals depends on how much they are willing to unlearn to fit culturally. The culture dimension is shifting from a 'professional driven' company to a company which is in pursuit of becoming 'professionally driven'. HR has the challenge of attracting talent on role dimension and then retaining that talent by providing a professionally driven organization culture. Apart from roles, attraction and retention is also clearly linked to the ability of SMEs to offer competitive benefits package. However, since benefit costs decline (as firms become equipped to aggregate risk across a larger number of employees), SMEs are at a disadvantage in their ability to offer competitive packages.

SMEs face unique challenges that stem largely from their size.

While economies of scale permit larger organizations to employ a team of specialists to address the complexities involved in managing HR programs, this is not a viable option for many SMEs

Due to low degree of bureaucracy and leaner work force structure, it is easier for HR to implement change management programs in SMEs. Moreover, the response to such initiatives is also well received. Another factor for HR to realize is that not all HR processes have equal importance in SMEs and there are certain exceptions to be dealt with. For example, the process of promotion in SMEs has a lot of say from the Promoters. Many times the promotions may not be yearly but as and when needed. Such frequency has its own advantages in making organization agile and responsive. Similar dimensions are observed in the recruitment process, which is generally based on referrals. The most important dimensions which are looked, apart from functional competencies, are loyalty and trust. Since most SMEs take high amount of risk, it is therefore imperative for them to address the certainty through reliable and loyal work force which can shoulder them in good and bad times.

Another challenge which the HR faces is adhering to the agreed policy norms which succumb to exemption from the owners. HR also needs to understand that the owners do not want to feel themselves devoid of decision making power due to change in policies. Such instances may be appropriate from the business point of view but may look inappropriate from the HR point of view. HR professionals need to be conscious that professionalism without the loss of agility and responsiveness is the right transformation direction for such companies.

Line Managers Assuming Responsibilities of HR

SMEs face unique challenges that stem largely from their size. While economies of scale permit larger organizations to employ a team of specialists to address the complexities involved in managing HR programs, this is not a viable option for many SMEs. The costs associated with hiring highly trained HR professionals on a full-time basis are likely to be prohibitive for many smaller organizations. As a result, HR activities often become the responsibility of line managers. This can be problematic for two reasons. First, the complexity of many HR activities is likely to result in them becoming a significant drain on managerial time and resources. As such, HR tasks may interfere with managerial responsibilities that are directly related to revenue production. This problem is even more critical given that scarcity of managerial talent is often cited as a key factor limiting growth in SMEs. This scarcity of managerial talent increases the opportunity costs associated with time spent on HR administration by SME line managers. Second, many HR tasks involve substantial complexity and thus the quality of HR decisions may well be affected by the fact that line managers often lack significant training and expertise in HR.

To summarize, HR functions deal with different dynamics when contributing to SME growth plan. While the organization plans to follow a successful trajectory, there is a need for both HR and the Promoters to appreciate and agree on change management agenda through change in organization culture. HR has the responsibility to understand business dynamics in SME environment before implementing the standard HR practices, policies and processes. This mutual appreciation will help HR to be an effective business partner. **PM**

(The views expressed are personal and do not represent the views of Dr. Reddy's)

Rajiv Oza is Director HR, Dr.Reddy's Laboratories



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AHEAD OF THE CURVE

TOP 10

PEOPLE CHALLENGES FOR CEOs TODAY

While India's economic predictions bring immense opportunities for all, organizations are realizing that they will need to prioritize latent challenges in their business agendas to encash on these opportunities. With this central theme, the **Employers' Federation of India (EFI)** conducted its landmark annual event this September in Mumbai. *People Matters* brings an exclusive insight into the learning from the conference – Are organizations doing enough to nurture their human resource? What are the latent challenges CEOs face? Is the employee development framework adequate? These important issues and more were discussed at the conference and following were the top 10 talent challenges that emerged from the conclave

1 Enhancing Employability

It is a paradox that in a country with a population of over one billion, where 65% people are under the age of 35 and with an average age of below 29 years, business are facing acute talent shortage of skilled manpower. Normally, these figures should indicate the availability of an immense pool of employable people for fuelling the growth of the country and not growing unemployment. This mission of massive skilling of population cannot be left to the Government alone, business leaders too, have a critical role to play through their own initiatives at the macro level as well as at the individual companies' level.

2 Creating an Environment for Gender Inclusion

Women represent a large available talent pool today and organizations will need to look at creating a conducive environment to attract, retain and groom women in the workplace. The paradigm of management and leadership will need to be revisited to incorporate women across levels within an organization.

3 Maximizing Benefits from Outsourcing and Contract Labor

Outsourcing has become an accepted practice worldwide. India has benefitted enormously from outsourcing in the last two decades. According to available statistics, in 2008, the IT industry and BPOs employed over four million people, accounted for 7% of our GDP and 33% of foreign exchange inflow. Companies in India will also benefit from local outsourcing both by way of outsourcing of certain services like logistics management, canteen services for employees and security and by large scale usage of contract labor. This practice is being resorted to as it provides much needed flexibility in employment for lowering costs and remaining competitive. While outsourcing and employment of contract labor are essential to reduce costs and remain competitive, at the same time the need to improve the welfare and security of the large number of outsourced and contracted employees needs to be appreciated by the employer community.

4 Making Employee Relations a Strategic Lever

Management of workers, from knowledge workers to skilled and unskilled level workers will be one of the major challenges for business leaders. While on the one hand the best HR practices from different countries can benefit the local company, at the same time the local tradition and culture need to be understood and transitioned to ensure collective harmony.

5 Encompassing Society Through Sustainability & CSR

India's challenges for achieving growth requires a joint responsibility from the government, business leaders and population at large to integrate all layers of the demographics in the economic and social growth.

6 Managing Legal Hurdles in a New Ecosystem

Indian legal framework has not evolved with time. Most laws applicable today were drafted at the time of independence and have not matured with the economic and social journey. The Indian labor market is still rigid and low in efficiency, lacks flexibility and is over protected; it is governed by antiquated labor laws and is badly in need of reforms.

7 Creating an Environment for Innovation

Innovation is about people putting ideas into valuable action. Across industries, ideas are required from every employee to reduce costs, improve productivity and improve quality.

8 Controlling Cost

Reduction of costs is not a luxury any more. Post recession, well structured organized continuous cost reduction programmes have become a way of life, which is monitored and enforced by all customers.

9 Mastering Employee Engagement

There is a transformation in the way that employees are looking at employers today. Business leaders need to look at their workforce not as employees anymore but as volunteers. People today have the option to choose where to work, so employee engagement will be key for businesses to attract and retain their talent.

10 Enhancing Productivity

This is the sum total of all the other inputs. Enhancing employability, adopting global practices, outsourcing and bringing about a culture of innovation must ultimately lead to attainment of global levels of productivity. India's progress in terms of productivity is lagging behind its potential. This is one of the major threats for India's inflow of investment and capital.

The Myth of the Labor Surplus

India's population has been seen increasingly as a dividend for the country. 'Young', 'growing', 'available' are the most common connotations / adjectives that are defining Indian population as opposed to China's aging population and give India a more attractive path for growth. The dangerous assumption is that massive unemployment does not mean ready available talent. Regardless of the numbers, corporate India is facing a huge talent shortage. How is that possible? The answer is in the availability of skilled labor. The problem, as we have seen it, is not in the access to education but in the quality of education. For India's workforce to grow at the expected rate, a redesigned effort in education and skills training is called for.

DUNCAN CAMPBELL

DIRECTOR - EMPLOYMENT SECTOR, ILO, GENEVA

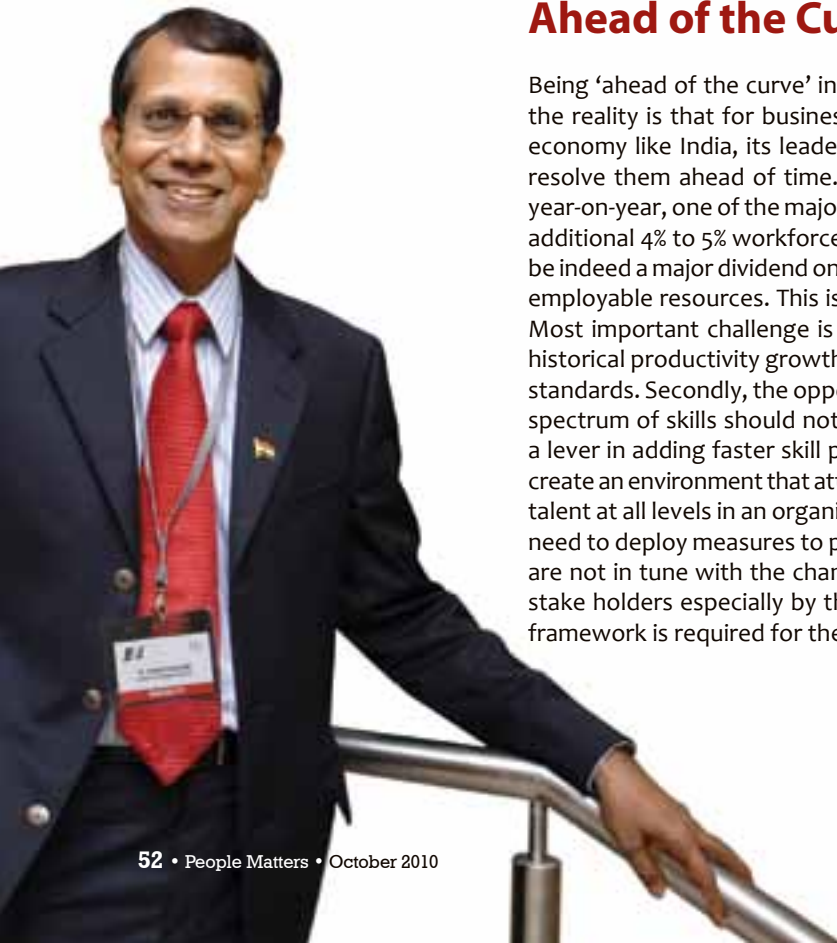


Ahead of the Curve in a Flat World

Being 'ahead of the curve' in a 'flat world' might seem like a paradox, but the reality is that for businesses to materialize the benefits of a growing economy like India, its leaders will need to anticipate the challenges and resolve them ahead of time. In a country with a predicted growth of 9% year-on-year, one of the major barriers will be the country's ability to add an additional 4% to 5% workforce consistently to fuel it. India's population can be indeed a major dividend only if we are able to convert this population into employable resources. This is an economic, social and political imperative. Most important challenge is in the area of Human Resources. Firstly, the historical productivity growth rate of 3% to 5% should improve to the global standards. Secondly, the opportunity to leverage 50% women in India in the spectrum of skills should not be ignored and gender diversity is definitely a lever in adding faster skill pool for Indian industries. Organizations must create an environment that attracts, nurtures and grooms women. Managing talent at all levels in an organization is another challenge and organizations need to deploy measures to prevent skill erosion. Thirdly, the legal systems are not in tune with the changing times. There is much to be done by the stake holders especially by the government. A simpler and contemporary framework is required for the country's growth to fructify.

B. SANTHANAM

MD, SAINT GOBAIN GLASS INDIA & PRESIDENT
EMPLOYERS' FEDERATION OF INDIA (EFI)



Competition Should Continue Bringing Best Performance

Never before have businesses across the globe witnessed challenges of the magnitude that we are facing today. Extreme volatility in the business conditions starting from demand for our products and services, to cost of inputs like power and raw materials, fluctuations in currency rates, commodity prices, and a whole lot of other changes in our environment that have become day-to-day occurrences are impacting businesses. With many global players operating here, India has become a favored investment destination, which attracted as much as \$34 billion of foreign investment last year and is expected to cross \$40 billion this year. Perhaps, compared against earlier inflows, these may not be very impressive, but we have to look at these against the background of the present economic situation in the world. Likewise, many Indian companies are now operating in foreign countries – we are seeing the emergence of Indian multinationals. Along with China, we are one of the fastest growing economies in the world – a GDP growth rate of more than 8.5% p.a. is something that we can be proud of. While there are immense opportunities for all those involved in this growth story, there are also many hurdles and challenges that need to be recognized and acted upon. The competition should bring out the best in us and it is for the CEOs and HR professionals to make sure that this happens.

N. VENKATARAMANI

MD, INDIA PISTONS & IMMEDIATE PAST PRESIDENT
EMPLOYERS' FEDERATION OF INDIA (EFI)



Professional Organizations will Drive Tremendous Change

Today, businesses in India are facing major challenges. On the one hand, there is a rapidly changing environment both globally and locally, and on the other hand, a very challenging field to operate where legislation constraints and availability of talent create major barriers for prosperity. The role organizations like EFI play is very important in this scenario. Firstly, it gives the ability to influence the policy maker and legislator to the professional community; secondly, it helps in bringing together the different stakeholders for skill development. India has a tremendous potential of transforming its population into a skilled workforce combined with innovation and productivity that will stimulate growth and generate full and productive employment.

TINE STAERMOSE

DIRECTOR, ILO-SRO, NEW DELHI





It's Time for Proactive Employers

Economic prediction says that India will need to increase its employable workforce by eight times to be able to meet the future business demands. This growth needs to happen here and now and will require innovative ways of collaborating. The NSDC mandate is to train 150 million people by 2022, which means 35,000 candidates to be trained every day until 2022! This humongous task will require the support of proactive employers. Industry today has a lot to give to support this journey like: insist on ready-to-work employees and agree to pay a fee even when the candidate has been trained by an NGO; facilitate employment of trained people by repaying their loans or be ready to pay their placement fees, et al. This not only contributes to more young people investing in their skill training but also supports the retention strategy. Getting involved in the training process and ensuring we get the people we want should be the industry's mandate; facilitating train-the-trainer initiative as it creates an opportunity for us and our employees to have a immediate repercussion and leads to engaged employees. Involvement also means commitment, approving curriculum, providing trainers and guaranteeing 75% placement to those groups, and sharing our workplace, machinery, equipment to create a learning environment for students. The bottom line is that companies need to support this initiative by providing assistance in the form of physical presence, finance and human resource, without which the numbers cannot be delivered.

DILIP CHENOY

MANAGING DIRECTOR & CEO, NATIONAL SKILL DEVELOPMENT CORPORATION

Looking Beyond Corners for Enhancing Productivity

The first stage in getting productivity breakthrough is to remove the barriers which leaders create. HR must own the responsibility for putting the most egregious impediments in the way of managerial productivity. We do this even before people join by demanding an antiquated set of monolithic qualifications which exclude us from tapping into India's demographic dividend. We continue the damage by slavishly following Welchian People Maddening Systems (PMS) that convert the 'Bell Curve' into the 'Hell Curve'. We top off the waste by jettisoning our most experienced managers, whom we need for training our exponentially growing workforce, by following age-discriminatory rigidities that were evolved during 'the War for Jobs' but are totally out of place in 'The War for Talent'.

HR has even less reason to be proud of its productivity-building record at the bottom of the pyramid. The excessive reliance that large manufacturer places on contract labor is tantamount to admitting that a local 'mukadam', with no HR department, can do a better job of extracting productivity from workmen than all our elite business school managers with armies of HR experts to support them.

Productivity in many parts of the service sector is stymied by our colonial-master-bestowed legacy of never trusting the 'native' at the scene of the action with the authority to call the shots. Consequently, 'Moments of Truth', that could have become customer-delight opportunities, end up as 'Hours of Waiting' while the sahib-successor is consulted for every minor deviation.

VISTY BANAJI

CEO, BANNER GLOBAL CONSULTING



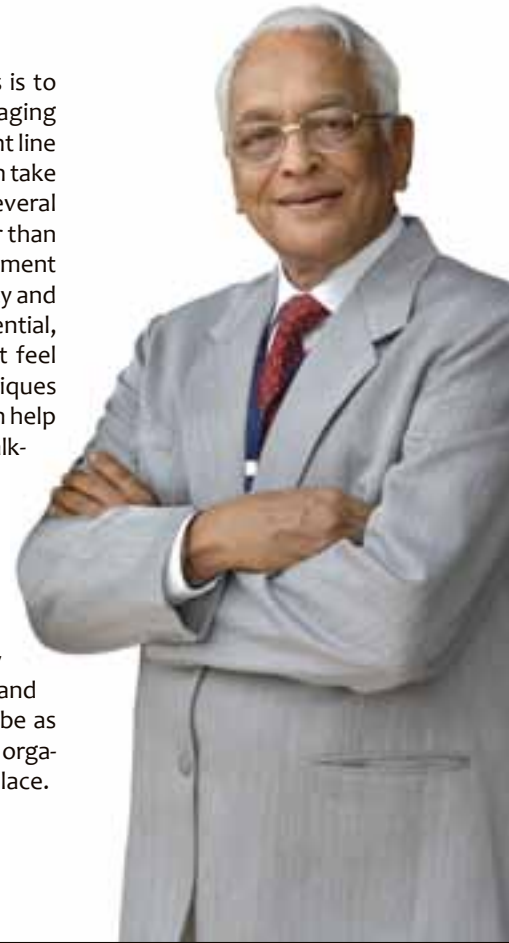
Innovation in Employee Engagement

One aspect which needs much greater attention on a consistent basis is to give focused attention to employee engagement, as well as encouraging innovation at the level of 'bottom of the pyramid' workforce and the front line management. There is a huge potential waiting to be unleashed which can take productivity, quality and competitiveness to newer levels. There are several examples to learn from such as Tata Motors, Maruti Suzuki, et al. Rather than duplicating what others have done, companies should develop and implement processes which will produce results in their own organizations. Creativity and innovation can continually enhance productivity. But to unleash this potential, or to make the 'elephant dance', people within the organization must feel inspired, committed and forthcoming. There is no magic wand or techniques which can guarantee results. And although techniques and processes can help to some extent, it is transparency, honesty, consistency, management walking the talk, individual and group involvement, and reaching from heart to head that can significantly contribute toward enhancing employee engagement within an organization.

Another area which may not rock the boat but may bless growth is inclusiveness extended to socially disadvantaged, physically and mentally challenged people who keep constantly knocking the doors of powers in order to secure employment. Can they not be given opportunity for some training and jobs which they can perform best to their abilities and at par with other blessed employees? Experience shows that they can be as productive, and in some cases even more so. It is therefore imperative that organizations devise their inclusivity programs to enhance diversity at workplace.

SHARAD S. PATIL

SECRETARY GENERAL, EMPLOYERS' FEDERATION OF INDIA (EFI)



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Have you ever wondered why motivational techniques that work once, fail to work the second time? Why reprimanding sometimes yield results? Why after an extremely high moment, judgment making ability goes down?

We are all familiar with various principles of motivation. Each of these strikes a chord in the way we interact and understand ourselves and others. Many managers convert their understanding of these principles of motivation into a mechanical implementation akin to Newton's laws of physics. Let's see how.

**Implementation Approach No. 1 -
People don't work unless you pay them incentives**

Consider Newton's First law - "An object at rest will remain at rest unless acted upon by a force." Similarly, whether internal (intrinsic) or external (extrinsic), motivation is the force required to ensure that employees perform / work towards the desired outcome. While intrinsic forces include the need for achievement, passion, self esteem, extrinsic forces include the rewards offered for the outcome. These forces overcome inertia and maintain momentum and hence managers

QUICK VIEW

- Motivation & reward do not guarantee enhanced employee productivity and performance.
- Surging levels of adrenaline and dopamine can be utilized to increase alertness and focus.

are on a constant look out for lures that can keep the momentum going. However, in behavior we see disconnects in this simplistic model of intrinsic / extrinsic motivation being related to outcomes as it doesn't clearly explain how in the absence of a motivational environment and support, some people overcome all odds through sheer passion or drive for success.

**Implementation Approach No. 2 -
Bigger the challenge, bigger the reward**

Newton's second law - "Greater the mass (of the object being accelerated), greater the amount of force needed (to accelerate the object)." Another similarity - the larger the challenge, more the motivation required;

CREATING RIPPLES IN THE BRAIN

Where mechanical implementation approach to enhance motivation might not be adequate to drive the desired results, tweaking the brain wiring may just do the job

BY RITU AGAST | K. S. KUMAR

the more the number of people who need to be motivated, the greater or more varied the force. However, some people give up on large challenges despite large enough motivational force (huge incentives / fast track promotions) while others appear to overcome large challenges easily and harness collective energies through what people call as 'charisma'. Again, the mechanical approach fails to satisfy here.

Many managers fail to become leaders as they excessively use the crutches of the above two approaches. It is apparent that employee performance is not always 'input force - value of outcome' dependent. If that were the case, then everyone will be driven by increments, praise, fear of failure, fear of boss, et al. And then, predictability of outcomes at least in the short term will be vastly enhanced. There will be less training required, and few 'unmotivated employees in the system.

The answer to this puzzle may lie in better understanding of neuroscience and its applications and perhaps viewing motivation as an output of the internal wiring of our brain.

David Rock, founder of 'Neuro-Leadership Thought' has an interesting take on brain insights that can be applied in the real world. His research indicates that "for a person to remain in a state of motivation, regulating adrenaline and dopamine is important." During adrenaline rush, a threat perception is built which leads to fight or a flight reaction; with dopamine rush, an elated state is reached which derails focus.

Let us understand these two concepts via an illustration:

Naresh, Product Head of an organization asks his team to brainstorm on the marketing strategy of a new product. As the team gathers for a brainstorming session, Naresh starts the session by asking "Have you all thought about the marketing plan?" On observing that most of the team members have not, Naresh immediately responds "I thought as much. Most of the time I end up with all the work." He then asks team members who have thought through to share their ideas. As idea sharing begins, Naresh either grins at an idea or makes calls or rebuffs the idea. Team members, who are watching Naresh, pick up these signals – signals which are subtle, yet sufficient to push up adrenaline levels of some of them. When adrenaline levels are high, focus is so great that subtle hints are easily recognizable and perceived as a threat to ideas and thought processes. A leader

wanting to increase his / her team's focus should emphasize on adrenaline increase. Think of a military team... An Army General may not want thinking reaction at the time of an attack. He wants his troops to merely follow orders. It's best if troops at that juncture have higher adrenaline release.

Dopamine rush, on the other hand, leads to higher sense of risk taking ability. Consider a gambler who loses his sense of judgment due to excessive dopamine release in his brain and hence is not able to maintain focus and pick the subtle hints from the environment. This often prevents him from quitting when the going is good and believing that he is on a roll and end up losing significantly. We see this at work too when some people are carried away by the heady sense of success and miss all signals and bring businesses to a resounding fall. Perhaps the global economic crisis was caused in some way by bankers high on dopamine fuelled by profits that were not created responsibly.




KS KUMAR



RITU AGAST

Situation Neurotransmitter	Affected by	Caution
Dopamine	Incentive, high praise, pleasant unexpected rewards	Over-confidence, high risk taking ability
Adrenaline	Threatening words, eg: Do or die	High energy, burn out

In high adrenaline state, do not expect the employees to be creative and come up with plans. And in high dopamine state, judgment making capability of the individual becomes low. A leader therefore must be certain of the outcome required. Does the leader want to increase the workforce's alertness and focus? If so, then adrenaline needs to be surged. Or does the leader want to increase their risk taking appetite? Enhancing level of Dopamine is the cue.

Pause and think of people and situations in the past where you may have used mechanical implementation approach. Now, reflect on what you could have done differently using brain wiring. How ready are you now to motivate your team using this brain wiring? With focus on the end result, evaluate your situations in hand and use appropriate tools to create ripples in the brain. 

Ritu Agast is Head – Content Development Team, Fullerton India Credit Company Ltd.

K S Kumar is Vice President - HR, Castrol India Ltd.

INSIGHT VERSUS KNOWLEDGE

Sometimes when our knowledge about a particular subject fails us, it is our insights that help us steer the path



BY SHANTANU DHAR

It's 7:00 AM on a weekday. You are back from your morning walk. There are three urgent mails on that nag called a Blackberry. You have to make that call to the sales guy at Kansas City before he leaves for the day and your daughter needs to be dropped to school.

And yes, you have to take shower, get dressed and eat your breakfast. In between all of this, you grab the newspaper lying upside down on that leaking flower pot in your balcony, tear off the offending rubber band, shake it loose of those irritating leaflets and quickly start reading. You get around ten minutes, and during this time, your daughter calls out to you, your wife reminds you to pick up some groceries and you also type out a mail or two on the Blackberry while balancing that precious (but tasteless) cup of green tea that the missus wants you to drink instead of that acidity inducing milky concoction we Indians love. 'It will cleanse your system' she says.

So you read the newspaper, taking in the headlines and reading the articles, skimming through the business section, spending some serious focus time on Page 3 and smirk at Calvin's latest prank on his hapless mom.

QUICK VIEW

- Rather than harping to gain more knowledge, gaining basic insights help us understand better.
- Pressurizing oneself to deliver takes away focus from basic facts.
- Applying simple and relevant insights are key to better deliverables.

You look at the watch; it is 8:00 AM already. You rush through your chores, make that call, get your emails done, take shower, wolf down your breakfast, help your daughter pack and woosh! Faster than a speeding bullet, you get into the car, drive like Bond to her school and then make your way to the office like a seasoned formula one driver (unless you have a driver who takes of that one).

You settle down in the office and get lost in all the work until it is 11:00 AM and your brain decides it needs a coffee. So you amble down to the vending machine and as you fill your cup, Malhotra from Commercial, touches your elbow. 'Can you believe what's happening to the Commonwealth Games...did you read the headlines today?'

You turn around, clap Malhotra on the shoulder and launch into an informed tirade about the subject. You offer deep perspectives, counter opinions, profound analytics and a well rounded opinion on what should be done now to remedy the situation. Malhotra nods in agreement and you both finish your cups, promising to catch up in the afternoon to discuss couple of the other news items.

You reach your chair: a picture of confidence and the intercom rings. It's the Boss. He wants to discuss the budget today. You freeze, you hem, you haw, your mind goes numb, you get the sweats and then ask meekly, 'Boss, the sales accounts figures need some reworking, I spoke to Percy this morning but I need to ensure that they are correct, can we do this on say, Monday please?'

This is the third time you have postponed this. The boss sighs, after all, you are a good manager and the two of you are friends. So he says, 'OK...But please don't extend beyond that.' You promise not to, and hang up.

The look of confidence has now disappeared. You peer at the spreadsheet you have been working on for over a week now and somehow, the numbers still don't make sense. You are not sure, if all the explanations are provided, you wonder if you have all the backup data, you wonder what kind of questions would the boss ask. Your palms begin to sweat, you pick up the phone and call two of the Assistant Managers in your team. You tell them to drop everything and begin working with you on this.

One thing that you conveniently forget is that you are a CA with around fifteen years of experience. You are well experienced in budgeting with tons of knowledge in this process. So then, why do you sweat?

Now let's examine this scenario: You, who are well qualified in this process, experienced in that field, have been working on that budget for a week and are still unable to discuss it with the boss. You need more time. Yet, this is the same person, who in between the mad rush of his morning chores, having spent just around ten minutes, glancing at a newspaper, is able to wax eloquently about the news items he has read without requiring any preparation, whatsoever!

How many times has this happened to us? Let's think about it...

Why does this happen?

Let's rewind to the morning: During the mad rush in the morning, when you grabbed your newspaper and sat down with your tea, you were (believe it or not) relaxed. Now why was that? Well, you did not put any pressure on yourself to understand the contents of the newspaper. The moment you did that, Bingo! Your brain began to absorb the contents and guess what happened, you gained insights!

Therefore, when Malhotra tapped your elbow and began the subject, you were able to wax eloquent on it. You had opinions, deep analytics and even remedies ready for discussion! Gosh! You could make the finest presentation on that subject simply, impromptu! And remember, you have no experience or expertise in that particular area.

But at the same time, when it comes to the budget, something that you are qualified for (you are a CA, remember?), working on it for the past week, you are still unable to have a conversation (you will, on Monday, but after tons of preparation).

So why did that happen?

Think...While reading the newspaper, you did not put pressure on yourself to understand. While making the budget, you are constantly pressurizing yourself to understand.

Well. That's necessary, you will say, the boss expects me to understand you say, my team needs to understand you say....

And that, my good friend, is precisely it! We live in a world where there is this pressing need to understand! This deep rooted need stems from our schooling, college and then professional qualification platforms. Everywhere, we seem to be running around to create an understanding; we are either trying to understand or trying to be understood. This endless action of ours creates only one thing, knowledge!

Great, you say, that's necessary, you say. And I don't disagree with you.

But consider this, when you were reading the newspaper and not trying to understand, you got, insights! With insights, you were able to wax eloquent about all the news items you glanced through in those ten minutes.


We live in a world where there is a pressing need to understand! We are either trying to understand or trying to be understood. This endless action of ours creates only one thing, knowledge!

Now imagine you working with that budget without putting yourself under the pressure to understand...What would you get?

Yes, you are right: Insights!

Then you would not need those extra days to prepare for more understanding. You would develop profound opinions, deep rooted analytics and be able to charm the boss with your eloquence the way you did Malhotra from accounts!

Don't believe me? Try it, it's that simple, and let me know how it went!

And yes, when it begins to work for you, can you then ask your colleagues to adopt this approach? If we free ourselves from the pressure to understand, we develop insights. Imagine working in an environment where people operate on insights as against simply knowledge platform...Now how insightful would that be? 

Shantanu Dhar is Asst. Executive Director - Dalmia Cement (Bharat) Ltd.



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Career Opportunities

HR Jobs

Early Jobs

Executive - HR

Experience: 1 - 4 Years
Profile: Required a candidate experienced in handling volume/agent level hiring.
Location: Delhi-NCR
Shine Job ID: 162555

Specialist - Recruitment

Experience: 1 - 4 Years
Profile: Required a candidate to handle full recruitment cycle & client requirements.
Location: Delhi-NCR
Shine Job ID: 165758

IT Recruiter

Experience: 1 - 4 Years
Profile: To handle IT Recruitments at different levels. Good comm. skills are must.
Location: Mumbai
Shine Job ID: 166231

Consultant - Junior

Experience: 1 - 4 Years
Profile: To work with Client Hiring Managers to develop position profile and to understand overall needs.
Location: Mumbai
Shine Job ID: 164569

HR Executive

Experience: 1 - 4 Years
Profile: Candidate required to handle recruitments, payroll & other HR activities.
Location: Mumbai
Shine Job ID: 163823

Executive - Recruitment

Experience: 1 - 3 Years
Profile: Candidate with an experience in head hunting & process of recruitment.
Location: Delhi-NCR
Shine Job ID: 165247

Executive - HR

Experience: 0 - 2 Years
Profile: Role includes to handle payroll and execute & co-ordinate for recruitment activities.
Location: Bangalore
Shine Job ID: 164666

Sourcing Executive

Experience: 0 - 1 Years
Profile: To Source out candidates using internet based sourcing techniques.
Location: Pune
Shine Job ID: 156661

Mid Level Jobs

Sr Manager - Personnel

Experience: 7 - 11 Years
Profile: Required a candidate with knowledge of statutory compliances & experience in export manufacturing.
Location: Delhi-NCR
Shine Job ID: 163818

Manager-Training

Experience: 4 - 7 Years
Profile: Responsible for organising, trainings & designing training presentations & manuals.
Location: Delhi-NCR
Shine Job ID: 164068

Assistant Manager - HR

Experience: 3 - 6 Years
Profile: To handle Talent management & retention. Knowledge of Organisation Development must.
Location: Delhi-NCR
Shine Job ID: 164551

Technical Recruiter

Experience: 3 - 6 Years
Profile: To comprehend the project requirement & tap every possible source to bring the best talent.
Location: Mumbai
Shine Job ID: 162163

AM - Recruitment

Experience: 3 - 6 Years
Profile: Role includes manpower planning, recruitment & talent acquisition.
Location: Top Metros
Shine Job ID: 161738

Training Manager

Experience: 3 - 6 Years
Profile: To handle all the training programmes & ensure it's completion with proper follow-up.
Location: Mumbai
Shine Job ID: 162647

Manager - HR

Experience: 3 - 6 Years
Profile: Responsible for HR management, formulation and implementation of HR Policies.
Location: Mumbai
Shine Job ID: 163286

Sr Exec. - Recruitment

Experience: 3 - 4 Years
Profile: Required a candidate with relevant exp. as a recruiter for contract / full time IT jobs.
Location: Delhi-NCR
Shine Job ID: 165744



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Senior Jobs

Top Management Jobs

Head - HR

Experience: 15 - 25 Years
Profile: Professional required to head all HR & Personnel activities in the plant.

Location: Mumbai

Shine Job ID: 164139

GM - Training

Experience: 15 - 18 Years
Profile: Professional required to understand training needs & design learning strategy for CSD team.

Location: Delhi-NCR

Shine Job ID: 154544

General Manager - HR

Experience: 15 - 18 Years
Profile: Required a professional to handle recruitments, manpower planning & HR budgeting.

Location: Bangalore

Shine Job ID: 159182

AGM - HR

Experience: 10 - 12 Years
Profile: Responsible for managing all the hiring activities & planning the hiring budgets.

Location: Delhi-NCR

Shine Job ID: 163970

DGM - HR

Experience: 15 - 18 Years
Profile: Role includes HR budget planning, performance management & employee engagement.

Location: Bangalore

Shine Job ID: 157925

Group Manager - HR

Experience: 11 - 15 Years
Profile: HR generalist profile with 12+ yrs of experience in the same function.

Location: Bangalore

Shine Job ID: 157903

Sr. Manager - HR

Experience: 10 - 14 Years
Profile: To manage & develop a full spectrum of HR processes & programs.

Location: Delhi-NCR

Shine Job ID: 161040

Manager - HRM

Experience: 10 - 15 Years
Profile: To handle functions like recruitment, appraisals, training & development, & Industrial relations

Location: Delhi-NCR

Shine Job ID: 163763

Rednee

RED<NEE

Director R & D

Experience: 12 - 14 Years
Profile: Responsible for establishing appropriate product R & D structure.

Location: Pune

Shine Job ID: 156818

Tieto



Head-HR

Experience: 18 - 25 Years
Profile: Professional required with general HR background.

Location: Pune

Shine Job ID: 166348

IKC



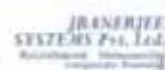
Associate Director

Experience: 14 - 24 Years
Profile: Role includes liasoning and relations with Vice Chancellors and other allied Officers.

Location: Pune

Shine Job ID: 156336

J Banerjee Systems Pvt. Ltd.



Head - Civil Engineering

Experience: 10 - 25 Years
Profile: Professional with 10 Yrs of exp. in concrete foundation structure in heavy industrial plant.

Location: Top Cities

Shine Job ID: 166133

Roman Group of companies



Head Sales

Experience: 10 - 15 Years
Profile: Responsible to play strategic role for exponential growth of the company.

Location: Top Cities

Shine Job ID: 167568

RDI India



Head-Civil

Experience: 13 - 20 Years
Profile: BE Civil with relevant experience, preferably from paper industry.

Location: Delhi-NCR

Shine Job ID: 163785



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Manager - Administration

Company: Orient Craft Ltd.
Profile: Graduate or Post Graduate.
Exp: 10-20
Location: Gurgaon
Email: recruitments@orientknits.com

Sr Manager - Personnel and Admin

Company: South Eastern Road Ways
Profile: Degree/ PG with specialization in HR.
Exp: 12-20
Location: Bengaluru/Bangalore
Email: hrd@serl.com

Plant HR - Manager

Company: Kemrock Industries & Exports Ltd
Profile: MSW or MBA and LLB.
Exp: 8-10, **Location:** Vadodara/ Baroda
Email: careers@kemrock.com

Vice President - Training

Company: Spandana Sphoorty Financial Ltd
Profile: MBA/ PGDBM.
Exp: 8-10, **Location:** Hyderabad
Email: nisha@spandanaindia.com

HR Manager

Company: Financial Software Systems Pvt. Ltd.
Profile: MBA.
Exp: 10-12, **Location:** Chennai
Email: rajar@fss.co.in

Manager - Administration

Company: Orient Craft Ltd.
Profile: Graduate or Post Graduate.
Exp: 10-20
Location: Gurgaon
Email: recruitments@orientknits.com

Sr Manager - Personnel and Admin

Company: South Eastern Road Ways
Profile: Degree/ PG with specialization in HR.
Exp: 12-20
Location: Bengaluru/Bangalore
Email: hrd@serl.com

Plant HR - Manager

Company: Kemrock Industries & Exports Ltd
Profile: MSW or MBA and LLB.
Exp: 8-10, **Location:** Vadodara/ Baroda
Email: careers@kemrock.com

Vice President - Training

Company: Spandana Sphoorty Financial Ltd
Profile: MBA/ PGDBM.
Exp: 8-10, **Location:** Hyderabad/ Secunderabad
Email: nisha@spandanaindia.com

HR Manager

Company: Financial Software Systems Pvt. Ltd.
Profile: MBA.
Exp: 10-12, **Location:** Chennai
Email: rajar@fss.co.in

Head - Sales Training

Company: Flamingo Pharmaceuticals Ltd
Profile: Any Graduate.
Exp: 10-15
Location: Mumbai
Email: hr@flamingopharma.com

HR Head

Company: ARMS Pvt Ltd.
Profile: Entire responsibility of HR-Generalist HR Policy Mapping Resizing Restructuring preferred.
Exp: 12-17
Location: Delhi/NCR
Email: cm04@armsindia.net

Admin & HR Officer

Company: Larsen & Toubro Ltd
Profile: Accountable for all Admin, HR, Purchase & IT related activities.
Exp: 8-13
Location: Coimbatore
Email: hr-ltmm@larsentoubro.com

Head - Compensation and Benefits

Company: GE Money Servicing
Profile: Post Graduate in Human Resources/ Finance.
Exp: 8-10
Location: Hyderabad/ Secunderabad
Email: Kameswar.G@ge.com

Administration Head

Company: Sudhir Gensets Ltd.
Profile: Ideal candidate must have experience of handling admin & HR operations of plant.
Exp: 10-15
Location: Jammu
Email: smitha@sudhirgensets.com

HR Jobs



Recruitment Lead

Company: US Tech Solutions Pvt Ltd
Profile: Must have 8-10 years of experience into Direct Client Recruitment Model in US Staffing.
Exp: 8-12
Location: Hyderabad/ Secunderabad
Email: sandhya@ustechsolutionsinc.com

Manager - Recruitment

Company: Shahi Export House
Profile: Should have the capability to lead the recruitment activity at least cost and hiring the best candidates.
Exp: 10-15
Location: Faridabad
Email: rishi.chutani@shahi.co.in

Manager HR & Personnel

Company: Orient Craft Ltd.
Profile: Candidates having auto-sector experience/ knowledge of quality systems will be preferred.
Exp: 10-15
Location: Bhiwadi
Email: recruitments@ocemb.com

Administration & Liasion

Company: Everest Developers
Profile: Responsibilities include overall office Administration & follow up with various Government/ Semi Government Dept.
Exp: 10-15
Location: Mumbai
Email: everesthr@everestindia.com

Dy.General Manager - Human Resources

Company: NeoliteZKW Lightings Pvt.Ltd.
Profile: Should be through in Recruitment, Training & Development, PMS and Compensation & Benefits for Plant is must.
Exp: 14-18
Location: Delhi/NCR
Email: careers@neolitezkw.com

Administrative Officer

Company: BDH Industries Ltd
Profile: Retired or VRS candidate with minimum 5 years work experience in administration desired.
Exp: 10-20
Location: Mumbai Suburbs
Email: bdhind@rediffmail.com

General Manager - Personnel & Admin.

Company: Turbomachinery Engineering Industries Ltd.
Profile: Must have working experience in any heavy engineering industry.
Exp: 10-20
Location: Hyderabad/ Secunderabad
Email: turbohrm@gmail.com

Manager - HR

Company: Fortis Hospitals Ltd.
Profile: Requires good experience as a HR Generalist in any industry.
Exp: 8-13
Location: Bengaluru/Bangalore
Email: careers@fortishospitals.in

TOP HR JOBS

Head - HR

Company: ARS Metals Ltd
Profile: MBA - HR/ MSW
Exp: 15-20
Location: Chennai
Email: v.j.bala@arsmetals.com

Sr. Manager - HR

Company: Gokak Textiles Ltd
Profile: MSW qualified/ MSW with LLB.
Exp: 15-18
Location: Belgaum
Email: hrd@gokakmills.com

Manager. Liasioning

Company: Sigma Corporation
Profile: Any Graduate with LLB Degree.
Exp: 15-20
Location: Delhi/NCR
Email: personnel@sigmacorporation.com

Sr. Manager - HR & Admin.

Company: Steelco Gujarat Ltd
Profile: MSW & P.G. Diploma in Personnel Management/ HRD.
Exp: 15-20
Location: Palej
Email: rrk@steelcogujarat.com


Chief Manager - Administration

Company: Haldia Petrochemicals Ltd.
Profile: Graduate, MBA desirable.
Exp: 15-20
Location: Kolkata
Email: careers@hpl.co.in

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Dynamism of Change

'Change' – this was the central theme of Network 18's 2nd HR Leadership Conclave, 2010 presented by monster.com held at The Oberoi, New Delhi on September 17, 2010. The E18 event, which was attended by over 300 HR Heads across the verticals, focused on the dynamics of change with some of the finest minds in the industry sharing their crystallized thoughts on various facets of change and performance in an organization. The conclave provided a unique platform to Business Leaders and HR Professionals to discuss the critical HR issues in a dynamic business environment and to evaluate innovative processes and new technology as organizations embark on a journey of change to transform businesses for future growth.





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1. T. V. Mohandas Pai, Director and Head, Finacle, Admin, HR, Infosys Leadership Institute giving the keynote address
2. (L-R): Thomas Antony, Executive Director – HRD, IOCL; K. Ramachandran Pillai, CMD, National Textile Corporation; Dr. Ganesh Shermon, Partner & Country Head - People & Change Practice, KPMG and Dr. S. Mohan, Director HR, BPCL discussing the HR imperative from a PSU perspective
3. (L-R): Rajneesh Singh, Group Head HR, Network18 Group; T. V. Mohandas Pai; D. Shivakumar, VP & MD, Nokia India and Dr. Ganesh Shermon during the Inaugural Plenary Session
4. The August audience engrossed in insightful discussions
5. (L-R): Anil Chhikara, President, 24x7 Learning; P. Dwarakanath, Director Group Human Capital, Max India; Jacob Peter, Lead Consulting Advisor - People and Change Practice, KPMG; Andy Kalambi, President – South Asia, Dassault Systemes, and James Thomas, Country Head, Kronos Incorporated discussing 'Technology & HR'
6. (L-R): R. S. Dabas, CHRO, JBM Group; C. Chattaraj, CHRO, Aircel; Dr. Ganesh Shermon; S. Y. Siddiqui, Managing Executive Officer - Administration (HR, Finance, IT & COSL), Maruti Suzuki India and Hari T., Chief People Officer, Mahindra Satyam giving their views on 'HR Functional Strategies'
7. D. Shivakumar giving the keynote address
8. The spectacle of Network18's 2nd HR Leadership Conclave, 2010 held in New Delhi

People Matters Talent Acquisition Conclave 2010

Competition for talent is getting aggressive and the current shortage of skilled human capital, along with the associated rise in employee costs is forcing companies to revisit their existing strategies for talent acquisition. With the objective of preparing managers to deal with talent acquisition challenges in 2010, Monster.com presented a special *People Matters Talent Acquisition Conclave* on October 6, 2010 at Taj Land Ends, Mumbai. The conclave witnessed participation of more than 120 delegates and eminent speakers and moderators from all walks of life, providing a forum of exchange of ideas for HR practitioners and



business leaders. The event had a series of panel discussions, technical sessions and case studies. The aim of the event was to address the trends, solutions and tools to support this crucial business activity, to prepare HR managers to deal with recruitment challenges in today's scenario, to gain insights into trends in talent acquisition across industries and to get in-depth understanding on the various elements of talent acquisition such as Talent Acquisition Today, Overcoming Talent Challenges – Best Practices, New Process & Systems, Quantitative Measures for Recruitment, Compensation Challenges, et al.

Positioning Compensation: A 3D Approach

ERA and Mercer conducted a program on Positioning Compensation: A 3D Approach on September 24, 2010 in India Habitat Center, New Delhi. It was a much focused program on positioning compensation in a recruitment interview to prevent rejection of job offer at the last stage on account of inadequate compensation. A unique methodology of role play was adopted to make the dry subject engaging. The eminent speakers were Ms. Elizabeth Nanda, Head HR & Training, Fab India Overseas Limited and Mr. Bimal Rath, Founder Think Talent Services. The participants included an eclectic mix of HR and Recruitment professionals from both sides of the table. Some of the topics touched upon were concepts of Total Compensation – which included personal growth, learning, career opportunities, introducing pay for performance, monetizing benefits such as ESOPs, deferred earnings et al, and a brief look at trends around the world and way forward.

Landscaping Businesses: The HR Way

Today, the role of Human Resources is far more over reaching and comprehensive than it ever was. And this was precisely the theme for this year's CII (Confederation of Indian Industry) Northern Region Summit Landscaping businesses: The HR Way, which took place at Hotel Crowne Plaza, Gurgaon on August 27, 2010. The summit highlighted 'Capability' as the means to create ability which can sustain today and live

beyond tomorrow. Leaders and experts from various settings shared their real life experiences while highlighting strategic alignment, accountability and development of Human Resources. Some of the topics covered during the conclave were HR's Influence on Business Decisions: Evolution & Trends, Aligning with Business: 'Best Practices' vs 'What works Best', Developing Capability: Talent to Leadership and Innovation: Engaging a Dynamic Workforce.

HR Leadership Congress India 2010

The HR Leadership Congress India 2010 was organized by Asis - Pacific World HRD Congress on September 1-2, 2010 in Mumbai. The event was designed to get our peer group from across verticals on one platform to engage, share, and imbibe lessons from one another. The conference helped the participants to discover evolving best practices, new strategies for engagement, skill enhancement and retention, most effective ways to integrate and transform teams, and how to manage in-house knowledge and creation spaces. The summit saw participation from various level of the organization and included HR Managers, HR Directors, VP - HR, Recruiters, HR Consultants, HR Generalists, HRG, Benefits, Compensation, Training and Development and many more.

For more details on events and trainings please visit www.peoplesmatters.in/events or connect with Rekha Choudhary at rekha.c@peoplesmatters.in

EVENTS	DATES	LOCATION	OFFERED BY
Young Managers' Event	18 Oct 2010	New Delhi	National HRD Network
Global HR Conference	23 Oct 2010	Bangalore	More Than HR Global
Knowledge and Professional Services to the World - The Next Decade	26 Oct 2010	Bangalore	All India Management Association
3rd Annual WILL Forum Conference	28 - 29 Oct 2010	Mumbai	WILL Forum
ERAs Entrepreneur Summit	29 Oct 2010	Hyderabad	ERA and Ink Business Media
3G Innovative HR Practices	18 Nov 2010	Gurgaon	Indus Business Academy (IBA)
Aspire Skills World 2010	18 Nov 2010	Chennai	Aspire Human Capital
Chief Learning Officer's Summit	19 - 20 Nov 2010	Mumbai	LeapVault, Tata Institute of Social Sciences
National Conference 2010 - 'Towards The Next Orbit'	1 - 3 Dec 2010	Gurgaon	National HRD Network

Note: Please note that this list is not exhaustive. We update this information on a regular basis. Please visit our website www.peplematters.in/events for more information on events. If you wish to share information about upcoming events, please contact Rekha Choudhary at rekha.c@peplematters.in

People Matters aims to bring updated information about training programs available in the areas of Leadership and People Management. This is not an exhaustive list and we are always on the look out for outstanding programs. Please mail us at editorial@peplematters.in to share more learning opportunities with the rest of the readers.

TRAINING PROGRAM	DATES	LOCATION	OFFERED BY
Benchmark Six Sigma Green Belt Training	13 - 16 Oct 2010	Indore	Benchmark Six Sigma
Workshop on 'What Makes a Great Manager'	15 - 16 Oct 2010	Mumbai	Confederation of Indian Industry
Learning Centre Workshop on Compensation & Benefits	16 Oct 2010	Nagpur	National HRD Network
Leadership Training For Managers	21 - 23 Oct 2010	Mumbai	Dale Carnegie
How to Hire the Right People?	28 - 29 Oct 2010	New Delhi	Dale Carnegie
Finance for Non-Finance Managers	11 - 14 Nov 2010	Mumbai	People Matters
Introduction to Compensation & Rewards	12 - 14 Nov 2010	Delhi	People Matters
3P Compensation Management	18 - 19 Nov 2010	Gurgaon	Mercer
The Korn/Ferry Talent Management Certifications (Powered by Lominger)	22 - 26 Nov 2010	New Delhi	Korn/Ferry
Introduction to Compensation & Rewards	26 - 28 Nov 2010	Mumbai	People Matters
Administration of Base Pay & Pay for Performance	10 - 11 Dec 2010	Delhi	People Matters

Companies who wish to enlist their training programs or advertise with us may contact Rahul Singh at rahul.singh@peplematters.in or call +91 (0) 124 4148102

THE CWG AND INDIAN STANDARDS

The run-up to CWG is just one instance of the slothful functioning of the Indian Government. Unless the society's stakeholders punish those who misuse power, such vices will continue

BY RAJESHWAR UPADHYAYA

Scarcely had one written a diatribe against the inherent self-sabotage of 'By Indian Standards' as an operating principle, than the Commonwealth Games provided what is destined to be the exemplar of the phenomenon. Responding to criticism by foreign Games organizations that the rooms and toilets in the athletes village were unacceptable, "the flats are uninhabitable, dirty and filthy, the toilets are unclean" a member of the organizing committee, one Sri Lalit Bhanot achieved an unfortunate immortality by blurting out that they were actually fine, it was just that "Their (western) standard of hygiene and cleanliness could be different from ours so there is nothing to be ashamed about it."

Filthy bathrooms, gutka-stained basins, exposed electricity cables, bed-sheets with

animal paw-prints, flooding of the venues, plumbing that doesn't work, and varying levels of wiring, furnishings, Internet access and cell phone coverage - that was the reality of the Games village up to the start of the games. But there is nothing to be ashamed of. Facilities are supposed to exist; that is their purpose. That they should also work and be clean in the bargain seems to be an optional extra. Mr. Bhanot seemed to realize that he had blundered and tried to cover it up by blabbering about "your standard and my standard and yet another third person's standards" but the damage was irreversible. He had articulated what had always been felt but never publicly stated - out of politeness perhaps, or more likely because of the Indian propensity to take offense at criticism from 'outside'. India has a different standard of cleanliness, service and hygiene from the





THE GRAND SPECTACLE OF THE CWG OPENING CEREMONY MANAGED TO WADE OFF SOME NEGATIVITY

rest of the world and it is not a problem for Indians.

Things have come to this pass because nobody seriously challenges the most crippling of operating paradigms, that of Indian Exceptionalism. India is not to be held to any sort of international standard, any sort of expectation of quality, because the problems of this country and people are as unique as its culture and therefore the norms that humanity aspire to live by do not apply here. This has been a standard excuse for social failure ever since independence. It is over sixty years now, we are senior citizens, and youthful ineptitude seems to have become senile decrepitude. I venture a prediction here. On the basis of the rule of thumb that the establishment protects its own first, Bhanot will receive a government reward or title and that quite soon. For these games

were regarded by the governing classes, not as an opportunity to create world class sporting infrastructure, but to indulge in their core competencies of cronyism, nepotism and corruption.

There are between 21 to 28 government and quasi government agencies overseeing the entire process. Nobody is sure of the exact number, just as nobody is sure who is in charge, and who is terminally responsible.

The CWG was, alas, in the hands of the Old Establishment, and for them to be slothful, chaotic, incompetent and trustful in the power of jugaad to bail out things at the last moment are second nature

This fact was lamented by Sandeep Dikshit, Member of Parliament, and son of the Delhi Chief Minister, Sheila Dikshit. When such an establishment player confesses bewilderment we understand the scale of cluelessness with which this was organized. Thirty-eight members of the organizing committee had relatives working on the Games in some position or another, with one having four nephews at the feeding trough. "This is just a coincidence," says a government spokesman and the answer was perfectly acceptable, for there is hardly a listener who would not have done the same if he was in the position of the fortunate uncle. Sheila Dikshit, held to be one of the better Chief Ministers, got so exasperated with the constant media needling that she took refuge in a lamentable last resort and invoked patriotic pride in what had been done well. It was a demoralizing spectacle to say the least, much worse than collapsing roofs in stadiums and footbridges that came falling down.

Unless the Old Establishment is given concrete evidence that there will be severe consequences for failure, nothing much will be done. This is exactly why the CWG got to the point it did

It is difficult to feel pride when the numbers keep reaching absurd levels. Eighty dollars for a toilet roll, 61 dollars for a soap dispenser, 125 dollars for a first aid kit, treadmills leased at ten times the price it would have cost to purchase them outright and the bicycling contingent being told to sign bonds that they will be financially responsible if they damage the hi-tech cycles purchased for them. This is not how a functional society behaves but it is how a hugely efficient corruption and kickback operation functions. The urban middle class outrage over this CWG mess falls neatly between naiveté and hypocrisy. For the CWG was supposed to be a brand ambassador for the sort of India they wish to belong to and hope the world will agree – an India of gleaming efficiency, of rising personal wealth, of competence and intellectual excellence, and aspirations to be a global power. The CWG was, alas, in the hands of the Old Establishment, and for them to be slothful, chaotic, incompetent

and trustful in the power of jugaad to bail out things at the last moment are second nature. For excellence is not a virtue for the Old Establishment. Nor is efficiency, international standards, public service or other laughable concepts. What matters, the only thing that matters, is an opportunity to grow rich and the CWG was the mother lode. Between the dreamers of urban India and the Old Establishment there is a ludicrous chasm.

Urban India is the only section of the country with a stake in this sort of debate; the other three-fourths who are poor are too busy surviving to care. Whether a nation with such desperate poverty should waste what now seems to be close to \$8 billion on such events is another question. Urban India feels helpless before the entrenched power structure of the Old Establishment and they are usually right. Become too much of a nuisance and you suddenly get visits from the Income Tax, the members of which go through your house practicing Bhanot standards with your personal property. There are a million ways to demean and harass a 'trouble maker'. But even when they do have an opportunity to teach a lesson they do not take it. When Pakistani terrorists shot up Mumbai there was a spontaneous outburst of anger from the public, but as soon as it got diverted into the supreme fatuity of the candle light vigil it was clear that nothing would change. Extravagant promises were made of better equipment for the police, chief of which had been higher quality bullet proof vests. The 'angry public' re-elected the same party which had presided over the Mumbai fiasco; the police are still waiting for their vests and 'sophisticated equipment.' The anger seems to have evaporated.

Unless the Old Establishment is given concrete evidence that there will be severe consequences for failure, nothing much will be done. This is exactly why the CWG got to the point it did. There are no consequences for failure, for ineptitude, for shocking callousness and brazen looting of the till. The Old Establishment has no reason to change the way it does things. In fact there are many reasons to continue as usual, most of them personally rewarding. Unless the stakeholders in society punish in some way those who misuse their positions and do so consistently, these things will continue to happen. Lamenting them may relieve feelings but change will remain elusive. **am**

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TALENT ACQUISITION

Competition on the demand side and complexity of diverse expectations on the supply side are forcing companies to revisit their strategies for talent acquisition. In this October supplement, *People Matters* aims to provide up-to-date, India-centric information on the new processes and technologies available to attract and retain talent, with specific emphasis on current providers and their specialized offerings

Round hole for a Round Peg?!

As acquiring best talent remains a challenge, companies must realize that candidates are no longer impressed by hefty pay packages

BY SANJAY MODI

Most economic downturn, the Indian and global business environment has changed profoundly. Asia, though not yet the world's largest economy, has increasingly become the fulcrum of change for global businesses with India as one of its most potential growth markets. As Indian companies globalize, operating in a competitive business environment, the 'war for talent' is intensifying with greater

emphasis being paid to talent acquisition and retention.

Talent attraction and acquisition approach has undergone a change in last 18-24 months. Organizations are focusing to get the right talent and are adopting stringent screening process by introducing talent and assessment mechanisms. Companies are also adopting innovative tools and mediums like e-recruitment, social media and corporate websites to increase their reach. At the

“Having a good reputation as an employer and a highly committed workforce can deliver significant competitive advantage”

- SANJAY MODI
MD, INDIA / SEA / ME,
MONSTER.COM



same time, they are using different interviewing techniques such as competency-based behavioral or case studies to assess job candidates, in short, 'a round hole for a round peg'. Organizations are also looking at new ways of structuring the overall compensation by taking into account bonus, incentives, stock options, et al, to motivate and retain talent.

On the candidate side, job seekers are evaluating organization's credibility and stability. The basic question that the candidates are asking to potential employers is 'What's in it for me?' They expect exposure to the cutting edge technology / business processes and not just compensation. Candidates are also evaluating organizations on the learning and development programs they offer.

Challenge of Talent Retention


The economy is changing the way business is conducted, and it will change the way organizations recruit, select, develop, manage, retain and compensate knowledge workers who lead companies in future. Learning and development is becoming a differentiator between employers in this fiercely competitive market. Both from talent retention perspective as well as bridging the skill-gap challenge, organizations are looking at 'learning and development' as an important strategic tool. Some are focusing on strengthening their in-house capability and some are looking at combination of both internal and external partnerships. Organizations are looking at various avenues for employees at various levels such as sponsored education, external part time programmes, vocational training, et al.

Companies are also adopting means like stock options, rewards and recognition programs and to recognize the contribution made by employees. 'Job enrichment' of employees is another major consideration for companies. Organizations today are using the technique of 'job rotation' to help employees work in various functions in the company. The employees are encouraged to work from various geographies in the country as well as overseas where the company has offices. This kind of job rotation plays a pivotal role in retaining employees as this gives them diverse experience. The employees are encouraged to be part of various committees, attend seminars, et al, in order to address the issues of monotony and stagnation at work.

Companies have today realized the value of satisfied employees as profit centers rather than cost centers contributing to the bottom line of any company

Compensation Not Enough

Candidates today are not only looking at the compensation offered to them by the company, but also the stability of the organization they are joining. Having a good reputation as an employer and a highly committed workforce can deliver significant competitive advantage. Positioning one's organization as 'employer of choice' will become a necessity in times to come. For organizations to attract, retain and develop talent, they need to be consistent in their communication strategy both with existing as well as prospective employees. They need to communicate the uniqueness of their offerings be it technology, compensation, cultural diversity or HR policies. Employer branding helps in building loyalty amongst existing employees as well as attracting the right talent.

With the economy back on an upswing and the job markets buoyant again, firms are gearing themselves towards retaining and investing in the right people, at the right time and at the right cost. In the post-recessionary environment, employees have become more cautious and increasingly concerned about various factors when joining a company. While salary and compensation still remain the top motivators, learning and development, policies on work-life balance, rewards and recognition programmes, systems and processes, timely appraisals, et al, have also assumed equal importance impacting employee motivation and satisfaction. Employee morale is also greatly influenced by open, transparent communication at all levels. In addition, companies have today realized the value of satisfied employees as profit centers rather than cost centers contributing to the bottom line of any company. Employees should feel like they are an intrinsic part of the organization and that their involvement and participation is imperative to the success of the business. 

Sanjay Modi is Managing Director - India / SEA / Middle East, monster.com

Finding the ACEs in your talent hunt

Everyone loves to have ACE employees in their team and in their company, but few manage it consistently. Is your talent acquisition also like a draw of cards?

BY SUNDARA RAJAN



Every potential employee brings a mix of Attitude, Cognitive Abilities and Emotional Intelligence; any effective assessment process needs to measure each of these aspects. When even one of the elements is ignored in the assessment process, the company may find unexpected surprises when the new hire starts working in the team.

To help corporate organizations to create a robust talent acquisition system, which understands their new hires completely before on-boarding them, Thomas Assessments has created the ACE system of assessment.

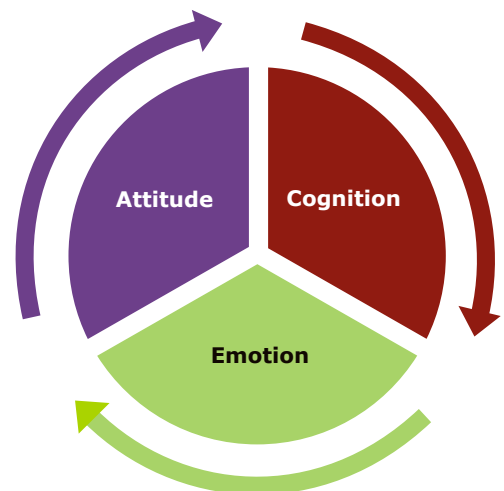
The 'ACE MODEL' consists of three distinct psychometric assessments bundled into one.

A– Attitude **C**– Cognition **E**– Emotion

Attitude indicates the individual's degree of like or dislike for an item based on their perception of and their reaction to stimuli.

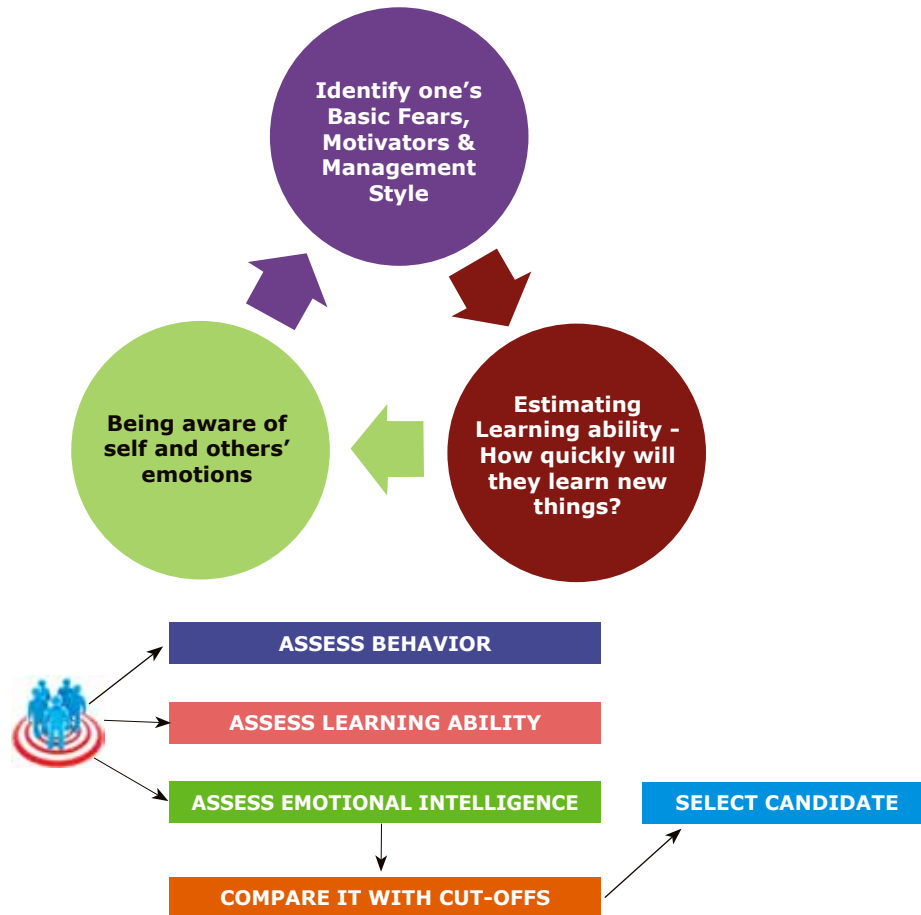
Cognition indicates attributes which are related to people's learning ability i.e. how quickly a person can grasp new ideas, processes without prior experience to fall back on.

Emotional Intelligence is an individual's capacity to understand and control their own emotions and recognize and manage those of others so that they, and others around them, can be as effective and productive as possible at work.



Ideally, one would look for a person with all these three psychometric elements being 'High'. But in reality, one needs to set acceptable bands for each of these for the target positions, measure these accurately and match the person with the requirements.

The Mechanism



SYNOPSIS ON INSTRUMENTS

Personal Profile Analysis (ATTITUDE)

The Personal Profile Analysis (PPA) module is a powerful workplace inventory whereby respondents get profiled on the basic four dimensions of DISC – Dominance, Influence, Steadiness and Compliance.

It provides a complete self-image of a person including factors of self-motivation, the work mask being currently worn in the work environment, changes that can take place when under pressure and, prevalence of stresses and frustrations traced to their possible causes like whether they are work-related or personal in nature.

General Intelligence Assessment (COGNITIVE ABILITY)

GIA is a normative test that measures fluid intelligence of an individual. It measures the ability of an individual to reason and solve problems on the spot, a skill not dependant on one's past experiences. It measures fluid intelligence, which involves short-term memory, abstract thinking and reaction time and answers questions like:

- 1.) Can the candidate think on his / her feet?
- 2.) Can the candidate take in information and arrive at a logical conclusion?
- 3.) Is the candidate a good problem solver?
- 4.) Is the candidate comfortable in handling numbers?
- 5.) Can the candidate learn complex tasks and procedures?

Thomas EI (EMOTIONAL INTELLIGENCE)

It is an individual's capacity to understand and control their own emotions and recognize and manage those of others so that they, and others around them, can be as effective and productive as possible at work.

Benefits of Thomas EI

- Accurate and objective way to measure emotional competence in the work place.
- Helps people to motivate themselves and others.
- Improves communication through better interpersonal skills and understanding.
- Equips managers and their teams to cope with obstacles and disappointments better. **PM**

Sundara Rajan is Director at Thomas Assessments India

Acquisition vis-à-vis Recruitment

Organizations are constantly faced with the challenge of making quick hires and that too in a market with massive shortage of talent. For managers to get the right talent at the right moment, they will need to invest in proper recruitment processes and systems

BY AMIT GARG

Indian economy is growing at a tremendous pace today and is expected to see a growth rate of 8.5% in the next six months. Consequently, talent acquisition and recruitment have seen a concomitant growth. Indian companies are hiring and will continue to hire at a robust pace in the next two quarters. Globally too, India is expected to map high in recruitment, next only to China, according to a recent survey by Manpower Employment Outlook.

Talent acquisition and recruitment are therefore key factors as right talent is increasingly being seen as crucial to pushing bottom line figures and company growth. Organizations today realize the importance of recruitment and more specifically talent acquisition, in the current dynamic business environment. The pay-backs of investing in the right people and getting these people on Board is a key objective not only for HR, but managers per se who are held accountable for strengthening their talent pool.

Talent acquisition requires good networking skills to go out after the right talent, which would include tapping 'top performers' who are not actively looking for a change of job

Traditionally, HR has been viewed as being solely responsible for people management. However, today the outlook on hiring is more comprehensive and forms part of the overall organizational strategy. This evolution which is a result of the strong conviction among organizations today that right talent leads to better corporate performance and consequently talent management, includes talent development and talent retention, has become central to a company's philosophy.

Organizations are constantly faced with the challenge of making quick hires in a market which has massive demand and a shortage of appropriate talent. The biggest challenge for organizations is actually getting the right talent at the right time. And they have begun to realize the need to put in place proper recruitment processes and the importance of talent acquisition systems. Companies recognize the necessity to be prepared for the future, in terms of hiring talent or at least getting in touch with talent that is key to their business.

At this point, it may be worthwhile to define how talent acquisition is viewed as different from recruitment. Recruitment is basically filling a vacant position when a person leaves or is promoted to another function. Recruitment search ends when you find a candidate who is qualified for the job in question and interested in the job. Talent acquisition is however a more complex process. It is regarded as a more pro-active approach and a holistic way to seek talent

“With the downturn in the economy last year, dynamics of the recruitment market also witnessed a change. Organizations are re-looking their hiring strategies and the focus is on getting the right talent, rather than a quick hire”

- AMIT GARG
BUSINESS HEAD - FIREFLY e-VENTURES, HT MEDIA




that will contribute to the overall business success of your organization. Talent acquisition requires good networking skills to go out after the right talent, which would include tapping ‘top performers’ who are not actively looking for a change of job. Hence, talent acquisition is the corporate hiring mantra for top level hires today.

With the downturn in the economy last year, dynamics of the recruitment market also witnessed a change. Organizations are re-looking their hiring strategies and the focus is on getting the right talent, rather than a quick hire. With the recruitment pace now on a high, organizations are however still keeping their focus on getting the right talent and hiring with care.

Responding to the situation, most of the solution providers have also had to re-look their strategies and are falling in sync with the changing market dynamics. Technology has already taken the forefront and the international market has seen a plethora of innovations. India, though a more traditional market, has also witnessed changes and innovations on many fronts. Job-matching, also known as e-Harmony of recruiting, has been a popular tool of job portals offering a way to do quick quality hires. Job-matching enables recruiters to eliminate irrelevant candidate profiles—and instead focus their time and effort only on relevant candidates. Jobfox and MyPerfectGig are some international portals who utilise this innovative technique.

In international markets social networking is increasingly being recognized as an important tool of the talent acquisition system and India too is following suit. A complete integration with social networking sites such as LinkedIn, Facebook and Twitter is currently being offered by many international solution providers, and it is expected that the Indian market will follow suit.

These networking sites have also been constantly innovating themselves to fit into the recruitment space. Recently, LinkedIn launched the Next Generation career pages for companies, making it easier for them to use LinkedIn as a medium to establish themselves as employer of choice and enhance their brand image.

Hence, dynamics of talent acquisition and recruitment are re-defining the role of solution providers too, who need to constantly innovate to meet these changing requirements. 

Amit Garg is the Business Head of Firefly e-Ventures, HT Media

The Search Begins...

Hastha Krishnan, President - Executive Search, Ma Foi
Randstad talks about how executive search practices in India differ from those in the rest of APAC countries

What are the trends in the executive search space in India?

Traditionally, companies in India thought that executive search is just another form of recruitment. As globalization has deepened, senior executives have been exposed to multiple opportunities and employer organizations have found it challenging to attract the 'right person' for a top management position. Either they starved of 'right talent' or they landed up with someone who did not create the desired impact.

Globally, executive search is a crucial piece discussed in the boardrooms and considered a common practice while hiring a top executive. The stakes are high and the Board understands that specialists need to be consulted while filling such a position. In India, more and more companies have started distinguishing between executive search and normal recruitment processes. Moreover, they realize that cost of failing on this front could take the organization backwards and cause tremendous amount of setbacks.

Secondly, as the economy is bouncing back, organizations have been demonstrating agility to fill up senior positions, which have remained unfilled for a while. The hiring cycle is coming down to the range of 3-4 months compared to 2009 when it was much longer, at times even a year!

Thirdly, many organizations while trying to exploit the market opportunities, realize that senior roles at strategic levels for business enabling functions are critical to manage these moments of growth. Hence, we see some of these functions are getting priority now as opposed to what we saw happen in 2009.

Another interesting development is observed in the way Indian MNCs are filling senior positions overseas. They have been hiring locals for those markets unlike the earlier times when they used to send someone from India.

How would you compare the trends in different industry verticals in terms of executive search?

We see interesting trends in different industry sectors. Energy and infrastructure companies are hiring senior professionals aggressively to manage their growth and diversification efforts. This sector has been benefiting from the pent-up demands and stimulus provided.

Outsourcing industry sector has been witnessing growth of niche areas such as Engineering, Design, Legal, Healthcare et al. Organizations are hiring senior professionals to head such operations. We see movements across industry sectors into this segment. BPO and IT services firms are trying to climb the value chain to protect their margins and are looking for senior professionals to head such new initiatives.

Higher activities of FIIs in India and persisting gloom in many leading economies in the world have led to higher activities in Financial Services sector in India. There have been quite a bit of movement of senior executives within the sector to support many such new initiatives that companies have undertaken.

Across sectors, we see new business models or improvization of existing business models to respond to changes in the economic environment. Each of these initiatives need professionals who bring a fresh perspective with them and are looking for amalgamating their experience with something new and test out their mettle in new or uncharted territories. Such initiatives look for entrepreneurial thinking and professional rigour. We see this as an important trend as executive search partners of many enterprises across the six sectors that we work in.

How is India different from other APAC countries in the space of executive search?

India Inc. is different from APAC region in many ways in this space. Cultural norms and management practices in those markets are significantly different from those in India. Best practices followed by multi-national companies in carrying out executive search methods in APAC market do not work successfully in India. Hence, successful executive search firms in India

deploy many original ideas at work rather than replicating blindly what works elsewhere.

Interim management is quite popular and common-place in APAC market. But, in India, it is still in its infancy in spite of the high growth of the economy and the wealth of opportunities in emerging markets.

Also, the awareness levels in India about the need of specialist executive search firms to handle CXO recruitment is comparatively lower and thus, executive search market in India offers many opportunities for growth.

How can companies build a strong leadership pipeline by acquiring the right talent?

This has always been a significant aspect for organization's sustainability. Of late, there has been huge amount of discussions in the media and amongst CEOs about succession planning and the logic behind them. We see two important factors here - Culture-fit and Vision-match.

The senior leaders need to work in alignment with one another so that the organization is driven in harmony and grown with the highest efficiency. Leadership pipeline and succession planning plays a very important role in ensuring the organization carries on its journey without any hiccups and doubts. In such scenarios, organizations are able to respond quickly and in the best possible way, to changes in external environment. They continuously develop themselves by focused efforts in people capability, process efficiency and system design. For long term success, legendary organizations have always invested upon themselves by recruiting people for senior roles consciously using external talent pool as well as internal pool. These organizations use specialists to evaluate and develop people capability on an ongoing basis. Accordingly, they plan induction of external talent and work towards building leadership pipeline in a clinical way.

We have experienced some of these organizations using the downturn as an opportunity to engage and develop their talent pool better. They have used them to develop new models and new ideas. They have also used the opportunity to induct senior level people into this top team, though on a very selective basis.

While acquiring talent to build leadership pipeline, CEOs and Boards need to ensure a strong harmony of values and beliefs of an individual with that of the Board. This is easier said than done. At times, appointment of known people from within the family or from known circles has gone wrong for the organization! Executive search firms bring in their expertise and tools to check such compatibility.

Secondly, they need to ensure that the personal vision and professional aspiration of

the individual augurs well with the growth and/or diversification plans of the company. This vision-match is another important aspect that gets overlooked or side-stepped while acquiring top talent for an organization. A third-eye view of the process helps avoid this trouble.


In the pre-2008, companies were hiring in excess trying to cater to future demand; after the downturn, what do you think companies have learnt and how are those learnings being incorporated in the manpower planning strategies?

Pre-2008, speed was of paramount importance and at times, companies did not shy away from making the compensation and benefit package to be overtly attractive for the person to jump the ship. However, the learning in the downturn have made them cautious. These days, we experience our clients evaluating a person deeply from different dimensions. Moreover, we also see them offer compensation that is more tightly

While acquiring talent to build leadership pipeline, CEOs and Boards need to ensure a strong harmony of values and beliefs of an individual with that of the Board

linked with performance results rather than a hefty base salary.

We also see organizations taking a closer look at the details of the profile and examining the accomplishments that one claims. Companies want to know how the applicants have dealt with the bad times and challenges in their lives rather than merely focusing on their good periods. This calls for the executive search partner to bring to the table knowledge of the industry sector, ability to examine details and proficiency to assess culture-fit and vision-match.

We see large Indian enterprises scouting for good talent who are likely to add depth to their management team. They believe that they would have been better-off if they would have managed some of their excellence strategies better. Hence, their manpower strategies are now anchored not only on the present but significantly on the future. This is a welcome trend that will see our economy getting stronger by the day! 

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Right Jobs. Right Candidates.

Monster India, the leading online career and recruitment resource, works for everyone by connecting job seekers across industry verticals, experience levels and geographies instantly with leading employers. Monster's cutting edge MagicSearch technology and innovative MagicFilter provide relevant profiles to employers and relevant jobs to job seekers.

Monster India started operations in 2001. Headquartered in Hyderabad, the company has an established presence in 11 other cities of India viz. Mumbai, Delhi, Bangalore, Chennai, Pune, Kolkata, Ahmedabad, Baroda, Chandigarh, Jaipur and Cochin.

A recipient of the best jobsite in India award for two years in a row by an independent jury appointed by PC World, Monster has also been awarded with the Users' Choice Award 2008 by PC Quest.

Monster's initiative 'Rozgarduniya.com' - a job portal exclusively for job seekers in rural India, in collaboration with ITC e-Choupal enables employers in corporate India to connect with rural talent, thus removing the traditional barriers they face in this process.

Monster India partnered with DishTV to bring the first ever job search "MonsterJobs Active" on TV. Convergence of internet and TV medium made job services easily accessible to TV viewers across all cities bridging the unmet needs of the audience for whom access to the internet is limited.

Monsterindia.com has a registered base of 25 million job seekers with more than 15,000 job seekers registering every day.

BUYER'S PROFILE

Monster works for organizations - small, middle, large and staffing firms - across industry verticals and geographies catering to their recruitment needs.

SERVICE LOCATIONS

Pan India

OVERVIEW OF SERVICES PROVIDED

Monster.com is a pioneer in e-recruitment and is the 454th URL ever registered. Monster.com strives to inspire people to improve their lives by

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Search quality resumes from 25 million registered job seekers across geographies, industry verticals and experience levels with the unique MagicSearch technology.

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Post a job and get hundreds of relevant applications directly in your inbox in no time. Monster's enhanced Job Postings, with a 3-Layer Quality Check, helps you get relevant applications to your job post.

Monster Branding Solutions: Become an Employer of Choice

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The 1st profile was just a graduate.

The 8th was overqualified.

The 29th had experience in another industry.

None had what I really wanted.

**WHAT'S THE POINT OF CHOICES,
IF THEY DON'T WORK FOR YOU?**



For right candidates, log on to Monster.com

Scanning through numerous irrelevant profiles can put employers' patience to test. At Monster, we understand that. In fact, this inspired us to invent the revolutionary MagicSearch and MagicFilter technologies which ensure that you get only relevant profiles to select the right candidate.

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Right Jobs. Right Candidates.



Shine.com is India's most innovative and fastest growing job portal. Launched in 2008 by Firefly e-Ventures - the internet business arm of HT Media, Shine has carved a unique space for itself in the candidate and recruiter community. Through its unique, internationally patented technology of the 2-way matching engine, Shine has satisfied over 10,000 customers in the last one year, including some of India's top notch recruiters. With a 55+ lakh candidates, strong customer services support and best-in-class technology, Shine aims to transform recruitment in India.

VALUE PROPOSITION

Shine's main value proposition is that it helps reach recruiters the best candidates faster - its unique 2-way Match Engine provides recruiters with automatic shortlist of the most relevant candidates for any job profile thus saving valuable time at the recruiter's end and enabling faster closures.

BUYER'S PROFILE

Corporate HR, Recruitment Consultants, SMEs looking for cost efficient recruitment solutions

KEY FEATURES

Shine is the only job portal in India that employs a unique, internationally patented 2-way matching technology which eliminates the need to sift through irrelevant candidate profiles enabling recruitment professionals to focus their time and effort only on the relevant candidates.

Shine's matching technology goes an extra mile and ensures that the candidate shortlist is ordered by the 'percentage match' between the candidate's profile and the job's requirement - thus saving the critical business resources of time, cost and manpower required to fulfill recruitment needs.

RESUME DATABASE

- Fresh Database: 50L+ profiles, uploaded in the last 24 months
- Over 10,000 candidates get added daily to the Shine database, making it comprehensively updated at all times
- Best Quality Talent Pool: 64% with 2+ yrs of experience, 41% post graduates, 4L top management profiles
- Over 5,000 senior and mid level profiles of NRI candidates across industries based out of US.
- Engaging high quality candidates with content such as career and industry information, a unique salary tool and privacy options.

WHY TO CHOOSE THIS PORTAL?

- Unique 2-way matching technology that ensures relevant shortlists and helps faster hires
- A large, fresh, high quality and active candidate database
- Cross media support - backed by HT Media group, including Tuesday's job supplement with Hindustan Times 'Shine Weekly' with a 1.3 crore readership!
- Employer branding support in online and print media
- A highly preferred portal with 3.5 mn monthly visits and an average time spent per user of 6:28 minutes.
- A limited period offer allows you to post up to 10 jobs for Free on Shine.com and experience the Shine difference!

CLIENTELE

Some of India's top recruiters have placed their trust in Shine. Shine's clientele over the last 6 months includes some noted names like Google, Accenture, ABB, RBS, Amazon, Capgemini, Infosys, Sapient and Marriot Hotels to name a few. Shine has earned plaudits for its matching technology and its high quality database from the recruitment community that has helped them to make the recruitment process faster and more efficient.

PRICING

Shine has 2 products currently in the market: Shine 360 - Shine's flagship product and Shine SmartSearch - Candidate Database Access. Shine also offers placement solutions through events to enable recruiters to hire fresh graduates and post graduates through on-the-spot interviews. Pricing for all the products is available on request.

OTHER VALUE ADDS

Jobs posted on Shine enjoy visibility across HT Media properties, reaching out to a far larger audience than what other portals in the market have to offer. A strong integration with Shine Weekly, the Tuesday job supplement of Hindustan Times, co-branded ads in Hindustan Times, Hindi Hindustan & Mint, Co-branded radio jingles on Fever 104 and SMS to relevant database through HT Mobile.

CONTACT DETAILS

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+91 (0) 9810762417

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Naukri.com, India's no. 1 job site and the flagship brand of Info Edge revolutionized the concept of recruitment in India. Since its inception in 1997, the company has attracted investments from many leading venture capitalists and is the first Internet Company listed on the NSE and BSE.

Naukri.com is a recruitment platform and provides services to the corporate world, placement agencies and job seekers. With 84,000 job listings live at any point, Naukri.com serviced over 35,000 corporate clients in the past year.

BUYER'S PROFILE

Any organization across industries that is looking at recruiting employees, including recruitment / staffing firms.

SERVICE LOCATIONS

45 offices in 32 cities in India
(includes all metro cities)
Overseas offices in Dubai, Bahrain and Riyadh.

OVERVIEW OF SERVICES PROVIDED

Naukri.com creates a common platform that enables a handshake between job seekers and recruiters. There are four main products:

1. Resume database access
2. Job listings
3. Response Management Software
4. Branding Solutions (Banners & E-mailers)

AREAS OF EXPERTISE

- Largest resume database (over 24 million resume) with more than four lakh senior management professionals

- More than 3.7 mn unique visitors per month to the site
- Innovative product features in the hiring space

KEY DIFFERENTIATORS

Naukri.com is constantly innovating various features for recruiters. We have recently introduced a set of intuitive and intelligent tools all packaged under the I-find technology. Some of the other key features are:

1. Intelligent talent search tools
2. Relevant resumes are instantly recommended on posting the job.
3. CVs similar to the one shortlisted can be viewed with just a click.

Many such intuitive features are present that make talent search quick, convenient and hassle-free.

PRICING

- Listing Product: Sold individually or in packs, price range starts from Rs. 1,500 to Rs. 75,000
- Response Management Software: Bought as an integrated product along with listings, starts from Rs. 50,000 for a year.
- Resume Database Products: Sold as subscriptions based or vertical based with prices ranging from Rs. 30,000 (monthly subscription) to Rs. 1.95 lakhs (annual subscription)
- Branding Solutions (text link, logo or banner on the home page): Starting from Rs. 7.5 lakhs to Rs. 75 lakhs a year

CONTACT DETAILS

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INTRODUCING

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PROFILE OF CLIENT

Large and Mid-sized corporate are the focus of Thomas Assessments. Our systems can be used in any industry and our 500+ clients span industries across the spectrum - Engineering, Automobiles, Chemicals, Consumer Durables, FMCG, Financial Services, Education, Travel and Tourism, BPO, KPOs.

SERVICE LOCATIONS IN INDIA

Thomas Assessments has offices in Mumbai, Chennai, Delhi, Kolkata, Bangalore, Hyderabad, Ahmedabad and Pune.

PRICING MODEL

Pricing is structured per employee assessed

SERVICES OFFERED IN INDIA

CORE DELIVERY AREAS: Understanding the business needs of the client and offering solutions pertaining to • Recruitment • People Development • Career Planning • Restructuring • Training and assessments. In India, the services provided are Behavioral Profiling, Fluid Intelligence Assessments, Emotional Intelligence Assessments, Team Analysis, Development / Assessment Centres, Turnkey Recruitment Solutions, Turnkey Portfolio Allocation Solutions for Graduate Engineer Trainees, Management Trainees, Career Guidance to Business School Students.

SERVICE DELIVERY MODEL

One time software installation, licence fee + pay per employee assessed.

KEY STRENGTHS

Speed, accuracy, modular pricing, transparency of operations, continuous updating and guidance.

RECRUITING AND SCREENING FEATURES

Creates the required job profile in terms of behaviour, intelligence and emotional stability - customized for each company and position, compares applicants against these markers and facilitates a decision on recruitment or promotion.

CAREER DEVELOPMENT FEATURES

Using a combination of the individual's behavior, intelligence and emotional stability - a customized strengths and limitations report gets generated for each employee. This in turn leads

to creation of an individual development plan for each employee and facilitates a time bound and customized development for each employee

SUCCESSION PLANNING FEATURES

Once an employee's behavioral profile is identified, his / her comfort and discomfort zones in terms of different job roles can be ascertained. Comparison between job roles and individual's behavioral profile will provide ample information about which candidate may be the most suited person for each position. Based on this information, a custom job rotation plan can be created to expose the individual to a set of specific job roles as a part of their career growth. The succession plan and the career path leading to that position can be then worked out for each employee.

ORGANIZATION EFFECTIVENESS FEATURES

Thomas Team Analysis System is a tool to measure the effectiveness of teams and identify where the probable causes of team's weaknesses lie. Once identified, the weaknesses can be addressed by adding new people to the team or providing corrective adjustment tips to the team members.

ADDITIONAL FEATURES

Web-based services with an extremely user friendly and intuitive interface. Continuous support across all major metros in India.

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If Adolf Hitler had the same skill set as Albert Einstein, would the world have had another great scientist?

The world would like to believe that performance is a function of academic qualifications. The truth is that behaviour can affect talent and performance in a big way. And that makes accurate employee assessments the key to individual and organisation growth.

Thomas International carries out this task in 55 countries, in 50 different languages, by assessing over a million employees every year. From hiring, to honing, to retention and growth, personal and organisational development, succession planning, coaching, team building, career planning, appraisal and training.

We have internet-friendly tools that motivate, stimulate and encourage individuals by raising their self awareness, self esteem and confidence. Our local support network of experienced trainers and consultants help in ensuring maximum benefit for your company.

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THOMAS ASSESSMENTS PVT LTD

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- T-2, 3rd Floor, TNT Tower, Infantry Road, Bangalore 560001. Ph: 080 4112 0217/356



Thomas Management Systems and Business Assessment Tools: PPA-Behavioural Assessment; TST-Aptitude and Ability Testing; Job Profiling; Team Audit; Training; Benchmarking; Personal Assessment Centres; Diagnostic Reviews; Consulting; Customised Applications



Career Shapers HR Consulting Pvt Ltd provides expert and innovative recruitment solutions to Fortune 500, MNCs & Large Indian corporates to recruit the finest talent available across industry sectors. Over the years, we have built strong partnerships with our clients and helped companies by identifying the best talent.

BUYER'S PROFILE

Automobile, BFSI, Telecom, Pharmaceutical, FMCG & Retail.

SERVICE LOCATIONS

Pan India

OVERVIEW OF SERVICES PROVIDED

- Leadership Hiring
- Project Hiring, Turnkey Recruitment Projects
- India Entry Hiring
- Retainership Hiring, Recruitment Process Hiring
- Advertisement Response Management
- Training & Development

AREAS OF EXPERTISE

Executive Search

KEY DIFFERENTIATORS

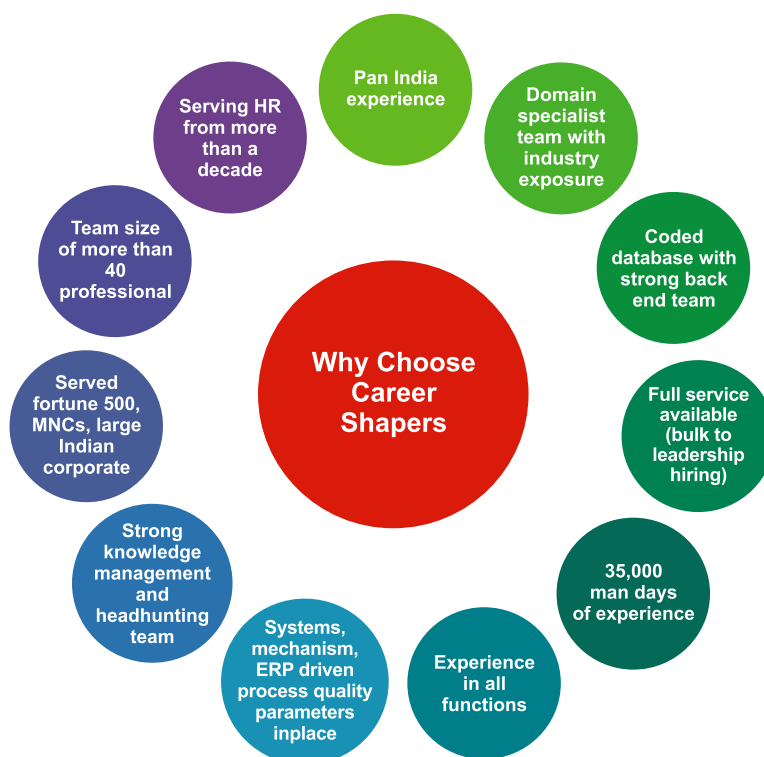
- Domain specialised headhunting team with industry exposure & strong 'Knowledge Management'
- Excellent assessment techniques
- Large talent bank
- 40,000 man days of experience
- Systems, process, mechanism, quality parameters in Place
- 100% client retention
- ERP driven process

PRICING

Available on Request

CONTACT DETAILS

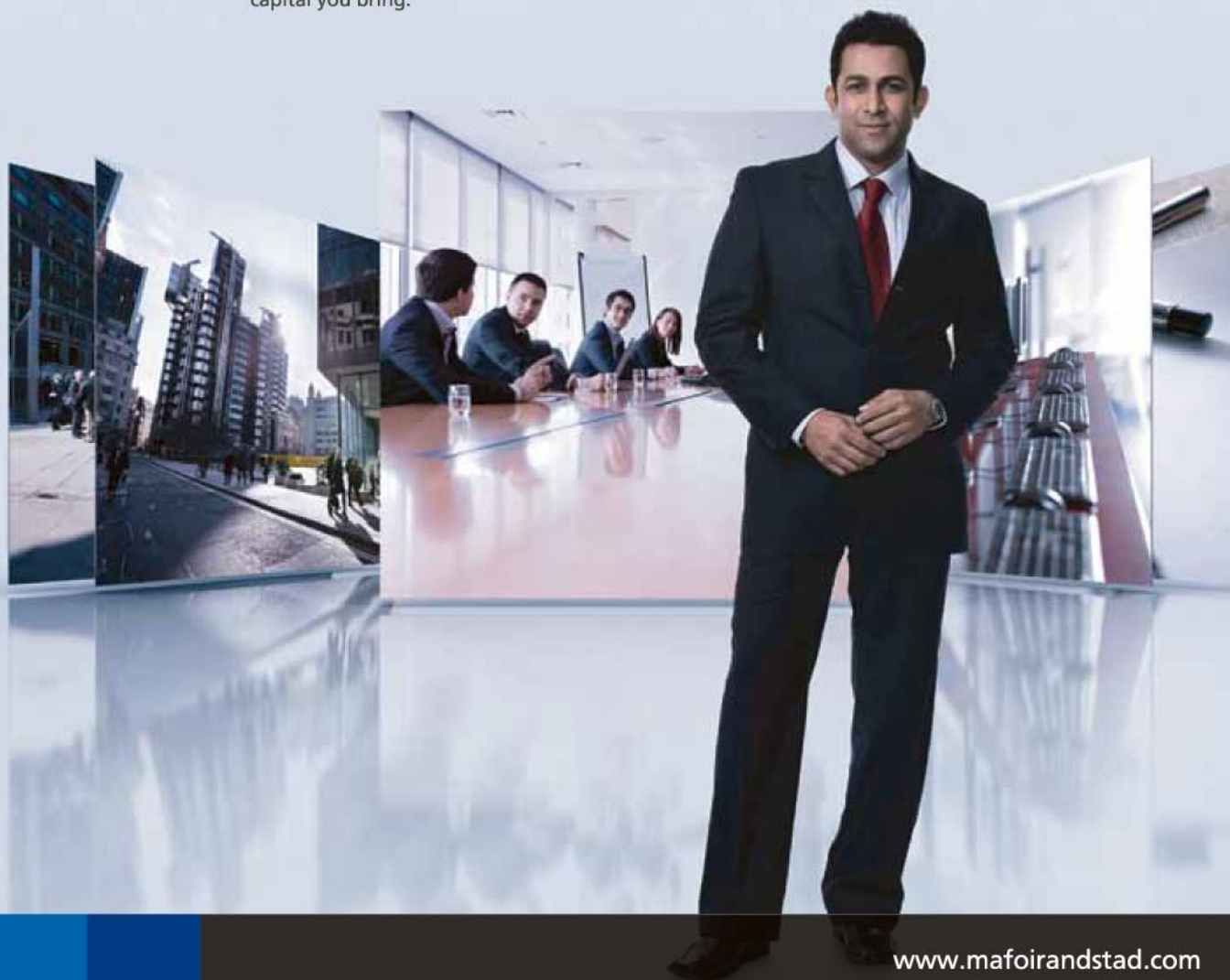
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- Transform your performance management system to foster clear accountability and flawless execution.

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