

# People matters

Leading People  
Building Organizations

Vol. 1, Issue 11, 15 Dec - 15 Jan 2011

Rs. 75



## Best of 2010

A look back at the most relevant stories of the year - on leadership & succession, employer branding, core competence, best employers, talent & skills deficit, gender inclusion and social media



Smarter business for a Smarter Planet:

## How are CHROs at leading companies building a workforce of creative leaders?

In the 2010 IBM Global CHRO Study, the largest study of its kind, IBM heard from over 700 senior HR executives to uncover how leading companies:

- Cultivate creative leaders
- Mobilise for speed and flexibility
- Capitalise on collective intelligence

Learn more about how your organisation can tap into and collaborate with a diverse workforce that can bolster innovative ideas and drive business growth. A smarter business needs smarter thinking. Let's build a smarter planet.

Get the study now at [ibm.com/chrostudy/n](http://ibm.com/chrostudy/n). One in a series of C-suite studies.





# Next.

If the history of India has shown us anything, it's that change just keeps coming. SHRM India is a part of the world's largest not for profit professional association, the Society for Human Resource Management, working to stay ahead of what's coming next in the workforce. From facilitating thought leadership through career development programs to enabling the exchange of knowledge between markets, SHRM India is helping HR professionals focus on the people management strategies that will keep us competitive in the global marketplace.

See what's coming at [www.shrmindia.org](http://www.shrmindia.org)

**SHRM** India®  
we know next





ESTER MARTINEZ  
Managing Editor

## All the makings of a wonderful journey

2010 has been a year of opportunities. Picking up from the brutal recession of 2008, which ended in 2009, this year has seen some happy challenges appear. Here, I refer to the challenges for companies in talent acquisition, employer branding, creating competencies and using technology for organizational effectiveness – challenges that companies deal with in good times. In this year-end issue, we look back and select some of our better stories from this exciting 2010, during which period People Matters went from being bi-monthly to a monthly publication.

When we look back at 2010, the thing that we feel good about has been our choice of cover stories. Understanding what is relevant in the organization and leadership domain, one which is not visible in the form of company financials, requires regular sharing of views with thought leaders from industry, government & academia, followed by loads of in-house squabbling & brain-storming.

From your feedback, it appears we have written and researched about some of the more relevant issues for Indian organizations: from the problems and opportunities in the current mismatch between demand and supply for talent ("Where are the People" and "India Skilling - March and July, respectively), to looking inside organizations to understand what makes them establish market-beating competencies ("Insight Out Strategy" – April), on how companies can make themselves attractive to get the best talent ("The Power of Attraction" - May), to exploring the impact that technology and social media is having on company-customer and employer-employee relationships ("Space, Time and the Workplace" - June). Our readers' feedback also indicates that the in-house report commissioned by Tata Consultancy Services on 'Gender Inclusion in India' was particularly useful.

This year, People Matters also released a special yearly book on "The 50 Best Companies to Work for – India, 2010" from the Economic Times – Great Places to Work® Study. Also for the second year in a row, we were the official magazine partner for the annual National HRD Network conference. After last year's success in Mumbai, the NHRDN Delhi chapter this year delivered an outstanding, best-in-class conference with some of the most influential thought leaders from business and academia. We look forward nurturing these collaborations for many years to come.

We would like to thank all our partners, contributors and well-wishers in helping us contribute meaningfully to the HR, leadership and management community. And most importantly, we thank our readers for giving their attention to the 88-odd pages every month and engaging with us in the form of feedback, praise, suggestions and criticism.

We wish you a very happy New Year!

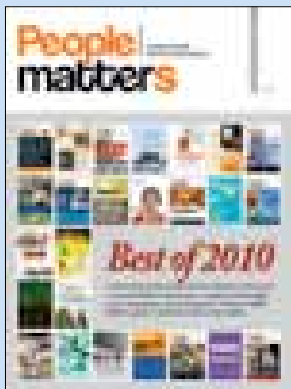
WHEN A LARGE COMPANY  
REALISED THE POWER OF  
**ASSESSMENTS,**  
IT WAS ABLE TO SAVE  
**8,100** HOURS OF LABOUR,  
DECREASE ANNUAL  
TURNOVER BY **71%**  
AND RECOGNISE AN ANNUAL  
SAVINGS OF **\$175,000.**

iXe=S<sup>~</sup>

The formula for business success requires two elements—the individual and the environment. Remove either value and success becomes impossible.

That's what we do for business—we multiply individual talent with the right environment to make great things happen—just as we did for a well-known global company in 2009.

1800 3000 3322  
[www.kenexa.com](http://www.kenexa.com)



Vol. I • Issue No. 11 • Dec 15 - Jan 2011

**Editor-in-Chief:** Tejasvi Mohanram  
tejasvi.mohanram@peplematters.in

**Managing Editor:** Ester Martinez  
ester.martinez@peplematters.in

**Deputy Editor:** Dr. Tanaya Mishra

**Associate Editor:** Savreen Gadhoke  
savreen.gadhoke@peplematters.in

**Assistant Editor:** Vrishi Malhotra  
vrishi.malhotra@peplematters.in

**Corporate Relations:** Tanuja Abburi

**Sales & Marketing:** Rahul Singh  
rahul.singh@peplematters.in  
+91 (124) 4148102

**Events & Training:** Bhavna Saxena  
bhavna.saxena@peplematters.in  
+91 (124) 4148101

**Design & Production:** Shinto Kallattu

**Webmaster:** Jose Miguel Gomez

**Featured in this issue:**

Adi Godrej	Kris Gopalakrishnan
Arun Maira	Nitin Paranjpe
Azim Premji	Phanish Puranam
Bala Balachandran	Pramod Bhasin
Balvinder Singh Kalsi	Praveen Vishakantiah
Brij Mohan Bansal	Rajesh Nambiar
Chanda D. Kochhar	Robert S. Kaplan
S. K. Chaturvedi	Sanjiv Bikhchandani
Deep Kalra	Santrupt B. Misra
Gautam Thapar	Satnam Singh
Inder Sidhu	Shailesh Rao
Indranil Roy	S. K. Swamy
K. R. Kamath	

**Contributors in this issue:**

Asha Bhandaker	Rajeshwar Upadhyaya
Gautam Ghosh	Tiger Tyagarajan
Manish Sabharwal	

**Printed, Published & Owned by:** Tejasvi Mohanram

**Published at:**

Tetra Media Pvt. Ltd.  
1014, 10th Floor, DLF Galleria  
DLF Phase IV, Gurgaon  
Tel: +91 (0) 124-414 8101  
info@peplematters.in • www.peplematters.in

**Printed at:** Rakesh Press

A-7, Naraina Industrial Area, Phase-II, New Delhi  
Tel: 011-45 666 555 (30 Lines)

**Note to the readers:** The views expressed in articles are the author's and not necessarily those of People Matters. Although all efforts have been made to ensure accuracy of text, neither the editors nor the publisher can take responsibility for consequences arising from errors or omissions in the information provided.

Reproduction in any manner without prior permission from publisher is prohibited. Printed and Published by Tejasvi Mohanram. Printed at Rakesh Press, A-7, Naraina Industrial Area, Phase-II, New Delhi. Published at 1014, 10th Floor, DLF Galleria, DLF Phase IV, Gurgaon.

This issue of *People Matters* contains 84 pages including cover.

# CONTENTS

## Best of 2010

A look back at the most relevant stories of the year - on leadership & succession, employer branding, core competence, best employers, talent & skills deficit, gender inclusion and social media

### 18 Lead Speak

- **BALA BALACHANDRAN**  
*J. L. Kellogg Distinguished Professor of Accounting and Information Management*
- **SANJIV BIKHCHANDANI**  
*Founder, Infoedge (Naukri.com)*
- **PRAMOD BHASIN**  
*President & CEO, Genpact*
- **ROBERT S. KAPLAN**  
*Professor of Management Practice, Harvard Business School*
- **PHANISH PURANAM**  
*Professor of Strategy, London Business School*
- **SATNAM SINGH**  
*Chairman and Managing Director, Power Finance Corporation*
- **S. K. SWAMY**  
*Chairman, RK Swamy Hansa*
- **INDER SIDHU**  
*Senior Vice President - Strategy and Planning, Cisco*
- **BRIJ MOHAN BANSAL**  
*Chairman & Director (Planning & Business, Development), Indian Oil Corporation*
- **S. K. CHATURVEDI**  
*Chairman and Managing Director, Power Grid Corporation of India*
- **RAJESH NAMBIAR**  
*VP & General Manager, Global Delivery, IBM Global Business Services*

## Talent Acquisition

- 26 People Dividend
- 30 Not More Cooks but a New Recipe  
- Manish Sabharwal, Chairman -  
TeamLease Services Pvt. Ltd.

## Organization & Technology

- 32 Space, Time and the Workplace
- 34 Social Media & HR - The Challenges  
and the Opportunities  
- Gautam Ghosh, HR Head of a firm

## Employer Branding

- 38 The Power of Attraction

## Leadership

- 42 Next Generation of Asian Growth
- 44 The Leadership Factory
- 48 Succession Planning

**[www.peoplesmatters.in](http://www.peoplesmatters.in)**

**An Open Space for  
Exploring Business Potential**

Advertise your Business or Products...  
Download the E-magazine or  
Product Features...  
Contribute, Subscribe or just Browse...

## Special Initiatives

- 50 India's Best Companies to Work for
- 52 Gender Inclusion in India
- 54 That Tomorrow has come!

## Best of Rajeshwar Upadhyaya

- 57 Hamlet: The Paralysis of Intellect
- 60 The Self Destructive Imperative of  
Nepotism

## Sports & Management

- 62 Learning from the Book of Cricket  
- Tiger Tyagarajan, Chief Operating Officer,  
Genpact
- 64 Waka Waka!  
- Tejasvi Mohanram

## Regular

- 4 From the Editor's Desk
- 8 Letters to the Editor
- 12 Snippets
- 66 Knowledge & Networking
- 69 Product Supplement and  
Buyer's Guide
- 82 The Last Word

We value your feedback. Write to us at: [info@peoplesmatters.in](mailto:info@peoplesmatters.in)

# Letters to the editor

## Research Oriented

*People Matters* issue on the eve of NHRDN conference is yet another beauty in content, coverage and layout. It is very interesting to see HR raised to new respectability as *People Matters* has always interwoven HR with business strategy. I always look forward to receiving next issues. *People Matters* should strive to become India's Harvard Business Review – research-based and less rhetorical.

- Anil Khandelwal, Former Chairman & Managing Director, Bank of Baroda

## Quality Product

Reference to the cover story of the November issue of *People Matters*, 'That Tomorrow Has Come', the articles have come out well and I appreciate the team effort in bringing out a quality product.

- S. Varadarajan, EVP and CHRO, Quattro

## Excellent Coverage

I must congratulate *People Matters'* team for the excellent coverage it is able to manage month on month. iWatch is also on the same path focused at the bottom 90% of the workforce.

- Krishan, Chairman & Founder, iWatch

## Meritocracy First

Reference to the 'Gender Inclusion in India' survey conducted by *People Matters*, I completely agree with the views of the HR Community that the first and foremost applicable principle should be selection of candidates based on meritocracy, irrespective of their gender. Now, out of this merit pool, companies should make the environment conducive for female employees. Given the social



demands of our Indian society, organizations have to be sensitive toward their female employees. Research also shows that at certain levels of organization, females are more productive than their male counterparts.

- Ashutosh Khera, Ranchi

## Career Growth Issues

Reference to the 'Gender Inclusion in India' survey published in the last issue of *People Matters*, it would have been effective to capture the sentiments of a women sample size by one to one interaction and sharing and understanding career growth issues.

- Aarti Pandey Ahir, via email

## Interesting Article

The 'Gender Inclusion in India' survey was an interesting article. Having spent more than a decade in the IT services industry, I've a few thoughts to share – global teams and working across geographies brings with it unique challenges (for women) to work across time zones.

- Sujatha M., via website

## Striking the Right Chord

The article 'Diversity & Inclusion – A Global Approach' in *People Matters* struck the right chord. For companies having wide spread geographical locations reaching out to international markets too, streamlining the diversity and inclusion agenda in all their offices is a big challenge. An even greater challenge is to identify the areas of concern. Very rightly mentioned, while for some organizations, diversity in employee age is important, it may be gender, cultural background or qualification for others. The right step toward practicing inclusion and diversity is to first understand problematic areas and then suggest remedies.

- Dhruv Prasad, Kolkata

## Proactive Change

In reference to the cover story 'That Tomorrow Has Come', it was interesting read the view of top honchos of India Inc. including leaders and HR community on what the future holds for organizations in India and how they can leverage these changes by proactively changing their functioning and execution strategies. The global economic scenario is transforming rapidly and unless organizations, both national as well as international, do not adapt to these transformations, they will not be able to withstand competition in future.

- Nishith Kaushal, Gorakhpur

## Interesting Read

It was interesting to read the views of Aron Ain, Global CEO, Kronos Inc., on the challenges grappling the Indian IT/ITeS sector. It is true that the increasing labor cost borne by the IT/ITeS sector in India will pose great challenges to the survival of this sector.

- Ridhima Sikri, Bangalore

Send your comments at [feedback@peplematters.in](mailto:feedback@peplematters.in)





# YOU LEARN BEST FROM THOSE WHO KNOW NEXT.

## **SHRM India Knowledge Centre\***

Globally market trends are evolving at lightning pace. The need of the hour is to 'know what's next'. We are building a pool of top notch HR Subject Matter Experts to offer HR professionals a unique value proposition. HR professionals will have easy access to contemporary research and gain valuable insights on future challenges through our Knowledge Centre.

Let's begin our journey into  
What's next.



[www.shrmindia.org](http://www.shrmindia.org)  
[shrmindia@shrm.org](mailto:shrmindia@shrm.org)  
+91 22 4247 2000

\*For members only.

Capital/SHRM/037

# Recap November 2009: Well on the Road



Dr. K.K. Narayanan, Ravi Krishna and Dr. Gautham Nadig - Metahelix Life Sciences



People Matters, Nov-Dec 2009

In its story titled “Well on the Road” (November 2009), *People Matters* covered three young companies that questioned the status quo and were at different stages of organizational growth. One of the three, Metahelix Life Sciences, is a pioneering Indian agricultural biotech company that has succeeded in developing its own product for genetically modified seeds (cotton, rice) and high performance hybrid seeds for rice, maize, cotton and millets. The company has successfully commercialized these products over the last three years. A 250 odd people organization a year ago, led by Dr. KK Narayanan, Dr. Gautham Nadig and Ravi Krishna, Metahelix was challenging global giant Monsanto with its hybrid seeds and its sizzling pace of progress.

This month (Dec 2010), Metahelix Life Sciences announced the acquisition of a majority of its shares by Rallis India Limited, a Tata Enterprise. With this transaction, Rallis India Limited will have a 53.5% stake in Metahelix along with the promoters, who will continue to hold equity in the company. In a very short span of time, Metahelix’s leadership team has succeeded in building technological strength and in providing a superior product portfolio. This acquisition by Rallis, will strengthen their reach and their scale of operations.

A hand is shown turning a wooden block in a row of dominoes. The dominoes are arranged in a line, and the hand is positioned to flip the block, which will then fall and knock over the others. The background is a solid blue color.

We turn things around...


**IFCI**

Since 1948

Nurturing enterprise • Financing development

© 2010 IFCI



Since 1948  
Nurturing enterprise • Financing development

Nurturing enterprise • Financing development



# KEY EVENTS 2010

## The Women's Reservation Bill

**T**he controversial and highly debated Women's Reservation Bill that aims to give 33% reservation for women in Parliament and state legislative bodies, was passed in March by the Rajya Sabha - 14 years after it was first introduced. The bill aims to bring more women participation in politics & society and is expected to create equal opportunity for men and women. At the same time, it faces criticism on the grounds that it may hurt women's self-esteem and benefit only women of the elitist groups to gain seats, therefore causing further discrimination. Having made its way through the upper house in March 2010, the question still remains if the bill will be tabled in the Lok Sabha; and more importantly, in what form it will be introduced, with widespread demands for 'backward' and 'minority' quotas within the 33%.

SNIPPETS

### Breaking the Glass Ceiling

**T**he controversial Women's Reservation Bill which will ensure 33% reservation of women in the Parliament and State Legislative Bodies was passed in the Rajya Sabha in March thereby making history. The bill, which faced stiff opposition from the Samajwadi Party (SP) and the Rashtriya Janta Dal (RJD), garnered 186 votes in favour and only one against. The bill will now give women equal decision-making powers as men in Parliamentary decisions. Presently, the female population of the country, which is poised at half a million has less than 60 elected representatives in the 545 Lok Sabha Seats – only a meager 11% seats. The implementation of this bill will increase this number to 180 – 3 times. Although there are still quite a lot of apprehensions regarding 'who will reap the benefits of the bill?', yet an insinuation has already started doing the rounds in the business circle that should there be a women's reservation for boardrooms as well just like Norway follows a similar law which stipulates a minimum 40% of women on a company's



**It is believed that presence of women in boardrooms will bring about much needed stability, sensibility and a contrarian viewpoint in decision-making**

Board. Can India ever adopt such a policy considering that a Women's Reservation Bill has taken 14 years to be passed? Experts are citing their opinion on this issue by saying that compulsory inclusion of women in boards is not as pressing an issue as inclusion in Parliament. It is believed that presence of women in boardrooms (as also in the Parliament) will bring about much needed stability, sensibility and a contrarian viewpoint in decision-making.

Snippets – People Matters, April Issue - 2010

## Foreign Educational Institutions Bill

**I**n March 2010, the Union Cabinet gave its nod to The Foreign Educational Institutions (Regulation of Entry and Operation, Maintenance of Quality, and Prevention of Commercialization) Bill, 2010, which if passed in the Parliament would allow Ivy League Universities like Harvard, Oxford, Yale, et al, to set up campuses in India as a Deemed University and grant independent degrees to students. This step comes as a major breakthrough in the Indian education sector considering that 100% FDI in education was allowed way back in 2000 but it is only now that the government has taken a corroborative step. The bill, however, put in place ironclad norms on foreign universities such as fee regulation, minimum corpus of Rs. 50 crore and an NOC from the home country's embassy in India. It is expected that these stringent norms imposed on Foreign Institutions will hamper their willingness to set universities in India. Although, few experts are of the opinion that these norms have been put in place to protect the interests of the Indian management institutes, this regulation will have little impact on improving quality higher education in India. Many foreign institutions have increased the tie-up and collaborations in India, in the form of co-operative agreements through faculty and student exchange programmes and joint research, courses, internships and joint ventures in short programmes but the Bill has had little impact on the foreign universities setting up campuses in India.

## EPF Interest Rates up to 9.5%

**I**n September 2010, Minister of State for Labor, Harish Rawat announced an increase in the interest rate offered on Employee's Provident Fund in the current fiscal to 9.5% - the highest in five years. The move benefits over 4.5 crore salaried employees of the country. The decision to hike interest rates came after the government identified a surplus of Rs.1,730 crore in suspense accounts. The hike in EPF interest rates, which is applicable only for FY 2010-11, saw diversion of funds being saved in fixed deposits to EPF instruments. While the salaried class rejoiced, the Finance Ministry expressed concerns over the competitive EPF rates as having negative impact. This is because hike in the interest rate of EPF will cause companies running provident fund trusts to also extend such competitive rates to their employees; and this will be difficult to sustain in the long run.



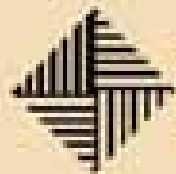
# HOW ABOUT A WHARTON, HARVARD OR STANFORD AT YOUR DOORSTEP?

Give your organization a sharp, competitive edge by developing your biggest assets: 'your people'.

Create your own "Corporate University"

## Why Corporate University?

- ✓ Makes learning and development an ongoing embedded feature
- ✓ Keeps you updated with the latest industry and business trends
- ✓ Motivates employees to acquire new skill-sets
- ✓ Enhances your knowledge management
- ✓ Impacts people, performance and profits



DALE CARNEGIE TRAINING  
INDIA

For further details,

Call us : +91-22-67818113

Email us : [corporate@dalecarnegieindia.com](mailto:corporate@dalecarnegieindia.com)

Website : [www.dalecarnegieindia.com](http://www.dalecarnegieindia.com)



Your Global Engagement Partner

The Indian aviation sector was one of the worst hit in 2010 in terms of recruitment plans

## 2010: India Employment Scenario

Emerging as one of the most optimistic nation post-down-turn, India Inc. went back on its hiring spree in 2010. Sectors like IT/ITeS, Telecom and Auto increased hiring while devising expansion plans. Recruitment in companies such as TCS, Wipro, Infosys, et al picked up from the first quarter of 2010 while BFSI also saw surge in recruitment activities most significantly from the second quarter. In the auto sector, companies like Tata Motors' Jaguar Land-Rover announced optimistic hiring plans. Job opportunities in Real Estate sector also showed significant expansion year-on-year. The Consumer Goods / FMCG, Food & Packaged Food industry recorded

notable improvement in hiring scenario. With the opening up of the power sector to private players, a lot of people movement could be observed in this sector too. The construction and infrastructure sectors saw surge in hiring due to increased activities in infrastructure and growth of the real estate and construction sector. The Indian aviation sector was one of the worst hit in 2010 in terms of recruitment plans. While Air India is struggling with cash crunch, other private air carriers also suffered due to hike in fuel prices and increased government subsidy. Sectors such as Textiles, Gems & Jewellery, Agro also remained laggards in the hiring space.

## The Direct Tax Code

In August 2010, the Cabinet cleared the Direct Tax Code, implemented effective from April 2011 and replacing the 48-year-old Income Tax Act, 1961. The Direct Tax Code, when implemented, will substantially bring down personal income tax payable by salaried employees and will disallow tax-free perks. The current limit of exemption of income tax on specified savings up to Rs.1 lakh will be increased to Rs.3 lakh for all types of savings under section 80C of the IT Act. In order to encourage long term investments, instruments such as PPF, EPF, Insurance Premium in Pension (annuity) schemes, Post Office National Savings Schemes, et al, will be eligible for tax exemption while savings in fixed deposits, interest and principal payment on housing loans, educational expenses of dependants, et al, will not be eligible for tax savings.

The Direct Tax Code will also substantially raise the income tax slabs thereby lowering tax liabilities of individuals. As per the revised taxable slabs, income above Rs.1.60 lakh and up to Rs.10 lakh will require 10% tax to be paid, 20% for income between Rs.10 lakh and Rs.25 lakh, and 30% for income exceeding Rs.25 lakh. The Code will also substantially curb avoidance of tax by putting a rider, which will require allowances and perquisites such as LTA, medical expenses, conveyance allowance, et al, to be taxed. In July 2009, the Government had abolished the Fringe Benefit Tax, which added these perquisites to the salaries of the employees making them taxable.

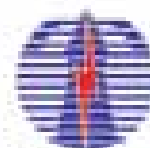
**68 transmission projects under implementation.**

**Building 9 high capacity  
power transmission corridors.\***

**Projects worth approximately  
₹ 81,000 crore currently under execution.\*\***

## THE **POWERGRID** GROWTH STORY

- World's 3rd largest power transmission company\*\*\*
- Asia's 15th fastest growing energy company\*\*\*\*
- 68 ongoing transmission projects and 65 substations under various stages of implementation as on September 30, 2010
- One of the world's best transmission companies with 99.77% system availability\*
- Owns & operates 93% of India's interstate and inter-regional transmission system
- Transmits approximately 51% of all power generated in India as on September 30, 2010



**पावरग्रिड**

**POWER GRID  
CORPORATION OF INDIA LTD.**

(A Government of India Enterprise)

[www.powergridindia.com](http://www.powergridindia.com)

\*Directed by CERC \*\* Budgeted cost \*\*\*Source: World Bank press release dated January 27, 2009

\*\*\*\*Source: 2009 PwC Top 250 Energy Company Rankings \*\*Source: B&B Company report 1 for FY 2010

ONE NATION - ONE GRID

# HIGH PROFILE APPOINTMENTS



## Arup Roy Choudhary

Nation's biggest power generation utility NTPC saw a change of hands in management when NBCC Chairman Arup Roy Choudhary took over from R. S. Sharma in September this year. A Civil Engineer with Post-Graduation in Management and Systems, Choudhury is at present pursuing a doctorate from IIT-Delhi. Choudhury has taken charge of NTPC at a time when the company is at a turning point with plans for expansion and plans on venturing out into nuclear power firmly set.



## Sanjay Aggarwal

Kingfisher Airlines roped in former SpiceJet CEO Sanjay Aggarwal as its Chief Executive Officer in September 2010. Aggarwal, who was instrumental in making SpiceJet profitable in FY'10 for the first time since its inception in 2005 quit after Kalanidhi Maran acquired 37.7% stake in SpiceJet. At Kingfisher Airlines, Aggarwal has the daunting challenge to turn around the performance of beleaguered Kingfisher Airlines whose debts, as on March 2010, stood at Rs.6,000 crore – highest amongst all domestic private air-carriers.

## Prithviraj Chavan

The state of Maharashtra geared up for a new epoch as Prithviraj Chavan took over as the Chief Minister in November 2010. The change took place after the Congress High Command accepted the resignation of Ashokrao Chavan from the CM's post subsequent to his name being deeply maligned in the Adarsh Housing Scam. At a time when corruption is at its peak and the government is shrouding behind a curtain of excuses, the appointment comes as a refreshing change as Chavan is known for his clean and efficient image and known to keep a low profile.



## Harsh Manglik

Information Technology industry body, the National Association of Software and Services Companies (NASSCOM) got on board Harsh Manglik as the new Chairman of its Executive Council for the year 2010-2011. Manglik succeeded Pramod Bhasin effective April this year. Manglik has been a member of NASSCOM's Executive Council and is currently the Chairman and Geography Managing Director for Accenture in India. He has been entrusted with the responsibility of channelizing growth in the Indian software industry and be instrumental in the attainment of future goals of the association.



## Jayant Khosla & Sanjay Kapoor

India's telecommunications giant Bharti Airtel roped in Essar Telecom's CEO Jayant Khosla to head up its operations in seven African countries through the acquisition of South Africa's Zain Telecom in June 2010. Bharti intends to divide its African operations into three separate divisions, each of which will be headed by a CEO. Bharti Airtel also elevated Deputy CEO Sanjay Kapoor to the post of CEO replacing Manoj Kohli. Kapoor has been with Bharti since 1998 & has been instrumental in building its mobile services, especially in Delhi.



## Carl-Peter Forster

Tata Motors appointed Carl-Peter Forster as Group Chief Executive Officer of the company in February this year. Forster resigned from General Motors last November after the deal to sell Opel and Vauxhall to a consortium led by Magna International fell through. The position put Forster in charge of the Indian auto giant's global operations, including Jaguar and Land Rover. Forster succeeds Ravi Kant and is carrying out the restructuring of Tata's JLR business, which the Group bought from the Ford Motor Co. in 2008 for a whopping US\$2.3 billion.





# Best-in-class organisations use SHL assessments to drive business performance

Are you hiring the right talent?

Are you concerned about your top talent leaving  
and employee performance levels declining?

New independent research by Aberdeen Group\* demonstrates  
that SHL customers are seeing:

**18%** greater new-hire performance

**15%** greater performance in first year retention



If you would like to find out more, call us on 022 40929208  
or email [india.productsupport@shlgroup.com](mailto:india.productsupport@shlgroup.com)

**Aberdeen Group**  
A Harte-Hanks Company

Aberdeen Group - worldwide survey on how to implement and utilise assessments at every phase of the employee  
lifecycle to improve decision making in hiring, development, learning and succession - March 2010

[www.shl.com](http://www.shl.com)



# LEAD SPEAK

In the year gone by, *People Matters* gathered views from various thought leaders on topics ranging from economic challenges, the education system, workforce effectiveness, organizational strategy and competitive advantage. Here are excerpts from some of the most provoking and informative views expressed by thought leaders

## On Education: Equity and not equality

March Issue, 2010

Curriculum and courses designed in the 1990s (and earlier) are still being taught in many colleges in India. There are many teachers who learnt their material in the previous century and have not gone for any refresher courses or updated programs and are teaching the same notes. Thanks to the Internet, there is world class curriculum available online and faculty should be given facilities to be retooled. Get the teachers current and the students will be current. If somebody tells me that "Education is Expensive" my response to that is: "Then Try Ignorance." I am a strong believer of Equity and not Equality. One should earn respect and a job and not buy.



**Bala Balachandran**

J. L. Kellogg Distinguished Professor of  
Accounting and Information Management

## On the Education System: A vicious circle of mediocrity

March Issue, 2010



**Sanjiv Bikhchandani**

Founder, Infoedge (Naukri.com)

In India, the problem is that to run an education institution, you got to be a non profit organization. The government will therefore give you access to cheaper land. But the moment land is below market prices, its supply gets restricted. And therefore it goes to people who have access to power like politicians, bureaucrats and a few other influential people. They are not necessarily in it because they are committed to education. Also, because the government gives cheap land, it says that we will influence fees. If the government fixes my revenue, I will work backwards and ask how to profit under the given constraint. Hence, schools pay poorly to teachers, develop poor talent and don't invest enough back in their infrastructure. Private sector higher education, barring a few notable exceptions, is stuck in what I would call a Vicious Circle of Mediocrity. We will give cheap land to friends who are not great educationists, who will then go out and build mediocre institutions for education. We will in turn control their fees; they will attract low quality teachers, pay them less and deliver poor courses. Hence, it comes as no great surprise that only 15-25% of India's engineers are employable.



**Pramod Bhasin**  
President & CEO, Genpact

## On Talent Supply: India's competitive advantage is under threat

March Issue, 2010

When the President of Colombia calls on Genpact to understand how we can begin operations in that country and Mayors of cities in China take active interest in how they can improve curriculum for employability, it is time for India to wake up from its institutional lethargy. Our competitive advantage is under threat. There isn't sufficient accountability in the system for industry to dole out large grants and also the scale of the problem is beyond the disparate efforts of a few corporates. Ultimately, we cannot solve this without active interventions from government and public institutions. For a start, we need to create an environment where teachers are paid better. There are loads of financial regulations on colleges that make it unviable for them to pay their teachers better. A fair amount of re-regulation in higher education is required that will encourage public-private partnership. It's time the powers that be picked a model and went ahead to create a scalable solution. Finally, not everybody needs to go to college. There is huge opportunity in the skilled workman sphere and it's time we studied examples like that of Germany, which with its dual education system and emphasis on apprenticeships, ensures efficient allocation of talent.

## On Management Mantras: You only monitor when there is no faith

April Issue, 2010

While others benchmark performance with their peers or best-in-industry, Power Finance Corporation (PFC) does not. Benchmarking cannot be done accurately; it could either create an artificial limit but then the full potential is not exploited if it is set too low or it can signal that it is impossible if it is set too high and creates demotivation. PFC follows a simple yet effective technique which is: One should benchmark with oneself and become better and better every day. If this is followed as an attitude, it will work wonders for the individual and the organization as well. While other companies think that monitoring is essential for performance, PFC does not. You only monitor when there is no faith in the people you assign the job to. One should choose the right person for the job and give empowerment and trust to deliver results. This management style is aligned to PFC's ambitious motto that the company has adopted: 'We create possibilities for a better tomorrow'. The results show there is no such thing as 'trying' when it comes to achieving results, and PFC has demonstrated that they know how to do it consistently.



**Satnam Singh**  
Chairman & Managing Director  
Power Finance Corporation



**Phanish Puranam**

Professor of Strategy, London Business School

## On Competitive Advantage: Build by design or serendipity

April Issue, 2010

Capabilities can be built up by design but some emerge through serendipity. A call centre may discover that in analyzing call volume, they have the seedling of a data analytics capability. An IT outsourcer may find that they have learnt enough about their client's business to be able to offer business consulting advice. This happens all the time because what people learn and how this knowledge will prove useful is difficult to anticipate perfectly. But being able to see it when it happens is vital as it can form the basis for differentiation within the same business or diversification into a new one.

## On Competitive Advantage: Talk to your customers

April Issue, 2010

Companies evolve organically as a response to market forces. In the process, they develop new capabilities that could potentially be the big competitive differentiator. Managers need to identify any new crucial differentiators and build on these for strategic advantage; this identification of competitive differentiators for companies is very crucial. Often, the most important way to identify competitive advantage is to look outwards and talk to customers. If you understand why customers chose you to do business with over your competitors, you have the most accurate response to the competency question. Customers are like a mirror to the organization and companies can very easily let their advantage slip by not being close to their customers. The big danger for companies that are not close to their customers is that trends catch them by surprise. An example of such competency search leading to meaningful strategic advantage is Apple. It is a great example of a company that constantly aligns its technological capability with its ability to really understand the customer better than competitors. Companies that think they know best are rarely able to take full advantage of their internal competencies.



**Robert S. Kaplan**

Professor of Management Practice  
Harvard Business School



# 3 Steps to Build Your Own Corporate University



**DDI has helped** Fortune 500 companies everywhere create strong learning centers quickly. We can help you in 3 key ways:

1. Train your trainers. We will help them develop the skills to effectively deliver DDI courses. Our certification is valid worldwide.
2. Provide a comprehensive curriculum of 60 plus courses used by top corporate universities.
3. Leverage our unique and research-validated training methodology, including DDI's copyrighted key principles, process and feedback skills.

For more details on how to bring DDI's learning approach and content into your organization, go to [www.ddiworld.com/CorporateUniversityIndia](http://www.ddiworld.com/CorporateUniversityIndia)



**S. K. Swamy**  
Chairman, RK Swamy Hansa

## On Branding: Employer branding is no different

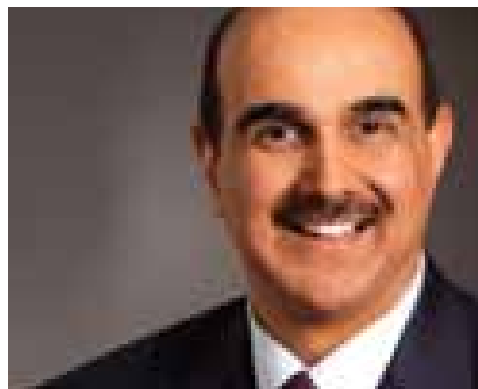
May Issue, 2010

**W**e live in a “branded world” – we live in branded localities, branded cities, we send our children to branded schools where they receive branded education and we work in branded companies. When it comes to branding, at a conceptual level, there is very little difference between branding for products and services to clients, and branding a company’s value proposition to employees. At a very basic level, all communication is targeted towards an individual’s ambitions, desires and insecurities. In marketing as well as employee communication, we try to motivate a person to take a certain course of action by convincing him about how his needs are going to be fulfilled by the brand – be it owning / driving a particular make of car or working in a particular company.

## On Collaboration Technology: Time and distance are rendered meaningless

June Issue, 2010

**T**he massive deployment of collaboration technology will have a number of significant impacts. For starters, it will reduce barriers that commonly divide people, making the world a more connected and interdependent place. With collaboration technology, time and distance are rendered meaningless, so people can work more flexible hours and with a greater than usual number of colleagues. At Cisco, we routinely gather experts from three or more countries — including India — to solve customer problems in real time. Collaboration technology, thus, helps us better leverage our knowledge and capabilities and deploy it where it is needed most. This increase in scalability is making Cisco a more agile and adept company and not just internally. We’re better able to communicate with our partners, suppliers and customers. In other words, collaboration has made us more competitive and receptive. To make the most from collaborative technology, we have adjusted our management structure. In addition to our traditional command - and - control model, we also have a complementary decentralized model that drives decision making deeper into the field. Together, they help us work smarter and faster than we ever imagined possible.



**Inder Sidhu**  
Senior VP - Strategy and Planning, Cisco



**Brij Mohan Bansal**

Chairman & Director (Planning & Business Development), Indian Oil Corporation

## On Growth and Diversification: Equip people to grow upstream

July Issue, 2010

**F**rom the business point of view, the major challenge for our industry is the fluctuation of crude oil prices in the global market. On the talent front, we have faced a major challenge in terms of talent shortage, especially in areas of new businesses for us. In the last few years, we have grown extensively in new business areas where we had no presence before and it was challenging to have the internal talent available to run those businesses. We have grown in upstream and downstream, especially into petrochemicals and diversified into natural gas. Considering our core business is refining and marketing, it has been a huge change in terms of the talent we needed to attract and groom internally to run these diversified businesses. We have trained people from in-house combining with external recruitment at entry and middle management levels from private sector as well. We have been successfully able to equip our people with new skill sets and we are contributing this talent to the overall industry as well. Today, we have the confidence that we have those required capabilities ourselves.

## On Employee Retention: Employees value long term benefits

October Issue, 2010

**T**ransmission 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. 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.



**S. K. Chaturvedi**

Chairman & Managing Director,  
Power Grid Corporation of India



**Rajesh Nambiar**

VP & General Manager, Global Delivery  
IBM Global Business Services

## On Gender Inclusion: Leader's conviction of benefits is the key

November Issue, 2010

It is imperative that management understands the business benefits of diversity (which could be manifold like better perspectives in decision making and innovation, et al), and then sets the right targets for some of the outcome metrics and drive them through focused programs. If an organization underpins its diversity agenda on solid understanding of why they are driving it, then institutionalizing would be very similar to any other business objective like growth, productivity, et al, as the expected business outcomes would help the leaders to internalize the diversity agenda. The most important point to consider while attempting to enhance effectiveness is organizational conviction is the level of conviction among leaders that there are clear business benefits associated with diversity in workforce. Having metrics could be easier once the reasons for improving gender diversity are adequately clear. If there is clear conviction on the business benefits of diversity, then the organization could choose to have certain targets in terms of diversity population at all levels and work towards those numbers as an indicator of progress to a larger goal.

**minerva** | entrust, empower  
HR Suite & e-care



human resource management system, automates every HR process

- Designed and conceptualized by the India's leading HR Consulting Group
- Completely web-based - enables knowledge sharing across locations around the world
- Modular structure allows maximum flexibility and customization
- High System scalability and compatible to be integrated with ERPs like Oracle/SAP etc
- Manages multiple employee series in one single system
- Single window to company's HR to track every HR process





# 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.

Thomas. Making people profitable.

## THOMAS ASSESSMENTS PVT LTD

- 209, Udyog Mandir No 1, Pitamber Lane, Behind Johnson House, Mahim (W), Mumbai 400 016. Ph: 022 24460048/24452001/24448431
- 12th floor, 12H, Vandana Bldg, Tolaxy Marg, New Delhi 110001. Mobile: 9350853427
- 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*

2010 has seen the beginnings of a renewed battle for talent within India Inc. As employers learn to cope with an unprecedented talent crunch, the failings of our education policies and vocational training systems are becoming more and more glaring. The labor situation in India – one with an estimated 240 million additional skilled workforce requirement over the next 10 years and with 250 million workers currently untrained and underemployed – has all the makings of a socio-economic disaster. The emerging situation is one that was unthinkable for industry and policy-makers alike a decade ago – surplus capital but insufficient labour.

The cover stories from March – “Where are the People?” and July – “India Skilling” looked into some of these glaring issues

# PEOPLE DIVIDEND



Cover Story – People Matters, July Issue - 2010

BY TEJASVI MOHANRAM | ESTER MARTINEZ

[illegible]

## People Matters • December 2010 • 27



with political influence. The loophole is that you have to be a non-profit organization to run an educational institution in such a bureaucratic environment as only then will the government give you cheap land. However, land supply becomes restricted the moment its prices are declared below market prices. And therefore it goes to people who have access to power like politicians, bureaucrats and a few other influential people who are not great educationists and are only interested in either to dispense patronage or to run a business where they can make profit, as is reflected in the large number of politicians associated with or promoting educational trusts in the southern states and in Maharashtra. Now, since the government gives cheap land, it influences fees, which strains revenue flows. Schools therefore pay poorly to teachers, develop poor talent and don't invest enough back in their infrastructure. Hence it comes as no great surprise that only 15-25% of India's engineers are employable.

Another common criticism of the education system is an outdated curriculum and massive bureaucracy around the setting of curriculum. Students take up courses without gathering much information on what the latest industry trends and demands are and end up in jobs without any practical exposure to the Corporate. While it is necessary that industry and academia draft the syllabus and curriculum together, retooling teachers is as essential as reworking the curriculum. It is appalling that the same course curriculum that was drafted and designed in the 1990s is still being taught to students. Also, over the years, there has been no retraining of skills

of teachers imparting education in these outdated institutes.

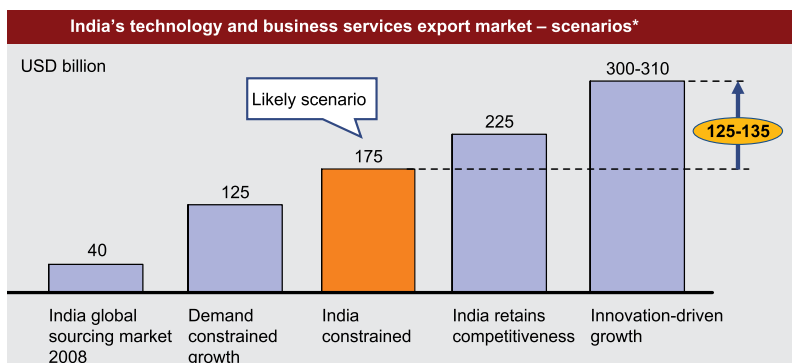
The massive growth and diversification opportunities in new sectors is also creating a dangerous trend of companies building capabilities by poaching teams en-masse from established competitors as opposed to putting in the effort and investment in building a talent pool, thus enhancing the preparedness of the entire industry.

## Solutions Galore

In an economy where 90% of jobs are skill-based (as opposed to knowledge based), there are currently about 40 million registered unemployed people in India and probably another 260 million who are under-employed or unemployed in the age group of 18-50 years. Estimates peg the incremental human resource required by 2020 to maintain 8.5-9% growth in the economy at a staggering 240 million across various industries. Staggering, considering the entire country's employment exchanges gave about 200,000 jobs to the 40 million registered unemployed last year. The current vocational set-up in India, comprising of 7,500 Industrial Training Institutes (ITIs) and polytechnics, caters to only 2.5 million people, which further compounds the demand-supply gap in many sectors. Take the Indian automobile sector for instance. A report by the Society of Indian Automobile Manufacturers states the sector will see the creation of 5 million new jobs in the next three years, 60% of which will be skilled labor. And this figure will reach 25 million by 2016. With the current system failing to live up to expectations in providing a skilled employable workforce, where are these people going to come from?

From the discussion above, some of the solutions seem obvious. The most important one would be to free technical institutions and colleges from the constraints and strictures they face and let market forces dominate the education segment including salaries of teachers and professors. Most crucially, on the training side, a few pioneering entrepreneurs have built capacity and capability in terms of curriculum and training programs, funding from private institutions, tie-ups with global education companies, setting up training infrastructure and creating a network of trainers. Each of these major players is targeting, over the next 5 years, to skill around one to two lakh people annually through government support or with retail programs, with price points of programs ranging between Rs.2,000 and Rs.250,000 depending on their skill level and complexity.

## AN OPPORTUNITY OF UP TO USD 150 BILLION COULD BE AT RISK IN 2020



MANAGING TALENT

COVER STORY

## WHERE ARE THE PEOPLE?

The very suggestion of a talent crunch in a country of a billion people could seem preposterous. Around 20 years ago, the idea of surplus capital and insufficient labour was unthinkable and the idea, even today, is alien to many.

Over the last 2 decades, the Indian economy has come up on the back of a solid, educated, white-collared workforce that has catapulted it to the ranks of global economies. Many intellectuals claim it was but inevitable for a nation with a 'knowledge ethos' to come of age in today's information era. After all, belief in the value of knowledge and education has been the bulwark of Indian middle class upbringing and the results of this are apparent to any observer.

The IT industry has not just lent voice to a generation of educated Indian families, whose skills were previously under-utilized in the License Raj quagmire of the 1980s. Aided by some astute (and sometimes forced) reforms, it has created a warning consumer class that has led off a self-fulfilling prophecy of spending power, consumer demand, investment, capacity building and innovation.

The last decade has seen the spawning of industries to meet this demand – financial services, infrastructure, real estate, hospitality, telecom, healthcare, media – the rewards of being part of the knowledge economy are apparent to people and policy-makers alike. The spoils of a good education are lost on few.

And yet, there is talk of a huge talent deficit – every CEO, policy pundit, HR head we speak to has a very strong message: It is very hard to find good talent these days. And worse, employability among fresh graduates is very poor.

## IS INDIA, THE PEOPLE, FALLING SHORT OF THE REQUIREMENTS OF INDIA, THE ECONOMY?

There is a near-consensus on the structural problems plaguing our education system – badly designed curriculum, poor teaching standards and politically-connected, myopic businessmen running majority of private educational institutes.

*People Matters* explores to understand what is wrong and what can be done to address this situation. We collect views from industry leaders, educationalists, policy-makers and from research to unravel the reasons and to look for solutions to the talent shortage confronting us.

BY TEJASVI MOHANRAM & ESTER MARTINEZ

Few companies have benefited from the Indian outsourcing revolution as Genpact. What started as a business unit within GE to provide business process services is today a USD 3.5 billion global BPO leader with offices in 16 countries. India is the central hub of the business with more than 70% of the 38,600 employees based out of India.

And yet, Trivedi Rishin, CEO of Genpact, is a worried man. "Employability of people coming out of college", he says, "is a key issue. Most graduates are unable to perform basic functions that you would assume they have been trained for, be it finance-related or business language related. Poor quality of training and haphazard curriculum mean that you just cannot rely on the skills coming out of college."

And he is not alone in his concerns. According to a study on the employability of graduates by McKinsey & Company, only 25% of engineering graduates, 15% of finance and accounting professionals and 10% of professionals with any kind of degrees in India, are suitable for working in multinational companies. On the same lines, a Nasscom 2009 report predicts

a shortage of up to 3.5 million professionals by 2020 in the global sourcing market, which could seriously undermine its 51% share of the industry.

As we spoke to a wide array of industry leaders, the concerns are similar. But nowhere more so than in the projected shortfall of trained non-graduate professionals. Says Hari Menon, CEO of IndiaSkills, a vocational training initiative, "A consumption driven economy, growing middle class and huge disposable incomes mean that retail, hospitality & BFSI will be the

fastest growth sectors on the service side, with about 20 million trained manpower need projected in the next five years by the National Skills Development Report 2009." The same report projects a demand of over 15 million skilled manpower in the construction sector. Specialized sectors such as auto and beauty are projected to need around 5 million skilled resources.

Manufacturing is another sector where India has traditionally lagged behind global giants, like China and the requirement here is a staggering

Likely annual revenue loss of

**USD150 Billion**

by 2020 in the IT & business services markets due to a projected shortfall of 800,000 professionals - Nasscom

28 • People Matters • March 2010

People Matters • March 2010 • 21

Cover Story – *People Matters*, March Issue - 2010

The enormous scale, complexity and far-reaching social consequences of the demand-supply mismatch for skilled workers mean that the planned solution has to be ambitious in its targets and must involve all stakeholders – government, companies, job-seekers, NGOs and industry bodies. Over the last couple of years, there have been some major steps taken by policy makers and industry bodies as a collective response to the brewing skill crisis. Primary among these policy initiatives is the formation of the National Skills Council (NSC) and the National Skills Development Council (NSDC). NSDC has been mandated with the behemoth task of skilling 150-200 million people by 2022 and there will be a requirement of Rs.15,000 crore to achieve this feat. Another big step in improving vocational training standards and output was the centre's decision to provide financial support for the upgradation of the Industrial Training Institutes (ITIs) through Public-Private-Partnership. 1,396 ITIs have been proposed to be upgraded into 'centers of excellence' in specific trades and skills under PPP. Under the proposed scheme, the state government, as the owner of the ITI, continues to regulate admission and fees while the new management will be given academic and financial autonomy and the central government will provide financial assistance by way of seed money. The central government's proposal also includes an interest-free loan of up to Rs.2.5 crore to each

**Current annual training capacity of 3 Million vs total skilled manpower demand of 83 Million by 2015**

- National Skills Development Commission

ITI for upgradation and revision of courses. It is envisioned to upgrade at least 300 ITIs every year under the PPP model. Currently, 250-300 ITIs have been 'adopted' by industry bodies FICCI and CII, who in turn have brought in industry members as sponsors.

With the necessary economic growth, government intent, policy framework, industry readiness and training capability all in place, the stage is now set for execution. The entire skills development and vocational training landscape is set to see an overall spending upwards of Rs.25,000 crores over the next decade – an amazing opportunity for entrepreneurs in the areas of skills assessment, curriculum building, training infrastructure, trainer networks and temporary staffing solutions. **PM**



# NOT MORE COOKS BUT A NEW RECIPE

The next wave of impact and innovation in creating skills does not lie in delivery but in financing

BY MANISH SABHARWAL



Anybody in public policy or corporate India who has not heard about India's demographic dividend and skill crisis has obviously been living in a cave. Although the volume of ink and conference time devoted to this subject have been useful in creating awareness around delivery issues, the question that still remains unanswered is, "Who Pays?" High attrition makes employers unwilling to pay for training for candidates; they are willing to pay for trained candidates though. Candidates, on the other hand, are unwilling to pay for training but ready to pay for a job. Third party financiers like micro-finance or banks are unwilling to lend for vocational training unless a job is guaranteed. The government wants to pay for outcomes and has not figured out how to do that effectively, efficiently or honestly. And training companies are unable to fill up classrooms because the many students who need skills or "repair" can't afford their courses.

So, while there is much innovation pending or being tried in delivery – satellite, e-learning, para-skilling trainers and much else – the next wave of impact in skills lies in figuring out models that will enable the creation of a market in collateral-free student loans or third-party financing at the entry gate of training, which can be repaid out of the salary from the job the student gets at the exit gate of training. Employment at exit gate is key to creating a viable, scalable and sustainable model. This is why the innovation – and solution – lie at the intersection of employment and employability. While it is clear that any viable model will involve some form of public private partnerships (PPPs), this will be challenging because the government has developed experience in hard infrastructure like roads, power plants, et al, that are hard to build but easy to operate. But PPPs in education and skills – soft infrastructure – mirror hard infrastructure because they are easy to build and hard to operate. So PPPs in soft infrastructure have not taken off because they require high level of contracting skills, investments and trust that are currently in short supply on all sides of the table. But let's look at a few possible models involving employers and the government that can help solve the skill crisis prevalent in India.

**State Asset Banks:** A large part of training costs are for infrastructure costs. State and Central governments control large chunks of buildings and land that could be put into a common asset bank, which could then be made available for training by the private sector on long leases at less the market rate rents. Obviously, all these leases must be structured as conditional on training outcomes.

**State Skill Vouchers:** Making government money available for private delivery is difficult to manage honestly but is the only way to create competition and gather information about outcomes. We need to shift state money from 'financing institutions' to 'financing students'. Giving skill vouchers to children who can't afford to pay for their training but can redeem these vouchers at authorized skill centers would expand capacity and biodiversity.


**State Financed Private Apprenticeships:** Make work programs like NREGA are neither creating assets nor creating skills. Reimbursing private sector employers for stipends would create the sustainable and self-healing vehicle

## PPPs in soft infrastructure have not taken off because they require high level of contracting skills, investments and trust that are currently in short supply on all sides of the table

of 'learning while earning' and 'learning by doing'. Expanding non-farm job creation in rural areas is a key public policy priority that could be accelerated by modifying NREGA to include 60- / 90- / 100-day apprenticeships with private employers.

**Employer Reimbursements:** Private sector companies may not be able to pay for training upfront but many are willing to create reimbursement programs for students who pay for training themselves. For instance, companies may choose to reimburse 50% of the cost after six months and the entire cost in eighteen months.

**Employer Financed Apprenticeships:** The Apprenticeship Act of 1961 ensures that India has only 250,000 private apprenticeships even though smaller countries like Japan and Germany have programs five times bigger. Legislative changes shifting our apprenticeship regime from push to pull would create an elegant solution at the intersection of financing and delivery.

It is clear that the next wave of impact on India's skill crisis does not lie in poetry but in plumbing. Today's traffic jam lies at many intersections – state vs. centre, 19 ministries vs. two human capital ministries, delivery vs. financing and training vs. certification. These intersections will be resolved by innovation that balances on both sides. But innovation, like science, needs hypothesis testing because you can't prove anything right but can only prove things wrong. In other words, we have to kiss many frogs to find our prince – the model that works. This needs the ecosystem – candidates, governments, employers and trainers – to work together in finding new models at the intersection of employment and employability. We have nothing to lose but our demographic dividend. 

**Manish Sabharwal** is Chairman of TeamLease Services Pvt. Ltd.



# SPACE TIME AND THE WORKPLACE

BY TEJASVI MOHANRAM & ESTER MARTINEZ

A relentless blaze of virtual collaboration and networking technologies is re-defining our interaction with peers, colleagues and customers. Conferencing tools and collaborative virtual environments blur the traditional boundaries of workplace and work time.

How can businesses harness this power for cost efficiency, employee productivity and employer branding?

**B**angalore, Monday 4:30am: Yash wakes up at this 'unearthly' hour and turns on his laptop. As he invites his Sydney-based client using GoToMeeting, he wonders if this is really worth all his efforts and whether this client would renew their customer support outsourcing contract. The next hour (expectedly) turns out to be one big nightmare as Ben, the VP Customer Support and his sidekick continue where they left off 8 days earlier – pricing issues. As spreadsheets, documents and presentations fly from both ends, it dawns on Yash that Ganesh's (his boss) communication with Ben on Friday was grossly inadequate. He schedules another meeting for 10am IST and closes his laptop. The conferencing room on the office 3<sup>rd</sup> floor is one impressive facility. With four people face-to-face from either side thrashing out delivery, quality and pricing issues and the

boss not willing to yield, Yash can feel the deal slipping. After the meeting, Ganesh, with his usual 'called-their-bluff' rah-rah, rushes out for another 'important' meeting.

Midday and a frustrated Yash tweets "Me in training for upper management. Come in, drink coffee, shoot the sh\*t, and disappear for the rest of the day". And then comes the call – the Marketing Director wants to meet Yash regarding the Sydney client. "No way," thinks Yash, "this could only mean bad news. Ganesh has left me holding the hot potato and I am in for a serious dressing down".

He tries calling Ganesh and gets a message back "In a meeting at other end of town... may not be able to make it back today with all the traffic jams". As he takes the elevator ride from the trenches to the 7<sup>th</sup> floor, Yash can't but help turning on the "Interested in matching jobs" feature on his LinkedIn profile.

In October 2008, when Irving Wladawsky-Berger, Vice-Chairman Emeritus of the Academy of Technology, IBM, gave the suggestion to host a Virtual World Conference in a secure Second Life environment, little did he know that the event would be a watershed of sorts. A 6,100-member team was created to train second life users for the 3-day Virtual World Conference that boasted of over 200 members as participants from across the globe. The Second Life Technology enabled IBM to save a substantial amount of \$320,000 on travelling, venue, boarding and lodging, and other costs that would have been incurred had the conference been organized in the physical world. Such was the euphoria that IBM decided to hold its Annual General Meeting too in a virtual world.

24 • People Matters • June 2010

People Matters • June 2010 • 25

Cover Story – People Matters, June Issue - 2010

# SPACE, TIME AND THE WORKPLACE

The internet is changing our lives at a pace unprecedented in modern history. The way we communicate, absorb news, search for information, share our lives with family and friends has changed dramatically over the last 10 years. And ever so surely, the internet's enormous power of disruptive innovation is changing the face of our workplace and our workdays in ways we could hardly have imagined a decade earlier. A relentless blaze of virtual collaboration and networking technologies have redefined our interaction with peers, colleagues and customers. Conferencing tools and collaborative virtual environments have blurred the traditional boundaries of workplace and work time.

The cover story of the June issue explored emerging virtual trends that businesses can harness for cost efficiency, employee productivity and employer branding

### Honey, I shrunk the planet

*A new generation of conferencing software and equipments that cater to diverse needs and affordability have improved the level of communication between employees and clients and have substantially reduced the need for commercial travel.*

Businesses have embraced collaboration technology in an endeavor to engage with their employees, channel partners and customers operating in different parts of the world. Mass deployment of 'Collaboration Technology' – from conventional teleconferencing to video conferencing, information exchange and problem solving in virtual environment – will have a significant impact on the workplaces of the future. For starters, companies can significantly slash their commercial travel expense, traditionally borne as a 'cost-of-doing-business'. It also facilitates higher engagement during training, better collaboration between distributed networks and enhanced opportunities for peer-to-peer learning. While such virtual tools are immensely popular in the US and in Europe, the trend is fast spreading to Asia, Middle East and Africa as well.

### Talent hunting in virtual space

*Professional networking sites today provide for dynamic profiles and enable businesses to interact with passive candidates in the backdrop of a connected global network.*

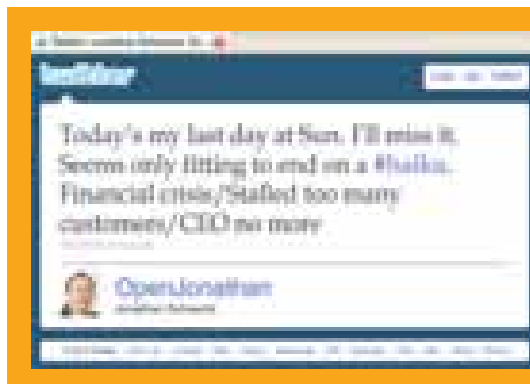
While job portals have revolutionized the recruitment and talent management space, the growing popularity of professional networking sites have the potential to take this transformation to the next level. Professional networking sites such as LinkedIn, ApnaCircle.com, et al, enable professionals to make connections with their colleagues, ex-colleagues, business associates, channel

partners, vendors, et al, on a virtual platform. Given the wide array of connections of each user, these sites have the potential for recruiters and headhunters to establish contact with suitable candidates. Not only do such sites enable people to recommend their connections on seeing a job opening, thereby acting as a point of reference for the recruiter about the credentials of the prospective candidate, they are the only place where recruiters have access to an up to date profile of the professional. Employers too stand to benefit immensely from professional networking sites as the costs of hiring falls dramatically and the accuracy of finding the correct 'fit' for each role improves with each generation of online search tools.

### Is your organization virtual-ready?

*Social and professional networking sites where users increasingly share their personal judgments, aspirations and feelings are emerging as a medium for corporate and employer branding.*

Just as the internet can prove to be a slaughterhouse for carefully nurtured corporate reputations, so can it be used as an effective medium for participation, feedback and for communicating. Organizations that can harness the power of this virtual world – of social networks to amplify positive opinion, of professional networks to seek out and communicate clearly with prospective employees, of virtual environments to create knowledge networks and customer service groups – stand to build positive association in the minds of their customers, current and prospective employees and build an employer brand for themselves. And importantly, like most things arising out of the internet, such branding can be achieved at a fraction of the cost it would take using traditional media. **em**



### New Ways of Communication:

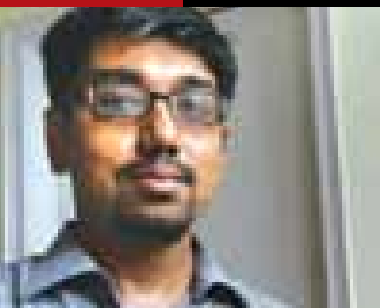
Jonathan Schwartz, former CEO of Sun Microsystems (now a part of Oracle), decided to leverage the Twitter platform to announce his resignation, thereby becoming world's first Fortune 200 CEO to tweet his resignation!

# SOCIAL MEDIA AND HR

## THE CHALLENGES AND THE OPPORTUNITIES

BY GAUTAM GHOSH

GUEST COLUMN



The beginnings of social media were in the bulletin boards of the early 1990s. People would ask questions – and other people would answer them. The conversation was threaded and could be about whatever. If you had a bulletin board on a site dedicated to rock music, it would be about rock music. If it was on a tech site, the questions and answers would be about technology.

After the bulletin boards came blogs, which gave anyone a platform to publish his or her views or commentary or stories to a worldwide audience. If a person was passionate about a certain subject, he or she could build a dedicated readership. Then came social networks. The ones like Facebook, LinkedIn and Orkut have rich user profiles, community pages, activity streams and third party applications running on them. Relationships are mutual between users. Twitter is a little different social network than these since relations are not mutual.

The big change between earlier media and “social media” is that people who participate in these have moved from being passive consumers of information and entertainment to creators. Every person can theoretically publish his own newspaper editorial (aka blogs) or his own TV channel (on YouTube).

Most organizations don’t get this. They believe Twitter, Facebook and LinkedIn are additional channels to TV, radio and print. They then are surprised when consumers react and respond. It’s a great high when the reaction is positive – and despair when they react negatively.

Organizations that are venturing into social media need to embrace transparent and open communication. It also has to set processes and workflows that add on to traditional operations and customer service workflows so that external issues are absorbed internally and resolved and then communicated externally.

Having just one gate between the organization and its customers results in social media bottleneck – and that approach does not scale for





larger companies in the long run. Hence, the social business enables a large part of the employees to interact with customers and encourages customers to connect with other customers. A large technology firm in the US found that it could reduce support costs if it put in a bulletin board where experienced users helped newer users.

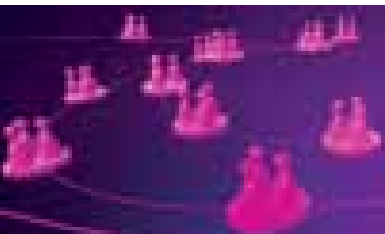
At its epitome, the social business involves the customer in its innovation process either by using the collective wisdom of the community or by an ideation system where users give ideas for the product or service.

#### Why should HR lead this initiative?

HR (in the sphere of OD) has the critical skill to make such changes less painful and with a higher rate of success. Let's face it, change management seen from a tool vendor's point of view is just a "training program" and about process changes.

### Some Ideas for making **HR work Social**

- **RECRUITMENT:** How about talent show where prospective candidates perform tasks and are voted up or down by current employees and final selection of the finalists is done by hiring managers. These tasks could be results or the process of doing the role itself. It could be text based, photographic or video based too. These folks can be pre-screened based on their interests and participation on the company's external communities. Of course, some roles would be more suited to this than others.
- **LEARNING & DEVELOPMENT:** In their book 'The New Social Learning', Marcia Conner and Tony Bingham chronicle how diverse organizations of various industries are moving away from the traditional e-learning and LMS paradigm to peer learning facilitated by social technologies like microsharing, video sharing, blogging within organizations. Rawn Shah of IBM wrote: "Leaders who connect to mentees in an enterprise 2.0 network can stay in touch with them more easily, understand their strengths and offer them more opportunities. They can mentor on an ambient level openly broadcasting their ideas, knowledge and help for mentees or anyone to consider by sharing their thoughts on micro-blog systems; they can receive feedback the same way."
- **COMPENSATION & BENEFITS:** How about a Quora like internal question and answer site that helps users to resolve each others' queries on how to craft their own "cafeteria compensation" plan. And a group voting site on rewards and recognition for fellow employees.
- **HR PROCESSES:** This has been done. Dell employees use an internal platform to give ideas to improve systems and processes.
- **EMPLOYEE ENGAGEMENT:** The internal corporate social network can leverage connections that exist between employees and also help in serendipitous discovery of new knowledge and innovation by getting people to collaborate and discover new people whom they might not ever have met face to face. The question needs to be rethought and organizations need to look at their employees as an internal community they need to "converse with" and not to "talk / sell to."



## 4 STEP METHOD OF EMPLOYEE COMMUNICATION

- 1. LISTEN:** Give tools to your employees to make them heard. Use ideation platforms, questions and answers, wikis, internal blogs for employees to connect with each other. Figure out what holds their attention and time.
- 2. ACKNOWLEDGE:** When someone contributes a great idea – borrow it and give her / him credit. Make that employee an owner of that idea and support her / him to implement it. The same way, acknowledge the employees who contribute answers and contribute to building the knowledge base.
- 3. UNDERSTAND:** With the data generated in the first two steps, organizations can figure out (using Thomas Gladwell's Tipping point lingo) who are the mavens, connectors and salesmen. This would be possible using Social Network Analysis tools.
- 4. ENGAGE:** Using the data from the above step, organizations should figure out the highly engaged employees who are mavens, connectors and salesmen and empower them as internal advocates (using the methodology of social influence marketing)

The thought behind this method of employee communication is that influential employees would be trusted and co-creating a message along with them would be a better way to communicate than just using posters and emails that are likely to be ignored by employees.

## Having just one gate between the organization and its customers results in social media bottleneck and that approach does not scale for larger companies in the long run


Other business functions really don't have the change management understanding that OD practitioners have. That understanding can be channelised to make "social business" a reality by thinking about the structure, process, emotional and personal aspects of change.

Enterprise 2.0 is both about engaging people with other people (employees, partners, customers) as well as embedding that in the business processes. Typically, HR professionals don't get a chance to influence what happens in the business – but with E2.0 they can – and build their strategic impact. Holy grail, anyone?

Enterprise 2.0 will soon be the platform of learning and people to people engagement in the organization and as such will have

impact on all aspects of HR work – Recruitment, Employee Engagement, Learning and Development. And unless HR leads the conversation, it will find itself more and more redundant like IT departments are finding themselves.

My view is that someone in the Marketing / Recruiting function needs to take a "Talent Community Manager" role to drive these initiatives and to get others internally in the organization to get engaged with the candidate community. This community manager needs to have a mindset of open and honest collaboration and organizations must be clear about what objectives they expect from her / him and therefore what metrics to track to check her / his performance.

Soon companies will collate all these efforts into a community that they will own – and which will have representation on social networks and blogs. 

**Gautam Ghosh** is a HR Head of a firm. He's one of India's earliest and foremost bloggers. You can see his blog at <http://www.gautamblogs.com> and follow him on Twitter at <http://twitter.com/GautamGhosh>



**Human Resource  
Information System 8.0**



***Empower your People***

***Unleash their Potential***

## **HRIS Modules**

Foundation

Recruitment Management

Career Tracker

Performance Management

Training Management

Leave Management

Attendance and Shift Management

Employee Self Service

Internal Customer Satisfaction Surveys

- **Web Based Application**
- **Captures KRA based Appraisal Evaluation**
- **Normalizes Scores : Bell Curve Analysis**
- **Defines Core Competencies**
- **Assessment Based On Competency Benchmarks**
- **Identifies Proficiency Gaps**
- **Determines Training Needs**
- **Captures Detailed Employee Data**
- **Powerful Reporting Engine**

• **Learning and Development System** • **Knowledge Management** • **Centralised Pay Scale Management**

## **ShawMan Software Pvt. Ltd.**

ISO 9001 - 2008 / CMMi Level 3 Certified

209, 210, 211, Building No. 2 (A-3), Millennium Business Park Sector No.1, Mahape - 400 709, Navi Mumbai, India.

Tel : 91 (22) 67230303 (30 Lines) Email : [marketing@shawmansoftware.com](mailto:marketing@shawmansoftware.com)

Website : [www.shawmansoftware.com](http://www.shawmansoftware.com)

• **Mumbai** • **Delhi** • **Bengaluru** • **Kolkata** • **Pune** • **Dubai** • **Singapore**

A powerful and attractive 'employer brand' today has the capacity to attract and retain talent and represent quality to customers with the goal of gaining global recognition in a sustainable manner. A simple count of the number of wall-street bankers waiting for that call from Goldman Sachs or the number of graduates from MIT / Stanford / IITs aspiring to work at the innovation labs of Apple and Google would reveal the power of this 'attraction'.

At the cornerstone of such branding is the success of the organization itself. Being part of some of the most profitable, successful and powerful corporations is an attraction on its own. Other contributors to the employer brand include opportunities for empowerment (responsibility and power), a culture

of grooming and development, a feeling of community and achievement, iconic leadership and obviously, a history of large compensation packages. Over the past two decades, many companies in India, especially in the IT services segment, have managed to build an employer brand based on their productive workplaces and global footprint.

Under normal circumstances, there is a clear distinction between companies that need to invest heavily in an employer brand and companies that do not. Factors like the levels of innovation needed, the kind of sector the company operates in (manufacturing vs services) and the level of 'employee expense' that keeps the company's stock attractive as an investment pretty much decide whether a company needs to spend on building an employer brand for attracting the brightest and the best.



# THE POWER OF ATTRACTION

The demands of growth in services and infrastructure have stretched the market for talent and skills to an extent where even the 'staid industries' are no longer safe from large-scale attrition. The main story from May explored the idea of how an attractive employer brand, based on a solid culture of empowerment, achievement and honest positioning can help in attracting and retaining the right talent



COVER STORY

BY TILAKSHI MOHANRAM &amp; ESTER MARTINEZ

When MS Banga moved from being Chairman, Hindustan Unilever in 2004 to his global assignment in London, he was struck by the difference in perception of Unilever as an employer in India and elsewhere. HUL in India stands for a dynamic, iconic place to work where leadership spends time and effort into grooming the next generation, as opposed to Unilever's brand as an employer on its home turf in the UK, which was one of staid-world, stodgy, slow workplace. And as Banga puts it, "that feeling of belonging (to an iconic workplace) mattered to me."

While Vindhi Banga is close to exiting his successful and much documented 30-year career at Unilever, his thoughts reflect the aspirations of an entire generation of professionals for whom the feeling of belonging to an organiza-

tion that 'stands apart' matters... a lot. A powerful and attractive 'employer brand' today has the capacity to attract and retain talent and represent quality to customers, with the goal of gaining global recognition in a sustainable manner. A simple count of the number of well-stated bankers waiting for that call from Goldman Sachs or the number of graduates from MIT/Stanford/Harvard applying to work at the innovation labs of Apple and Google would reveal the power of this 'attraction'.

At the cornerstone of such branding is the success of the organization itself. Being part of some of the most profitable, successful and powerful corporations is an attraction on its own. Other contributors to the employer brand include opportunities for empowerment (responsibility and power), a culture of grooming and development, a feeling of community and

achievement, iconic leadership and obviously, a history of large compensation packages. Over the past 2 decades, many companies in India especially in the IT services segment, have managed to build an employer brand based on their productive workplaces and global footprint.

Under normal circumstances, there is a clear distinction between companies that need to invest heavily in an employer brand and companies that do not. Factors like the levels of innovation needed, and the kind of sector the company operates in (manufacturing vs services), and the level of 'employee expense' that keeps the company's stock attractive as an investment – pretty much decide whether a company needs to spend on building an employer brand for attracting the brightest and the best.

But these are no ordinary times – the Indian economy is going through a period of unprecedented growth, while the supply of skills and talent is just not able to keep pace with this growth. Companies are competing intensely with each other for talent and there have been multiple instances in the recent past when an entire industry has lost key professionals as a result of the emergence of other sectors – like the FMCG sector losing people to telecom and healthcare in the last 5 years or the hospitality industry losing younger professionals to BPO companies.

In such a backdrop, employee branding becomes a forced norm for most companies

**At the cornerstone of a powerful employer brand is the success of the organization itself. Being part of some of the most profitable, successful and powerful corporations is an attraction on its own**

and the ability to recruit and retain employees is heavily influenced by an attractive employer proposition.

**El Dorado to Downturn to...**

The financial tsunami that hit the world economy two years back not only crashed huge business houses, but also ruptured the global talent industry by its unmatched velocity of layoffs. India Inc. too had to face the ripple effect of a tumbling global economy and pulled back from hiring and followed a cautious approach in attracting and recruiting talent. If 2008 was the year of unprecedented crisis in talent management, most of 2009 was spent in managing that crisis and focusing on employee engagement and employee motivation. And anyone who has been flipping the pages of national dailies lately would agree that the recruitment

Footnote  
\*The Economic Times, 10th April, 2010

## THE POWER OF ATTRACTION

The demands of growth in services and infrastructure have stretched the market for talent and skills to an extent where even the 'staid industries' are no longer safe from large-scale attrition. *People Matters* speaks to industry leaders, HR and marketing experts to explore how an attractive employer brand, based on a solid culture of empowerment, achievement and honest positioning can help in attracting and retaining the right talent

### Five Principles of Attracting & Retaining Talent

**Know your talent.** The leaders of top companies spend as much as 25-50% of their time getting to know their future talent, reviewing their performance, and engaging them in important projects that test and prepare them for increased responsibility.

**Avoid myopia.** There is a natural pride in home grown talent, but it is potentially a blind spot to think your people are 'best'. Continually test that assertion. Create opportunities to see competitor talent in action. Bring strong talent in from the outside as a way to continually benchmark and challenge your people to step it up.

**Regularly review and invest in best practice.** Great organizations make small but important improvements in their internal process every year.

**Talk about the importance of your people and their contributions.** Its obvious but not often enough practiced. Great leaders consistently remind their people that they know and appreciate the importance of employee effort, ingenuity, and commitment.

**Teach your executives to be better leaders.** So often we forget that leadership is a profession. You wouldn't seek the advice of a lawyer who wasn't keeping up with changes in the law, or a doctor that doesn't regularly attend classes on the newest techniques. Management is no different.



Principal of The RBL Group

People Matters • May 2010 • 27

Cover Story – *People Matters*, May Issue - 2010

But these are no ordinary times – the Indian economy is going through a period of unprecedented growth while the supply of skills and talent is just not able to keep pace with this growth. Companies are competing intensely with each other for talent and there have been multiple instances in the recent past when an entire industry has lost key professionals as a result of the emergence of other sectors – like the FMCG sector losing people to telecom and healthcare in the last five years or the hospitality industry losing younger professionals to BPO companies.

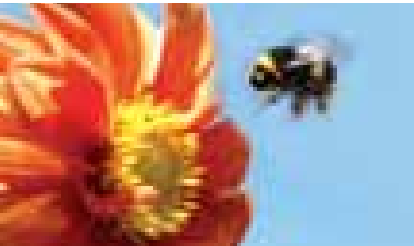
In such a backdrop, employee branding becomes a forced norm for most companies and the ability to recruit and retain employees is heavily influenced by an attractive employer proposition.

The financial tsunami that hit the world economy two years back not only crashed huge business houses, but also ruptured the global talent industry by its unmatched velocity of lay-offs. India Inc. too had to face the ripple effect of a tumbling global economy and pulled back from hiring and followed a cautious approach in attracting and recruiting talent. While it is undisputed that India Inc. is back on a hiring spree, HR managers and recruiters should not dismiss the fact that the scenario has dramatically changed post-downturn as organizations and candidates have become more mature and realistic in their expectations. During the high-growth period

## Today's professionals need a career and experience and not just a job.

In line with this changing mindset, companies need to provide exciting growth opportunities and customized fast track growth programs so that employees can hone their existing skill-sets and add new facets to their skills at the same time

of 2003-2008, organizations went overboard with not only their expectations from the economy but also with their ambitious expansion plans and growth strategies. Companies posted 30-40% and at times even 100% growth in every industry, resulting in the creation of a lot of excess in terms of headcount, compensation costs and outrageous terms and conditions. However, the economic slowdown has put the economy and the job market into a self correction mode. What the downturn has taught most businesses is the regularization of excess with employees being more realistic in their expectations after having understood the importance of employers' overall 'value proposition', which includes factors like job stability, business prospects, culture and other factors affecting people-orientation.



**At the end of the day, it is the existing employees who are the best advocates and sellers of a brand.** Hence, getting a workforce to sell the company's attractiveness is the best employer branding campaign one could hope for

### The Rules of Attraction

The first step towards harnessing the power of an employer brand is to understand that it's not just about glossy advertisements and 'employee-branding billboards'. While these do add to the cause, it is the complete employee experience with the employer – its talent and experience management framework – that builds the case for an employer's appeal.


At the most basic level of employee attraction lie the factors that influence outsiders – employer reputation, leadership reputation and compensation. While these are the factors that get a prospective employee interested, they are not necessarily the same things that keep an employee there. Those retention factors include employee empowerment for decision-making, a feeling of community and achievement, grooming and training. The factors that make an employer attractive to outsiders need to be reinforced by the advocacy of insiders who vouch for the promises being followed through.

The drivers of employer attractiveness have evolved with the economy over the last two decades. While the company's brand, job content and job security were the driving factors in the 90s, compensation and titles began to matter soon enough. These drivers for employer attractiveness have now evolved into a more complex and demanding set – financial capability of the company, customized approach to employee needs, growth in terms of the industry it belongs to and level of empowerment given to employees.

Today's professionals need a career and experience and not just a job. In line with this changing mindset, companies need to provide exciting growth opportunities and customized fast track growth programs so that employees can hone their existing skill-sets and add new facets to their skills at the same time.

However, to think that there is a sure-shot formula to attract talent will be a fallacy on the part of companies. Each company is unique in terms of the value proposition it offers just as each employee is different in their expectations vis-a-vis career development, compensation and empowerment. Communicating the company's value proposition along with maintaining transparency is just the first step in attracting talent. At the end of the day, execution of the promises made is what will retain the employee.

It is important for the positioning of the employer brand to be realistic and reflect what the company really has to offer – not what an industry leader or another attractive employer has to offer. This honesty in positioning combined with a solid culture of empowerment and achievement is what creates a sustainable loop of an attractive brand, ability to recruit better candidates, higher productivity and the most important element – better retention of top-performers.

At the end of the day, it is the existing employees who are the best advocates and sellers of a brand. Hence, getting a workforce to sell the company's attractiveness is the best employer branding campaign one could hope for. 

Read complete story - [www.peplematters.in/monthly-issue/may-2010](http://www.peplematters.in/monthly-issue/may-2010)

# THE FUNDAMENTAL BLOCKS OF SUCCESS AT THE WORKPLACE:

*Good communication skills & high abilities*

**Versant** is India's only fully-automated range of **English language tests** for assessing communication skills at the workplace.

## **Core Abilities**

**Assessment** is a powerful screener that measures an individual's **verbal, numerical and abstract reasoning skills** – fundamental skills required to learn and succeed at the workplace.



So don't miss out on the opportunity to identify the right talent for your organization – *accurately, reliably and efficiently.*

Contact us for a combination offer on the Versant and the Core Abilities tests for your assessment requirement.

## **PEARSON TALENT ASSESSMENT**

Alfa Center,  
#20 Koramangala Inner Ring Road  
Bangalore - 560047, India

## **CUSTOMER SERVICES**

Phone: 080 4215 3439  
Fax: 080 4215 3438  
Email: [info@talentlensindia.com](mailto:info@talentlensindia.com)

For more information, log on to  
[www.talentlensindia.com](http://www.talentlensindia.com)

**PEARSON**

**TalentLens**  
a PEARSON brand



# GROWING LEADERS

*Lead.er.ship [lee-der-ship]: "The process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task"*<sup>1</sup>

Are we producing enough business leaders? As India takes its rightful place among leaders of the global economy, this is a question that needs to be asked by corporate heads, HR and educationalists alike. Leadership cannot follow growth and these are critical years when companies will need to look inward and evaluate their leadership pipeline.

Over the last year, *People Matters* has come up with pertinent topics on leadership development including the cover stories on Top Companies for Leaders<sup>2</sup> in February and on CEO Succession in October

## Next Generation of Asian Growth

*People Matters*, October Issue - 2010

The last two decades have shown an unprecedented growth in the APAC region despite the brutal recession since 2008 whence Western economies have plummeted. The three stable pillars of Asian growth have been: i) Western consumers who have willingly imported products from Asia since the early 90s on experiencing a major downfall in their 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 and servicing facilities, and giving rise to jobs and income in Asia.

If Asia has witnessed a frenetic business activity, it has come to it from both its out-bound or in-bound businesses. The former sought to replicate the local success into developed or under-developed markets. Examples of such out-bound business being Samsung, LG, Tata Group, Infosys and Huawei. 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 in earnings. Some of

1. ^ Chemers, M. M. (2002). Meta-cognitive, social, and emotional intelligence of transformational leadership: Efficacy and Effectiveness. In R. E. Riggio, S. E. Murphy, F. J. Pirozzolo (Eds.), *Multiple Intelligences and Leadership*.

2. Based on Hewitt Associates' fifth "Top Companies for Leaders" (TCFL) study in partnership with RBL Group and Fortune magazine.





## We're more ready in India than elsewhere in Asia

**Indranil Roy**

MD, APAC Leadership & Talent Consulting, Korn/Ferry International

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. 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.

such in-bound businesses have come from Cisco, IBM, Novartis, HSBC, Unilever, GE etc. 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 as both categories of businesses targeted the same pool of Asian workforce thereby necessitating corporate leaders who have high appreciation for different economies, multiple stakeholders and diverse cultures. 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 to moving their global headquarter roles to Asia, it is interesting to note that both seem to be targeting Asian leaders to further growth in the coming decades. Asian leaders of today have to increasingly cope with pressures on the three pillars of Asian growth. While the western consumer is deleveraging quickly, there are protectionist pressures on the global supply chain and labor costs are no longer that low. This has called for a new growth model for along with a growing realization of the short-supply of leadership talent.

## Talent development will be a big challenge

**Gautam Thapar**

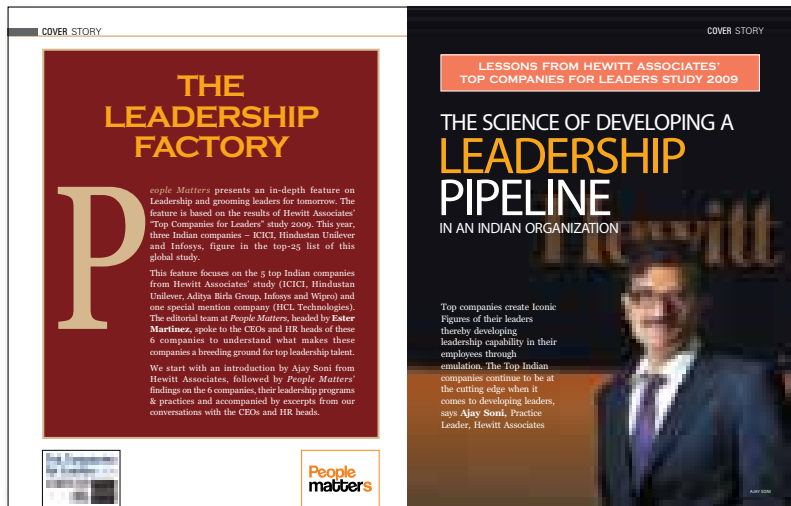
Chairman & CEO, Avantha Group

In terms of 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.



Read complete story - [www.peoplesmatters.in/monthly-issue/October-2010](http://www.peoplesmatters.in/monthly-issue/October-2010)

Cover Story – *People Matters*, February Issue - 2010

## The Leadership Factory

For India to be at the forefront of this Asian dominance, it is imperative that Indian organizations invest in leadership development at all levels, including identifying the leadership potential of candidates as soon as they are hired. As per Hewitt Associates' fifth "Top Companies for Leaders" (TCFL) study in partnership with RBL Group and Fortune magazine, India's top companies for growing leadership - ICICI Bank, Hindustan Unilever, Aditya Birla Group, Infosys Technologies and Wipro Technologies are spearheading leadership development programs in their respective organizations. People Matters spoke to the leadership team of these five companies to understand the leadership development mechanics followed by them.

### ICICI Bank Ltd.

With around 35,000 employees in ICICI Bank and more than 80,000 across the group, the process of identifying leaders starts with the Performance Management Process, wherein only those who are consistently on the 25% percentile mark are considered for the talent pool. These employees in the top performing category are then profiled on the basis of nine leadership anchors, known internally as the 'ICICI DNA'. All information is compiled into a one-page profile, which highlights the areas that the panel should be focusing on and gives a cue for potential development areas. The final step is a panel assessment, which is a combination of process, technology and intuition that identifies the employee's leadership capabilities. For junior level employees, the panel looks for consistent passion and strong problem solving abilities; for middle levels, the ability to build internal capabilities; for senior level employees, the focus is on the agenda for change that the employee has set in the last two years and achieved successfully by mobilizing people and resources. The employee is then categorized under 'A' List – ready to move to next role immediately; 'B' List – ready to move in the coming two to three years and 'C' List – high performing individuals with potential for a specialist role within that area of work without any emphasis on leadership development. Development plans are drafted with a combination of ongoing training, rotations and coaching. Results themselves show the success of this plan – more than 10 CEO and board level positions were filled by internal staff in 2009.



## We depend on people for growth

**Chanda D. Kochhar, MD & CEO, ICICI Bank Ltd.**

Leadership is the ability to handle the job at the next level with comfort and being able to perform your future role in the present. It is especially important in an industry like ours where people are our most important assets and we depend on people for growth. When businesses focus on growth, grooming talent is crucial. Leadership development is required but that does not mean that it can all be digitized and computerized. In the process we follow at ICICI, there is an element of personal judgment at the stage of performance management and also at the stage of panel assessment. Professional aptitude, ability to generate business, ethics, ability to groom others, retaining poise under severe stress, et al, are all very important aspects for ICICI Leadership and are defined as 'ICICI DNA' anchors; they are an intrinsic part of our culture and ethos and future leaders are profiled and assessed on these anchors.

## Hindustan Unilever Ltd.

HUL uses a '70-20-10' model for developing its workforce: 70% of learning happens on the job, 20% through mentoring and 10% through training and coursework. In every fortnightly management review meeting, talent review session is an integral part of the overall agenda. Top management at HUL gets involved at various stages – from redefining the talent identification process to identifying talent, grooming and coaching, creating opportunities for growth and exposure, et al. In the process of identifying leadership talent, Performance and Behavior, called 'Standards of Leadership', are considered as equally important elements. HUL uses the Leadership Differentiation Tool (LDT), a 3x3 grid of performance versus potential to differentiate amongst its talent pool. These principles are applied to around 5,000 people as part of talent assessment across the company. Information on performance is taken from the appraisal review process and KRAs on the job, while information on behaviors and potential is taken from multiple sources: a 360 degree profiling, behaviors demonstrated on the job and Global People Survey results. LDT and the assessment of future potential of employees lead to identifying High Potential (HP) and Sustained High Performers (SHP), which comprise of 15% and 10% of the talent pool respectively. From this point onwards, this select pool receives differentiated inputs when it comes to training and development, career opportunities, coaching, compensation, et al. Senior leaders, identified as HP have access to training at Unilever's exclusive training center in London; the process also incorporates job rotation. There is another interesting concept at HUL called 'Hot Jobs for Hot People'. Every year, the management committee identifies around 50 jobs that could be the most impactful jobs for the year, either because they are areas of growth or strategic pursuits for the group. Hot Jobs provide a chance to the employees in HP / SHP pool to create an impact at the organizational level. The success of the organization's efforts in leadership development is evident in its 80%+ succession plan compliance for key roles; 90% of HUL's senior leaders are groomed internally.

## Aditya Birla Group

The process of leadership development at ABG starts by identifying a talented leadership pool based on both performance and potential. Performance is assessed during the annual appraisal process in three levels. Firstly, the managers are requested to rate all the high performers in their teams based on a defined

The success of the organization's efforts in leadership development is evident in its 80%+ succession plan compliance for key roles; **90% of HUL's senior leaders are groomed internally**

set of competencies. ABG has defined a set of nine competencies as part of their leadership definition, which include competencies like 'vision and strategic orientation', 'business acumen', 'developing self and others', 'promoting team work', 'innovation and improvement', among others. Secondly, the high performers go through a 'Development Assessment Centre' that provides additional data about those competencies.

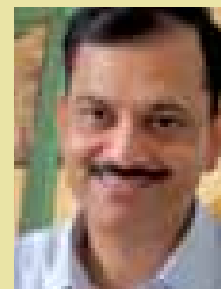
Thirdly, the business team looks at all inputs and provides a final classification for the employees based on a team consensus.

## Young talent is honed to take up challenging assignments

### Nitin Paranjpe

MD & CEO, Hindustan Unilever Limited

All the new recruits at HUL are taken into our Business Leadership Trainee (BLT) Program, which is a robust one year training program post in which they are placed as managers in their respective functions. The BLT program is an extremely comprehensive training module designed to groom young talent for taking up challenging roles ahead. They get in-depth functional as well as cross-functional exposure through various stints, travel through the length



and breadth of the country and outside and understand company values and ways of working while they undertake live projects in each stint. There are senior coaches, mentors and tutors assigned to each intern, ensuring that the learning objectives of each stint are met and suggesting any course correction, which may be required for a particular intern. All this ensures that our young talent is honed to take up the challenging assignments in the later stages of their career.

## Leadership development is customized to each employee's potential

**Santrupt B. Misra**, Group HR Head, Aditya Birla Group



**T**he ABG leadership development program is based on the belief that leadership capability can be developed by providing diverse kind of exposure; this could be on-the-job training, educational programs, coaching sessions or even assignments in fields outside of the organization. For example, we have given an assignment to some employees to work with an NGO for two years teaching children, as part of their leadership development. For other senior roles, the exposure could be in the form of attending leadership courses at top global schools like Harvard Business School or to lead a cross-functional project at the group level. Leadership development is customized to each employee's potential and drafted based on programs that will help in maximizing this potential.

For ABG, no one source of data is final when it comes to leadership identification, business management looks at each individual input (manager, development assessment centre, performance, et al) and only then decides on the employee's position in the talent pool through the 'process calibration' discussion. The output of the overall process of identification of talent is an 'Individual Development Plan', which is drafted for every person identified as part of the talent pool (which is around 20% of the workforce at any given point) and has a time frame of three years. This plan includes a combination of interventions that the employee undergoes during this period – around 10-15% training interventions, 80% on the job learning experience with exposure to different rotations and the rest through coaching and mentoring.

Being a conglomerate, ABG offers different learning environment to employees to develop their potential as a 'Profit and Loss leader', 'Functional leader' or a 'Specialist'. The effectiveness of the leadership and development program is assessed on the basis of how many critical positions the group has been able to fill internally. In the last year, out of 40 key positions at very senior levels, ABG has filled 30 positions from within.

## Leaders need to manage the change with sensitivity and confidence

**Azim Premji**, Chairman, Wipro Industries



**L**eadership at Wipro means the ability to win the hearts and minds of all our stakeholders whether internal or external. It means leading others with humility and yet having big dreams. It means the self confidence to accept that you are wrong and resilient to fight back. Leaders also need to challenge themselves and their team members to surpass the best. The leaders need to manage change with sensitivity and confidence. Sensitivity towards building an organization where people dare to dream big and yet find their own path of reaching their goals. Leaders need to manage many elements that seem like contradictions – for instance, being able to think strategically and yet being able to operationally execute the plans by empowering people whether they are in their team of those who need to influence.

### Wipro Technologies

At Wipro, the foundation of talent and leadership identification is built on the group's vision and goals and reflects individual and collective behavior that will help the organization achieve these goals. Critical roles are then identified within the organization to achieve those business objectives. Today, leadership and succession planning consists of a systematic 4-step process that is designed to align the organizational leadership and its skills with core corporate strategy and goals. At the outset, there is an articulation of the company's central beliefs, values and strategic vision, followed by a clear definition of what collective behavior will help achieve the vision in a manner compatible to the core values. The next crucial step is to identify critical roles within the organization and create a process to ensure solid succession planning for those roles. The third step is to decide on the 'build v/s acquire' dilemma. Given Wipro's scale, the decision is normally tilted towards building capability internally, but the company regularly brings in talent from the outside too, which creates an opportunity to get on board unique skills not available internally and also creates an opportunity to learn from other companies. Finally, Wipro has a very



robust process called the Talent Review and Planning exercise that is conducted annually. In this process, all employees with managerial roles, approximately 12,000 globally, undergo a 360-degree assessment of their capabilities based on individual and collective behaviors that the organization has identified as key qualities for a leader.

In terms of career development, there is a clear linkage with opportunities for progression and growth for those in the talent pool. And in terms of leadership development and training, people identified in the leadership talent pool have access to leadership development programs — both in-house and global programs. Finally, people identified in the talent pool also have the opportunity to participate in strategic review meetings.

### Infosys Technologies

At Infosys Technologies, which has 100,000+ employees with an employee growth rate above 25%, leadership development plan based on the Infosys brand of values led to the creation of the 'Leadership Institute' based in Mysore. The identification of leaders starts at identifying the critical roles in the organization at different levels. Employees who are playing a critical role and have been top performers for at least three years regardless of when they joined the organization are considered for this elite pool. To be selected, each employee is interviewed by a panel consisting of board members. The panel assesses candidates for leadership capabilities demonstrated and the potential of the employee. The leadership pool is structured into three different levels. Tier 1 leaders are the top 50 people in the organization, including heads of business units who have excess of 20 years of experience and are mentored by the board; Tier 2 consists of roughly 150 leaders and typically are mentored by Tier 1 leaders. Tier 3 represents 300 people with an average of 10 years of experience and mentored by Tier 2. This structure, by construct, defines the training and development program for individuals from each tier and also the mentoring process to be assigned. There is also a coach from the Leadership Institute who tracks the action plans and the development of the employee. The linking between the tier leadership and other HR processes happens in two ways: access to career development opportunities and access to leadership training and coaching. Employees on the tier leadership have priority access to openings in critical roles.

Infosys measures the success of the leadership programs in terms of achievements in

## Succession is not accidental but very much a planned activity

**Kris Gopalakrishnan**, CEO, Infosys Technologies

Leadership at Infosys means taking on the next level of growth. This has three implications. Firstly, this growth needs to happen at all levels of the business and the organization and not just at the top level. Secondly, this growth needs to stem from a vision that is common across the organization and thirdly, employees, teams and individuals need to go that extra mile to reach full potential. Leadership development is important for Infosys because of business sustainability and long term growth. We look to create sufficient pipeline of leadership to cater to the needs of the business. Succession is not accidental but very much a planned activity. In 1999, we realized that we did not have a robust process to identify and groom the leadership pipeline. The process was happening in an ad hoc manner and even though it was working at that time, we took a conscious decision to look at best practices in the industry and adopt a new plan based on the values and cultures of Infosys. The process today is very mature. It has, of course, evolved over time — how we identify leaders, how we give feedback, how we mentor future leaders and how we use training and development to enhance their capabilities.



## The identification of leaders starts at identifying the critical roles in the organization at different levels.

**Employees who are playing a critical role and have been top performers for at least three years regardless of when they joined the organization are considered for this elite pool**

succession planning. With a strong culture of operational excellence and customer orientation, succession planning plays a very important role at all levels. The target here is to fill critical positions internally. Infosys has a 70:30 ratio of positions filled in leadership roles from within and as lateral hires.

Read complete story - [www.peoplesmatters.in/monthly-issue/February-2010](http://www.peoplesmatters.in/monthly-issue/February-2010)



Cover Story – People Matters, October Issue - 2010

## Succession Planning

As India readies itself for a decade of Asian dominance, one of the most overwhelming challenges it faces is that of CEO Succession Planning. As pointed out earlier, companies like Wipro Technologies, Infosys, et al, are investing heavily in creating a pipeline of leadership to sustain growth. In a well-funded, high growth economic environment, it is imperative for India Inc., which is run by the Triumvirate – family-run businesses, PSUs and professionally-managed companies to craft effective leadership transfer mechanisms.

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. While traditionally, family-run businesses were evasive of the concept of leadership development, organizations are now beginning to realize the criticality of this aspect and are turning their heads towards creating a strong leadership pipeline, either by grooming and developing the family scion or bringing talent from outside. Companies such as Ranbaxy, Murugappa Group and Eicher have set a precedent in this regard. At the Future Group, Ashni Biyani, daughter of founder Kishore Biyani has been involved with business for the past couple of years and contributes passionately in new business ideas thereby undergoing her practical training and development to take on the scepter in future.

In the case of PSUs, many of the appointments are guided by political considerations. In spite of the political stifling, some PSUs have formulated very strong succession planning practices. 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 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.

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 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.

At the end of the day, the crux of the issue lies in the fact that Corporate India is placed at such a critical juncture where there is no alternative to investing in creating global leaders who can take the challenge of taking India to the forefront of the growth trajectory Asia is poised to tread on. **PM**

\*Source: www.capital4.com

Read complete story - [www.peoplesmatters.in/monthly-issue/October-2010](http://www.peoplesmatters.in/monthly-issue/October-2010)

# Why

Advertise with People Matters?

22,000 copies  
in circulation  
among CEOs,  
HR Directors  
and Decision  
Makers

Active online  
platforms  
complementing  
print

With 69% of  
readers  
belonging to  
SEC A1,  
advertisers get  
the best out of  
their investment

Provides  
comprehensive  
listings of all  
HR service  
providers

The only  
specialized  
magazine in India  
on Leadership &  
People  
Management

## Need any other reason to partner with us?

To advertise in print, online and events platform, please contact:  
Rahul Singh at: 0124 4148102, +91 9871231623 or e-mail at [rahul.singh@peoplesmatters.in](mailto:rahul.singh@peoplesmatters.in)

# MILESTONES AND SPECIAL INITIATIVES

A recap of special initiatives from the year 2010 in the form of industry benchmarking, surveys & research and highlights from thought-leading events



The 50 Best Companies to Work for, *People Matters* and Great Places to Work® – September Issue - 2010

## India's Best Companies to Work for

In September 2010, *People Matters* in association with Great Place to Work® Institute launched a Special Yearly Book on India's 50 best companies to work for based on the Great Place to Work® Institute's study. The study saw participation from 427 companies and surveyed more than 52,700 employees using a unique employee-centric framework that measured levels of trust, pride and camaraderie prevalent in organizations through the Trust Index®, – a proprietary employee tool developed by the Great Place to Work® Institute. The study also ranked companies as per industry categories and recognized winners of special categories such as 'Best Company for Leadership Development', 'Best Company for Work-Life Balance' etc. While Google India secured the *numero uno spot* in the study, Make-MyTrip came second followed by Intel Technology India. A quick glance at what makes these some of India's best employers.



# THE WINNERS, 2010



**Shailesh Rao, MD, Google India**

## #1 – Google India

"We provide a sense of empowerment to our employees and encourage them to take initiatives. We have bright young people working for us who have this urge to be heard, which compels them to always think of innovation and be empowered. Secondly, we give them a fun and stimulating work environment so as to enhance their productivity. Working at Google is not about the number of hours you put in but with how much passion you work within the stipulated time frame. We believe in giving freedom and empowerment to people to take decisions as we fundamentally believe that 1,500 smart managers have the capability to take better decision than a handful of senior managers."



**Deep Kalra, Founder, MakeMyTrip**

## #2 – MakeMyTrip

"I always believed that the work place should be a fun place to be in; one should enjoy work and not be bogged down by it. And we are proud to incorporate "Fun@Work" as one of the values of our organization. Few of the insights on what makes MakeMyTrip a great workplace include the role and the empowerment employees get, career growth, compensation, recognition, accessibility and openness of senior team members to all sorts of discussions, pride in being a part of the OTA industry leader, having colleagues as friends, aggressive team members with a passion to win and a fun@work culture."



**Praveen Vishakantaiah, President, Intel Technology India**

## #3 – Intel Technology India

"One of Intel's six values is to have a great workplace, which reinforces the importance of employee relations as a key component of our success. We support this value by cultivating open and direct communications, rewarding and recognizing our people and investing in career development and leadership. We also continue to expand several initiatives like our award winning employee wellness program and other innovative programs / tools that employees can avail to balance their work and personal lives as per their individual needs. Our interactive forums create a culture that supports risk taking and open exchange of ideas at every level of the organization."

Read complete story - [www.peoplesmatters.in/monthly-issue/september-2010](http://www.peoplesmatters.in/monthly-issue/september-2010)

# Gender Inclusion in India

A Tata Consultancy Services survey commissioned to People Matters

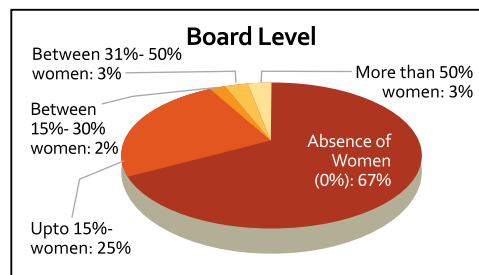
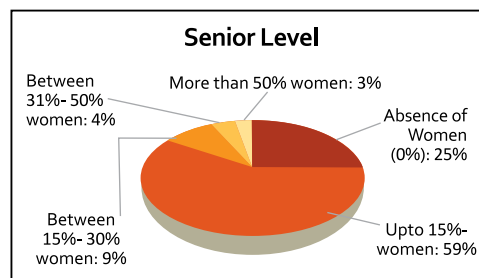
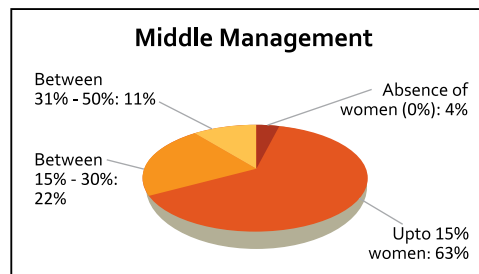
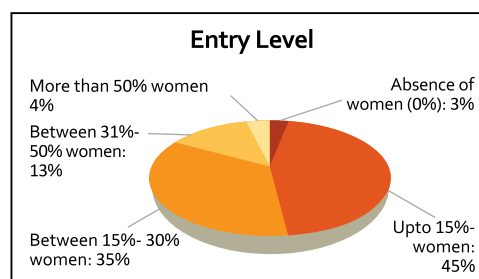
Traditionally, women have been under-represented in organizations and the argument for equal opportunity employment has not borne sufficient results in India. It seems, however, that pure economics is out to correct this. As organizations struggle with a scarcity for talent and for managers, smarter companies are beginning to recognize the opportunity in grooming and retaining women. There is a rare commitment among CEOs today to the mandate of gender inclusion. In a survey commissioned by Tata Consultancy Services, *People Matters* engaged leaders from the Human Resources community to share gender-related information from their companies. This report is a compilation of the information obtained from 116 companies across sectors and gives an insight into the relevant practices, policies and metrics regarding gender inclusion in Corporate India.

The survey reported some revealing facts about the concentration of women at various levels of management in organizations. Overall, data shows that women are under-represented in organizations, especially in senior management roles and corporate boards. The survey also showed that even though most CEOs and Top Management realize the benefits of gender diversity and are committed to the mandate of gender inclusion, this commitment is not translated into actions in terms of policies and structures in the organization.

## What is Pulling Women Down?

Participants were asked to share the areas that they felt were problematic for women to grow in the organization. Majority of respondents felt that factors like 'lack of flexible work solutions', 'masculine and patriarchal corporate culture' and 'lack of adequate work-life balance priorities' are the most problematic factors for women to rise. The percentage of respondents considering these factors were 40%, 36% and 34% respectively. Interestingly, factors like 'lack of networks and mentoring', 'lack of opportunities of critical work experience and responsibility' and 'lack of adequate information about existing diversity policies and practices' were not considered by many respondents as a barrier for women to grow.

Gender Mix by Levels



Note: Percentages may not total to 100% due to rounding

GENDER INCLUSION SURVEY
GENDER INCLUSION SURVEY

# GENDER INCLUSION IN INDIA

**A TATA CONSULTANCY SURVEY CONDUCTED BY PEOPLE MATTERS**

Traditionally, women have been under-represented in organizations and the argument for equal opportunity employment has not borne sufficient results in India. It seems, however, that pure economics is out to correct this. As organizations struggle with a scarcity for talent, smarter companies are beginning to recognize the opportunity in grooming and retaining women. There is a rare commitment among CEOs today towards gender inclusion. In a survey commissioned by Tata Consultancy Services, People Matters engaged leaders from the HR community to share gender-related information from their companies. This report is a compilation of the information obtained from 116 companies and gives an insight into the practices, policies and metrics regarding gender inclusion in Corporate India

**KEY FINDINGS**

**Tata Consultancy Services Survey on 'Benchmarking Gender Inclusion in Corporate India' conducted by People Matters**

- Women are under-represented in organizations, especially in senior management roles and corporate boards.
- Women continue to face many barriers on their way to the top that are unique to their gender.
- Most CEOs and Top Management realize the benefits of gender diversity and are committed to the mandate of gender inclusion.
- This commitment is, however, not translated into actions.
- CEO commitment, women's individual development and practices that allow a flexible work environment are at the center of a conducive environment for women to succeed.

**Addressing Specific Needs with Customized Solutions**

• Dr. Ritu Anand, Vice President, HR, Tata Consultancy Services

Gender diversity in organizations, especially in the IT/ITES industry, is critical. The outcome of this is reflected in organizations like TCS, where over 30% of employee strength constitutes of women as compared to 10% two decades ago and representing near parity with global standards. Change in societal patterns that disavows nuclear families and lifecycle stages often tilt the balance and we find women dropping off the career ladder at junior to mid levels. These result in restricting the available pool of women who could have grown to mid and senior leadership positions. While there is an emerging trend of women returning to work post a break, the next leap in creating a conducive environment will come from ensuring that we build each level in the pyramid and address the needs specifically with customized solutions.

not representative of the workforce population. Time alone is not the answer for gender inclusion. This so called 'glass ceiling' is today a metaphor that describes an environment in organizations that does not create an ecosystem for women to grow into these leadership roles.

What is the situation today? How to create this ecosystem for women to stay and succeed in organizations? What are the barriers they are facing today? How are organizations making this change? What organizational practices are required to support this change?

50 • People Matters • November 2010
People Matters • November 2010 • 51

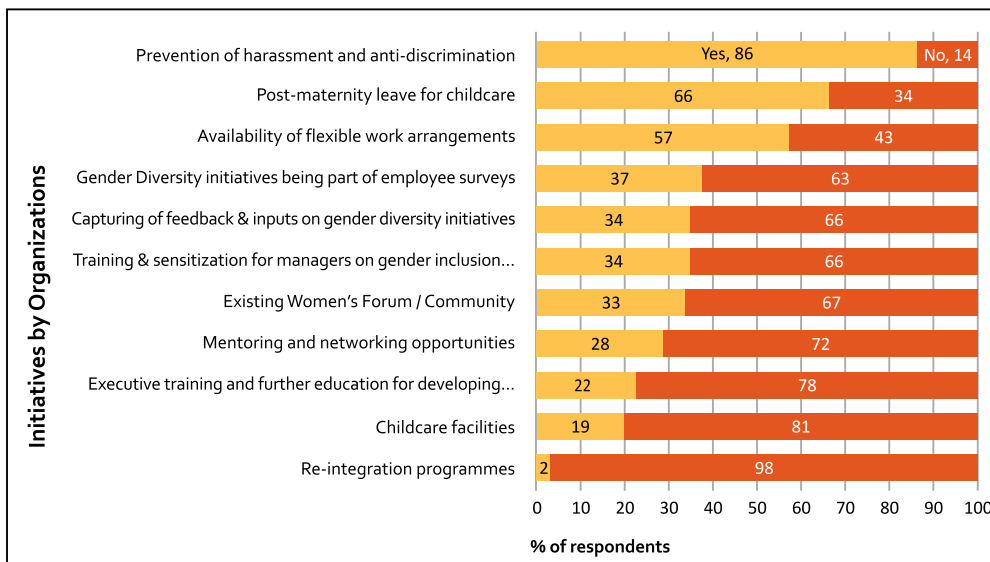
## Special Report – People Matters, November Issue - 2010

### Addressing the real pain points?

Respondents see lack of flexible work solutions, work-life balance and lack of an inclusive work culture as important barriers hindering women from rising to the top. At the same time, they believe that training programs at the executive and leadership level, mentoring opportunities and sensitizing managers will help retain women. The survey reveals the following: while lack of adequate re-entry opportunities (29%)

is a problematic area, only 2% organizations provide for reintegration programs; while 85% respondents feel that leadership development programs are key retention measures for women, only 22% respondents claim that their organizations provide such programs and while mentoring and networking opportunities is another key measure to retain women, only 28% respondents claim that their organizations undertake this initiative.

### Policy and Human Resource Focus



Note: Percentages are rounded off in the graph

Download complete story -  
[www.peoplesmatters.in](http://www.peoplesmatters.in)

COVER STORY
COVER STORY

# THAT TOMORROW HAS COME!

The global recession of 2008-09 has been a defining event in the modern history of global politics, national economies and corporate businesses. While its most visible manifestation has been the transition from a decade of Asian ascendancy to a new decade of Asian leadership, it has also brought with it a new reality – the post-recession reality of managing surging capital flows, of trade & currency wars, of a new globalization versus nationalism debate and of an unprecedented dose of economics in politics & government in business.

*People Matters* talks to thought leaders from the NHRDN Conference 2010 to understand what they make of this new reality and discuss key trends, practices and imperatives for businesses, organizations and leaders.

BY SAVREEN GADHOKE | ESTER MARTINEZ



18 • People Matters • November 2010



**“Transformation will require changing mindsets”**

**Shri. Kapil Sibal**  
Hon'ble Union Minister for Human Resource Development

I appreciate the choice of the theme chosen for the National HRD Network's 14<sup>th</sup> National Conference, "Towards the Next Orbit" – it is both topical and timely. For the Indian economy to become the world's fastest growing economy, it will be imperative that the organizations and individuals involved embark on a journey to a higher orbit. This transformational journey is bound to be challenging as it will require changing mindsets and bringing about radical reforms in existing systems, structures, processes, protocols and practices in the Corporate and Government sectors alike. I am sure that the Conference will help to throw light on specific measures, reforms and policies that would assist in the transformation. I expectantly look forward to receiving a copy of the proceedings of the Conference.

People Matters • November 2010 • 19

Cover Story – *People Matters*, November Issue - 2010

## That tomorrow has come!

The global recession of 2008-09 has been a defining event in the modern history of global politics, national economies and corporate businesses. While its most visible manifestation has been the transition from a decade of Asian ascendancy to a new decade of Asian leadership, it has also brought with it a new reality – the post-recession reality of managing surging capital flows, of trade and currency wars, of a new globalization versus nationalism debate and of an unprecedented dose of economics in politics and government in business. In the November issue's cover story, *People Matters* talked to thought leaders from the NHRDN Conference 2010 to understand what they make of this new reality and discussed key trends, practices and imperatives for businesses, organizations and leaders. Excerpts

### Invest in building capabilities

"In the next orbit of business, there is no space for narrow-minded leaders. Leaders will have to lay grounds for the continuous success of the company especially if India has to maintain consistency in its growth rate. There is a strong need to develop leaders and strong HR practices otherwise the growth will be very strained. For this, government will need to get greatly involved with education and training. In my opinion, education and training should now be opened up to the private sector with an independent regulator to increase availability of educational institutions. Then, companies should also come forward and invest in building capabilities and competencies and training and developing talent. There will have to be a multi-pronged strategy."



Adi Godrej, Chairman, Godrej Industries





**Arun Maira, Member, Planning Commission**

## Practicing linear deductive thinking

"To operate in the next orbit, leaders will have to possess a special skill set. They will have to be accountable for their own part as well as for the functioning of the system. They will have to practice linear deductive thinking, which will be rational and self-interested at the same time. It is a challenge because dictatorship also needs skills! Models of effective leadership as available to PSUs in a democratic setup are not possible for all organizations as business leaders do not take cognizance of stakeholders. New models of partnership will emerge, which will give direction to ways in which determination and cooperation can be maintained in doing business."



**Balvinder Singh Kalsi, President South Asia, DuPont**

## The new name of the game: Collaboration

"The business challenges ahead of us are so huge that nobody is going to be able to solve them alone; no company or government will be able to tackle them alone. The name of the game in business is going to be more on collaboration, engagement and networking. The role of the leaders is going to be measured on how they engage their people and how they collaborate with other companies and governments. The need for focus in these areas will escalate."



**K. R. Kamath, CMD, Punjab National Bank**

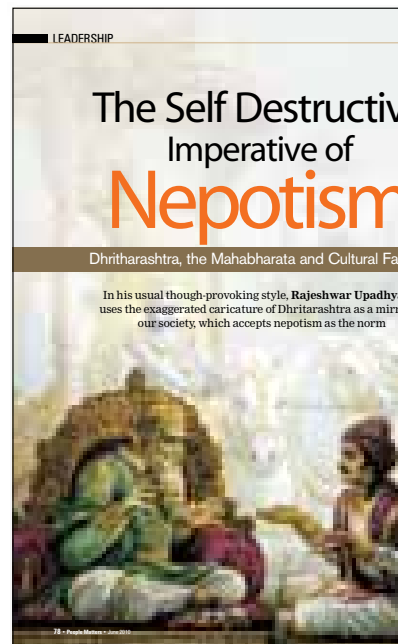
## Embracing change programs

"Many enterprises are embracing change programs in response to pressures from the competition and customers and to the opportunity presented by rapidly advancing technology. An uncoordinated, ad hoc approach will not suffice in a complex environment. To effectively implement changes, it is necessary that executives learn the important aspects of change management such as organizational structures and models. In organizational changes, staff should be willing to follow a group of individuals who are assigned with the responsibility of implementation of proposed changes. Furthermore, before proposing changes, it is important that leaders ask for the opinions and reactions of their subordinates to the proposals and make the changes beneficial to all of the members of a particular corporation or organization."

Read complete story - [www.peoplesmatters.in/monthly-issue/november-2010](http://www.peoplesmatters.in/monthly-issue/november-2010)



Leadership insights from the works of Shakespeare – People Matters, 2009 - 2010



# Leadership Insights from Literature

History, mythology and classical literature take a peek into the human mind. They uncover the realms of the behaviour beyond the rational – courage, wisdom, fear, greed, doubt and judgment. **Rajeshwar Upadhyaya**, Director of Par Excellence, is a student of the human condition. In his captivating essays, he derives lessons in management and leadership using Indian history, myths and the literary works of Shakespeare. Here we bring two of his essays from among his regular contributions over the year

## LEADERSHIP

In the Mahabharata, there is one person who had the power to prevent the inevitable catastrophe of the final battle at Kurukshetra. He never exercised this power. Contrary to popular belief, this person was not Krishna. The only person with a realistic chance of preventing war, at least almost until the bitter end, was the Kaurava king Duryodhana. His physical blindness has always been recognized as a metaphor of his willful emotional blindness, his complete unwillingness to either face reality or accept responsibility for the tragic events that continually unfolded during his reign. It was leadership dereliction at a spectacular level and his only feeble justification was his love for his sons, but especially for the eldest Duryodhana. Knowing full well his sons were grossly unprincipled and out of control he went along with their power grab not because he was attached to his throne, but solely because they were his sons. He was fully cognizant that he was being unfair to his brother's children, the Pandavas. He agonized at length about the wickedness he was collaborating in, but he never put a stop to it. Nepotism always runs rampant, and in the end he had the humiliating experience of surviving on the charity of those he had wronged.

It is absurd to note how many times he accepts guilt in the pages of the epic. Knowing full well he is doing wrong he nevertheless goes along. It is Duryodhana who articulates this remarkably self-aware sentiment — "Knowing the good I ignore it; knowing the bad I still follow it. My avadhava, inherent nature, is thus," but the lesson had been learnt from his father. When his sons were dying like flies before the justifiable wrath of Bhishma, his self-playing soliloquies no longer evoked any sympathy from his listeners. His confident and factious, Sanjaya brutally speaks truth to power in one of Ancient India's most extraordinary passages. "Why do you weep now? All your well-wishers and advisors had asked you to reign in your headstrong and greedy son. You spoke harshly to them, ignoring Bhishma who is the wisest as well as your grandfather. You ignored Drona who is the greatest teacher in the land. You banished Vidura for a while, and he is both your brother as well as the greatest minister in all of the culture. Even I remonstrated with you and so did your wife

Gandhari. To all of us you made it clear that the only thing that matters to you is your son and his ambition. This catastrophe is solely your fault and if you think anybody will mourn for your loss, you are deluding yourself." What is astonishing is that the blind king mockingly accepts this rebuke, acknowledges its truth and goes back to rooting for his sons' improbable victory. He was incorrigible in his nepotism.

Here is a provocative thought. In India we profess admiration for the Pandavas, but in practice we follow the Kauravas. This may not be universally true, but it is substantially so. Nepotism was and remains a core cultural imperative. It is a default psychological setting, and the need to cater for it may account for the incomplete social project of modernization. As the depressing example of the epic shows, it is an ancient and enduring imperative. What is important is that nepotism is not regarded as a problem normally — not until it bars something you wish to access. The acceptance of 'dynastic politics' as a normal social phenomenon instead of as a bizarre aberration in what is nominally a democratic polity is a tribute to the enduring power of the nepotism imperative. Justifications and rationalizations that are offered up in defence of nepotism, "the India way" excuse seem not to take into account the immense social losses that occur in having to negotiate such institutional barriers. To put it bluntly, this is a mindset that is medieval, utilizing it as a paradigm for living in the modern world is to risk living in permanent schizophrenia. It is not impossible it is merely adding burdens to an already difficult existence.

**The acceptance of 'dynastic politics' as a normal social phenomenon instead of as a bizarre aberration is a tribute to the enduring power of nepotism**

Leadership insights from Mahabharata –  
People Matters, June Issue - 2010

hero is hopelessly faced with. Could he have done things to escape his fate? A psychologist may quietly inform, perhaps not.

It is probably the right time to explore the unconscious compulsions of the tragic hero. At the onset, the play begins with the tragic hero as being a very capable character who is powerful, respected, strong, capable, statured and successful. Yet by the end of the play he is depleted, thrown down and often killed by those very people that admired him. This rather sinister destiny, at the end of the day, is brought upon by the hero himself. He is sometimes in the grips of mechanisms that he initiated in the first place. And now, by the law of karma, his actions catch up with him, nay, overrun him and he lies in the dust wasted! The consequences of CEO action may often time exceed him and overrun him if he were to not operate with awareness within the bounds of human dignity and meaningfulness. The tragic hero has psychological components that are a part of all human psyches and depending

# Hamlet: The Paralysis of Intellect

*'There will be time, there will be time  
To prepare a face to meet the faces that you  
meet...  
Time for you and time for me  
Time for a hundred indecisions,  
And for a hundred visions and revisions...  
Which in a minute will reverse'*

— TS Eliot

It is a curious fact that Hamlet is the most known character after Jesus Christ. There is something in the character of Hamlet and his actions that resonates with mankind. There is something in the dynamics of that play that resonates with the ebb and flow of life itself. Failure. Fear of failure. Fear of success. Fear itself. Fear of consequences and at the center of it all is a poetic apathy. Hamlet is too aware of the larger picture. And the larger picture paralyzes him. In corporate life too — all control and movement is artificially managed. Sure vision, mission, strategy are human efforts towards making meaning of the madness that the modern, unpredictable world is. Unpredictability in an environment of rapid and entropic change is the dynamics the tragic

on a variety of external and internal conditions they may be triggered off. Before the protagonist knows it, he is a victim of his own excesses. The fault does not have to be against someone — the greatest evil is the evil against the self. As when, in the dying scene, Richard II laments — "I wasted time, and now Time doth waste me."

Hamlet is his own problem. He gets in his own way. He is his own worst enemy. He is his own most alienated friend. Hamlet's problem, then, is isolation and introversion accompanied by maniacal but poetically brilliant depression. This is both the boon and bane of the hero. The poetry sustains him. His suffering is beautiful and not for all the physicians in the world will he give up his self-indulgent pity for himself, and as a consequence, for all mankind. Take for example — "How dull, stale and unprofitable to seem the uses of this world..." and elsewhere, "What a piece of work is man... and yet to me what is this quintessence of dust?"

At the psychological level, Hamlet enjoys his suffering and the depressive vortex that he creates around himself sucks everyone else in. His poetry, his vocabulary, his abstraction

**An analysis of Hamlet will reveal an inner dynamic that is central to all of us in potential** — the lesson therefore is to cognitively understand its compulsions and then re-cognize them in ourselves as possible operating principles

of thought, his clarity and power of expression and above all his 'intuitive intellectuality' render his saviors petty — incapable in their own eyes of helping him. Of all the characters in the play, Hamlet trusted only Horatio but Horatio was too much in awe of the prince to be able to help him. Also, in Hamlet's own words, Horatio was too spiritually evolved and therefore detached to meaningfully intervene in Hamlet's mind and bring about a change.


Ophelia could have helped him but he sabotaged that. He alienated her. Completely. In fact almost personally drove her to insanity and then to suicide. This then is an abiding trait of a tragic hero — he almost invariably drives the important woman in his life away. Or ridicules her. Neglects her. In so doing he is killing his anima, his yin, his feminine aspect. In short, he alienates himself from the feminine aspect in his life. The Hindus have a concept of the 'ardhanarieshwara' where one half of your psychological existence comes from the feminine presence in your life, just as Shiva himself is part Parvati. An examination of one's personal life may indicate that one is erring too much on the side of the masculine and the rational — to exclusion of the emotional. The blindness so self-imposed does prove disastrous. In the play, all the main characters die, succumbing to deception, deceit, revenge, power-games, lust (bordering on incest), greed and unbridled anger. Since these attributes are biologically hard-wired into the human psyche, the appeal is universal as is the fatality.

An analysis of Hamlet will reveal an inner dynamic that is central to all of us in potential — the lesson therefore is to cognitively understand its compulsions and then recognize them in ourselves as possible operating principles. Hamlet's ability is that he sees too much, understands too much, empathizes too much, analyzes too much and consequently is paralyzed by his own intelligence. This is

the classic intelligence trap: where you are trapped in a point of view by your ability to defend it. He can think for and against an issue with equal élan. He trusts the ghost of his father that tells him of the crime his uncle has committed by murdering him and marrying his queen — this is double sin: murder of 'God's representative on earth' and incest. When the time comes to revenge and deliver on the promise he made to his father's ghost, he is plagued by doubt — by the 'nature of evil' as a possible trick of the mind induced by Satan himself! Thus no action flows, except internally as a monologue with the self.

The other possible consequence of delay in action (procrastination) is his pathological fear of failure. But every fear of failure shares an insidious border with the fear of success. Success, specially the one you are not psychologically prepared for, brings with itself a host of fears about your competence — the fear that others will now know what your true worth is — as if you were bluffing your way to the top all these years! The solution is what Hamlet himself provides before he dies — preparation is all along with a leaf out of the tome on the Level V leader who is equipped with the twin weapons of humility and ferocious resolve.

In an organizational context, Hamlet had no insider friends who would bring in raw data for processing and action. There are no external sources of communications. There is almost complete reliance on himself and the meanderings of his own thinking. He has no mentors in the organization or outside it. No coaches — just a naïve, sentimental mother and a foolish courtier in Polonius. His dislike for Claudius has an irrational (supernatural) basis and goes on to do the opposite of what his uncle could have liked. This is akin to a boss-subordinate relationship where the subordinate dislikes favoring the boss because, at some level, he fears becoming like him or being perceived as wanting to be like him. Hamlet felt a moral and ethical superiority to his uncle. While this has logic, it was, in the play self-defeating.

Doubt. Indecision. Procrastination. Lack of external sources of reliable information. Absence of a coach and mentor. These are central to Hamlet and bring about the fall of the hero. The lessons from Hamlet are, therefore, clearly in the plea for 'task' oriented, goal focused activity, avoiding emotional and intellectual excesses—in pursuit of the larger good—stake-holder value in this case. 



GREAT  
PLACE  
TO  
WORK®

INSTITUTE  
INDIA

BEST  
companies  
to work for

2011

*Register for India's  
Best Companies to  
Work For 2011 Study*

*The 2011 study has received an  
overwhelming response, to ensure  
your participation, register today.  
Please note that registrations close  
on 25th December. To register your  
organization please log on to  
[www.greatplacetowork.in](http://www.greatplacetowork.in)*

*To know more  
write to  
[greatplace@greatplacetowork.in](mailto:greatplace@greatplacetowork.in)  
or call at +91  
9920866406*

[www.greatplacetowork.in](http://www.greatplacetowork.in)

In the Mahabharata, there is one person who had the power to prevent the inevitable catastrophe of the final battle at Kurukshetra. He never exercises this power. Contrary to popular belief, this person was not Krishna. The only person with a realistic chance of preventing war, at least almost until the bitter end, was the Kaurava king Dhritarashtra. His physical blindness has always been recognized as a metaphor of his willful emotional blindness, his complete unwillingness to either face reality or accept responsibility for the tragic events that continually unfolded during his reign. It was leadership derailment at a spectacular level and his only feeble justification was his love for his sons, but especially for the eldest Duryodhana. Knowing full well his sons were greedy, unprincipled and out of control. He went along with their power grab, not because he was attached to his throne, but solely because they were his sons. He was fully cognizant that he was being unfair to his brother's children, the Pandavas. He agonized at length about the wickedness he was collaborating in, but he never put a stop to it. Nepotism always won out, and in the end he had the humiliating experience of surviving on the charity of those he had wronged.

It is absurd to note how many times he accepts guilt in the pages of the epic. Knowing full well he is doing wrong, he nevertheless goes along. It is Duryodhana who articulates this remarkably self-aware sentiment – "Knowing the good I ignore it; knowing the bad I still follow it. My svabhava, inherent nature, is thus." – but the

lesson had been learnt from his father. When his sons were dying like flies before the justifiable wrath of Bheema, his self-pitying soliloquies no longer evoked any sympathy from his listeners. His confidant and factotum, Sanjaya brutally speaks truth to power in one of Ancient India's most extraordinary passages. "Why do you weep now? All your well wishers and advisors had asked you to reign in your headstrong and greedy son. You spoke harshly to them, ignoring Bheesma who is the wisest as well as your grandsire. You ignored Drona who is the greatest teacher in the land. You banished Vidura for a while, and he is both your brother as well as the greatest minister in all of the culture. Even I remonstrated with you and so did your wife Gandhari. To all of us you made it clear that the only thing that matters to you is your son and his ambition. This catastrophe is solely your fault and if you think anybody will mourn for your loss, you are deluding yourself." What is astonishing is that the blind king meekly accepts this rebuke, acknowledges its truth and goes back to rooting for his sons' improbable victory. He was incorrigible in his nepotism.

Here is a provocative thought. In India, we profess admiration for the Pandavas, but in practice we follow the Kauravas. This may not be universally true, but it is substantially so. Nepotism was and remains a core cultural imperative. It is a default psychological setting, and the need to cater for it may account for the incomplete social project of modernization. As the depressing example of the epic shows, it is

# The Self Destructive Imperative of Nepotism

## Dhritarashtra, the Mahabharata and Cultural Failures

In his usual thought-provoking style, **Rajeshwar Upadhyaya**, uses the exaggerated caricature of Dhritarashtra as a mirror to our society, which accepts nepotism as the norm

an ancient and enduring imperative. What is important is that nepotism is not regarded as a problem normally – not until it bars something you wish to access. The acceptance of ‘dynastic politics’ as a normal social phenomenon instead of as a bizarre aberration in what is nominally a democratic polity is a tribute to the enduring power of the nepotism imperative. Justifications and rationalizations that are offered up in defence of nepotism, “the India way” excuse seem not to take into account the immense social losses that occur in having to negotiate such institutional barriers. To put it bluntly, this is a mindset that is medieval; utilizing it as a paradigm for living in the modern world is to risk living in permanent schizophrenia. It is not impossible; it is merely adding burdens to an already difficult existence.

The ‘unfairness’ aspect of nepotism does not seem to hold much water, for like Dhritarashtra, everybody is perfectly happy if it is fair to my family! What is unacknowledged is the pervasive bitterness and resentment that seeps into the social sphere when such a value system is privileged. The acknowledgement that life can be unfair seems to have been internalized into a conviction that life has to be unfair. In such a scenario, any personal advantage that can be extracted trumps any social responsibility that may be vaguely felt. It is fundamentally a pessimistic approach to life, a lack of trust in social systems to provide adequately for one’s aims in life. The subtext to nepotism is a sense of enmity between the self and society; it is a seeking of security, a mental regress into childish fears. Dhritarashtra knew full well that there was enough power and pelf for his children and their cousins but as Mohandas Gandhi correctly observed, “There is always enough for people’s need, but never enough for their greed.”


At yet another level, nepotism is the refusal to accept social responsibility until one’s personal ambitions have been fulfilled. The blind king openly acknowledged that Yudhishtara would have been a better ruler than his son, both for the people and the kingdom, but in the end, society got the dirty end of the deal so long as his son was gratified. When Duryodhana was born, he brayed like a donkey, an inauspicious omen and a disturbed Vidura articulates ancient India’s vision as to what should be done with a social menace. “For the sake of a family, an individual may be abandoned. For the sake of a village, a family may be given up. For the sake of the district, we can lose the village; for the country, the district and for the World, an entire country. But for the sake of Dharma, the moral and ethical norms that sustain society, the very Earth indeed may be given up.”

Vidura was praised hugely for his wisdom and quietly ignored. He could have been living in contemporary times.

This is therefore a more demanding challenge in our environment; the compulsions of a collective society where the family is the unit of trust and tolerance. Family owned organizations want to keep the actual reigns of control in the hands of family members. And it is not entirely rare that a 28 year old son of the promoter of a large Indian company immediately upon returning from an American university heads an organization and compels deference from the rest of the staff whose experience and professionalism exceed his own by far. His learning curve becomes the organization’s bottleneck and personal likes and dislikes drive the restructuring imperative. This furthers mealy-mouthed deference and an inability to differ from the ‘leadership’ or even offer an alternate perspective. Obedience and compliance kicks in irrational levels of fear and respect thus reinforcing the feudal ethos where loyalty is more important than performance.

**Vidura was praised hugely for his wisdom and quietly ignored. He could have been living in contemporary times**

Some organizations have struggled with the issue of professionalising themselves and have experienced varying levels of success. It is common argument that professionals do not truly have any real stake in the success of the business. They can be ‘head’ hunted and like salivating mercenaries they will join, lead and make successful the very organization he was competing with till yesterday. Whereas the truth in this can be debated, the sentiment is unwavering. This deepens the original need to ‘interfere’ and trust only kin. The promoters feel the need to ever so often step in and ‘make’ the right decisions on behalf of the professionals. Nepotism reinforced. Everyone knows the final controls lie elsewhere. And all future decisions must be made keeping that in mind. There is diminishing returns logic in the benefits of nepotism. Dhritarashtra is an exaggeration of that failure. The purpose of exaggeration is not falsification rather visibility.

To make visible what would otherwise escape notice, so that more optimal action may follow. And yet, the exceptions to the norm are numerous enough to render the norm redundant. 

Read complete series - [www.peoplesmatters.in](http://www.peoplesmatters.in)

# Learning from the Book of Cricket

Unconventional, yet true – there is a lot that business houses can learn from cricket. **Tiger Tyagarajan**, Chief Operating Officer, Genpact, writes about the universal nature of team work



**W**ith the exception of perhaps employing dancing cheerleaders with pom poms, there are several lessons companies can learn from the Indian Premier League (IPL) and sports in general on how to (and sometimes how not to!) lead people – a critical factor to achieving success, especially in today's turbulent times.

In a recessionary environment, employees are usually amongst the first casualties, with non-performers running the risk of getting the axe and performers being pressured to raise the bar. In such situations, there are high chances of employees becoming over-burdened and eventually disengaging from the company.

In my mind, there are three things that distinguish winning teams from others – both on and off the field –

- a) an insatiable hunger for winning,
- b) having role clarity in the team and
- c) placing teamwork above individual performance.

Get these right and you've got your people strategy right.

Insatiable hunger is that killer instinct to win – to always be ready and to go for the

kill when the opposition is down – a thirst and hunger for learning, wanting to do more, improve, as an individual and as a team.

Role clarity is extremely important as players of a winning team always have their individual roles well defined and know how they are connected to each other. Shane Warne's apparent clarity with his team members in the Rajasthan Royals on who does what is perceived as instrumental in the team's success... particularly versus potential.

Teamwork might seem like the simplest of all three, but is often the one trait many falter on. In some team sports (and in business), this manifests through the fact that individual awards like Man of the Match, Employee of the Month, et al, are given too much importance. What is the explanation for India having a disproportionate number of players in the Top 20 batsmen and bowlers in world rankings, despite not being in the Top 2 teams consistently in the world? It's the fact that the individuals do not combine to produce results that exceed their sum. This is the single biggest change that M. S. Dhoni, as the Captain of the Indian Cricket Team has brought in!

I do believe that Indian teams, in most



## MANAGING PERFORMANCE

LEARNING FROM THE  
**BOOK OF  
CRICKET**

Unconventional, yet true – there is a lot that the business houses can learn from cricket.  
**Tiger Tyagarajan**, Chief Operating Officer, Genpact, writes the universal nature of team work

**W**ith the exception of perhaps employing dancing cheerleaders with pom poms, there are several lessons companies can learn from the Indian Premier League (IPL) and sports in general on how to lead (sometimes how not to) lead people – a critical factor to achieving success, especially in today's turbulent times.

In a recessionary environment, employees are usually amongst the first casualties, with nonperformers running the risk of getting the axe and performers being pressured to raise the bar. In such situations, there are high chances of employees becoming over-hyped and eventually shirking from the company.

In my mind, there are three things that distinguish winning teams from others – both on and off the field –

- an insatiable hunger for winning;
- having role clarity in the team and;
- placing teamwork above individual performance.

Get these right and you've got your people strategy right.

**Insatiable hunger** is that killer instinct to win – to always be ready and to go for the kill when the opposition is down – a thirst and hunger for learning, wanting to do more, improve, as an individual and as a team.



TIGER TYAGARAJAN

Role clarity is extremely important as players of a winning team always have their individual roles well defined and know how they are connected to each other. Shane Warne's apparent clarity with his team members in the Rajasthan Royals on who does what is perceived as instrumental in the team's success... particularly versus potential.

Teamwork might seem like the simplest of all there, but is often the one trait many fall on. In some team sports (and in business), this manifests through the fact that individual awards like Man of the Match, Employee of the Month, et al are given too much importance. What is the explanation for India having a disproportionate number of players in the Top 20 of batsmen and bowlers in world rankings, despite not being in the Top 2 teams consistently in the world? It's the fact that the individuals do not continue to produce results that exceed their sum. This is the single biggest change that M. S. Dhoni, as the Captain of the Indian Cricket Team has brought in!

I do believe that Indian teams, in most sports, are selfish and the sport that highlights this the most is hockey, where there is no value for individual brilliance and yet, time and again, we see individuals who are brilliant behave selfishly on the field and end up in a loss for the team.

In business too, we often see a 'crab mentality' that 'if I can't make it to the top I won't let my teammate make it as well'. It is very important for different business units to work without any boundaries to solve a customer problem or attack an opportunity rather than worry about who is going to get credit for it.

This obsession with individual glory and awards comes in the way of being team players and ultimately in the way of success.

Probably the biggest change that M. S. Dhoni has made to the Indian Cricket team is making it known that it is the team, which is of utmost importance where individual players bask in the glory and performance of their teammates as much as their own – as long as the team wins!

**ROLE CLARITY IS EXTREMELY IMPORTANT AS PLAYERS OF A WINNING TEAM ALWAYS HAVE THEIR INDIVIDUAL ROLES WELL DEFINED AND KNOW HOW THEY ARE CONNECTED TO EACH OTHER**



THE BIGGEST CHANGE THAT M. S. DHONI HAS MADE TO THE INDIAN CRICKET TEAM IS MAKING IT KNOWN THAT IT IS A TEAM

After team player is one who clearly defines success as 'success of the team' even if he/she does not win the Player of the Tournament award and who, in every situation, subsumes team goals to individual records and goals.

To achieve all this and at the same time build loyalty and bonds might be a challenge as today's teams are often multi-locational, multi-functional, multi-cultural or even short-term project-based – which is true for businesses as well as the IPL cricket teams.

To do this, in my opinion, the most important thing for any leader is to create a common vision and a common set of goals. When multi-cultural and multi-locational teams come together,

establishing that common purpose right from day one is very critical. This is best done as a group in an interactive manner that gets their buy in and gets excitement and clarity around the goal.

Leaders must determine as a group, behaviors that are acceptable and unacceptable and establish the role each person plays to show how they are all connected. They must determine how success will be measured at a milestone level so there is no confusion and it is measurable at many points in the journey. And most importantly, they must establish a communication rhythm as a team to study progress towards goals and take corrective action to create drive and motivation.

A leader is as much a coach in business as in sports. In cricket, for instance, the captain is often a hands-on coach on the ground – always available for help and bringing in clarity into every player's role. Similarly, in business, a leader has to be a coach – for the team to deliver the best and keep winning. Isn't the CEO the best coach? Sometimes you wonder if teams ever need separate coaches! Isn't the captain the best coach? However, if the captain has a gap in a certain area, you need to flank him or her with a separate coach, just like the HR leader in an organization can sometimes be the eyes and ears of the CEO! ■

People Matters • February 2010 • 55

## Managing Performance – People Matters, February Issue - 2010

sports, are selfish and the sport that highlights this the most is hockey where there is no value for individual brilliance and yet, time and again, we see individuals who are brilliant behave selfishly on the field and end up in a loss for the team.

In business too, we often see a 'crab mentality' that 'if I can't make it to the top, I won't let my teammate make it as well'. It is very important for different business units to work without any boundaries to solve customer problems or attack an opportunity rather than worry about who is going to get credit for it.

This obsession with individual glory and awards comes in the way of being team players and ultimately in the way of success.

Probably the biggest change that M. S. Dhoni has made to the Indian Cricket team is making it known that it is the team, which is of utmost importance where individual players bask in the glory and performance of their teammates as much as their own – as long as the team wins!

A true team player is one who clearly defines success as 'success of the team' even if he / she does not win the Player of the Tournament award and who, in every situation, subsumes team goals to individual records and goals.

To achieve all this and at the same time build loyalty and bonds might be a challenge as today's teams are often multi-locational, multi-functional, multi-cultural or even short-term project-based – which is true for businesses as well as the IPL cricket teams.

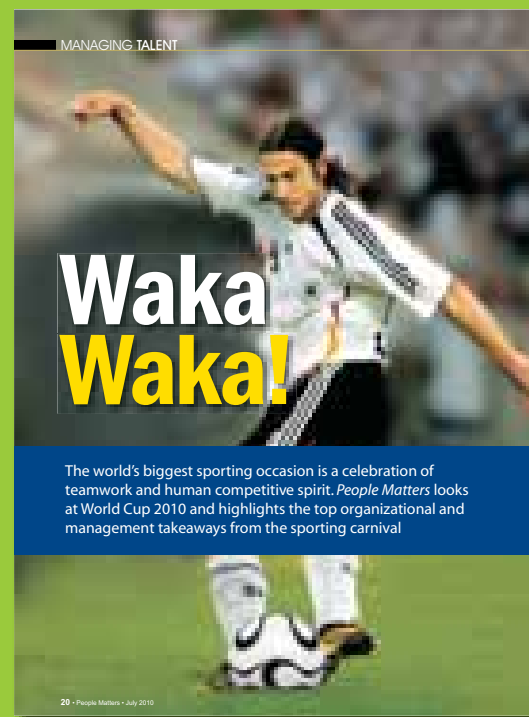
To do this, in my opinion, the most important thing for any leader is to create a common vision and a common set of goals. When multi-cultural and multi-locational teams come together, establishing that common purpose right from day one is very critical. This is best done as a group in an interactive manner that gets their buy in and gets excitement and clarity around the goal.

Leaders must determine as a group, behaviors that are acceptable and unacceptable and establish the role each person plays to show how they are all connected. They must determine how success will be measured at a milestone level so there is no confusion and it is measurable at many points in the journey. And most importantly, they must establish a communication rhythm as a team to study progress towards goals and take corrective actions to create drive and motivation.

A leader is as much a coach in business as in sports. In cricket, for instance, the captain is often a hands-on coach on the ground -- always available for help and bringing in clarity into every player's role. Similarly, in business, a leader has to be a coach – for the team to deliver the best and keep winning. Isn't the CEO the best coach? Sometimes you wonder if teams ever need separate coaches! Isn't the captain the best coach? However, if the captain has a gap in a certain area, you need to flank him or her with a separate coach, just like the HR leader in an organization can sometimes be the eyes and ears of the CEO. ■

# Waka Waka!

The world's biggest sporting occasion is a celebration of teamwork and human competitive spirit. *People Matters* took a refreshing view at management by highlighting the top organizational and leadership takeaways from the sporting carnival



## Theme#1: Investing in Talent

**1**998 was a washout year in German football. The team had been thrashed 3-0 by outsiders Croatia in the World Cup Quarterfinals and it was plain to see that not enough talent was coming through the ranks of Germany's supposedly well-oiled football machinery. The influx of East German professionals that was supposed to make "Germany unbeatable for years to come" (Franz Beckenbauer after winning the World Cup in 1990) had dried up. In the Bundesliga (German league), the percentage of foreigner players had risen to 50% by 2000.

The German Football Association (FA) realized something needed to be done. FA VP Beckenbauer and his team presented a new concept for producing young German footballers. It was decided that all across the country, 121 national talent centers would be built to help 10-17 year olds with technical practice. Each center would employ two full-time coaches at a cost of \$15.6 million over five years. The second key point was a new requirement for all 36 professional clubs in Bundesliga and Bundesliga-2 to build youth academies.

Crucially, the FA's initiative coincided with the liberalization of the citizenship laws and a willingness to integrate young footballers with migratory background into the Germany setup.

Two years later, the TV conglomerate that had bankrolled the previous Bundesliga boom collapsed, leaving the clubs in severe financial difficulties. Faced with huge, unsustainable wage bills, they found that the easiest way to cope was to release well-paid but mediocre foreigners and replace them with young, cheaper recruits from their own youth teams. The Bundesliga found that fostering talent was not only good for the balance sheet but also for the brand. Fans flocked to the stadiums to see home-grown players with whom they could identify.

It's then no coincidence that the 2010 World Cup is the youngest German team since 1934. Coach Joachim Löw has had more good, young players to choose from than any other in the last two decades. The changes that were introduced ten years ago have paid dividends. In the last two years, Germany has won the European championship at U-17, U-19 and U-21 level... and came up with spirited, inspiring performances in their third place World Cup finish. Ground level innovations combined with a strong financial and ideological commitment at the top have put German soccer in a position where it can look optimistically towards the future – a shining example for organizations in the long-term benefits of well-intentioned and planned talent development initiatives.

## MANAGING TALENT

## Theme#1: Investing in Talent

1998 was a washout year in German football. The team had been thrashed 3-0 by outsiders Croatia in the World Cup Quarterfinals and it was plain to see that not enough talent was coming through the ranks of Germany's supposedly well-oiled football machinery.

The influx of East German professionals that was supposed to make Germany unbeatable for years to come (Franz Beckenbauer after winning the World Cup in 1990) had dried up. In the Bundesliga (German league), the percentage of foreigner players had risen to 50 percent by 2000.

The German football association (FA) realized something needed to be done. In May 1999, FA vice president Beckenbauer and his team presented a new concept for producing young German footballers. It was decided that all across the country, 121 national talent centers would be built to help 10-17 year olds with technical practice. Each center would employ two full-time coaches at a cost of \$15.6 million over five years. The second key point was a new requirement for all 36 professional clubs in Bundesliga and Bundesliga 2 to build youth academies.

Crucially, the FA's initiative coincided with the liberalization of the citizenship laws and a willingness to integrate young footballers with migratory background into the Germany setup.

Two years later, the TV conglomerate that had bankrolled the previous Bundesliga boom collapsed, leaving the clubs in severe financial difficulties. Faced with huge, unsustainable wage bills, they found that the easiest way to cope was to release well-paid but mediocre foreigners

### A decade after sweeping systemic changes for producing young players, Germany has the youngest World Cup squad in 75 years

and replace them with young, cheaper recruits from their own youth teams. The Bundesliga found that fostering talents was not only good for the balance sheet but also for the brand. Fans flocked to the stadiums to see home-grown players with whom they could identify.

It's then no coincidence that the 2010 World Cup is the youngest German team since 1934. Coach Joachim Löw has had more good, young players to choose from than any other in the last two decades. The changes that were introduced 10 years ago have paid dividends. In the last two years, Germany have won the European championship at U-17, U-19 and U-21 level...and came up with spirited, inspiring performances in their third place World Cup finish.

Ground level innovations combined with a strong financial and ideological commitment at the top have put German soccer in a position where it can look optimistically towards the future – a shining example for organizations in the long-term benefits of well-intentioned and planned talent development initiatives.

People Matters • July 2010 • 31

Managing Talent – People Matters, July Issue - 2010

### Theme#2: All work and no play...

Of all the football leagues around the world, the English Premier League (EPL) is, by far, the most popular, glamorous and financially successful. The quality of the league can be measured by the fact that it provided the highest number of players to World Cup 2010 – 119 EPL players followed by 84 from the German Bundesliga, 80 from Italy's Serie A and 59 from the Spanish La Liga. The order remains the same when only the foreign players in the leagues are counted – England 96, Germany 61, Italy 57, Spain 39. The performance of players from the EPL, however, has been in sharp contrast to the league's fearsome reputation. The English themselves had a disastrous campaign with pedestrian displays against lower ranked teams, before capitulating 4-1 to Germany. Other teams loaded with EPL players too had a disappointing campaign – notably Ivory Coast, France and Nigeria.

While there could be a million reasons for these failures, one such reason sees the EPL take the blame for tiring players too greatly with its all-action style, cluttered fixture schedule and lack of a winter break. The EPL has the highest number of matches compared to any other league (a staggering maximum of 51) and more importantly, is the only league with no winter break.

Indeed, performance suggests there may be some truth to claims of the EPL sapping players. Many EPL players have under-performed in South Africa, and those who haven't – Carlos Tevez, Robin van Persie, Park Ji-Sung – all had time off (injury-enforced or otherwise) during last season. The tournament's biggest 'flop' Fernando Torres, is still recovering from his own injury struggles, just as England's great hope, Wayne Rooney, seemed to be. And Torres seems in little doubt where the problem lies. "The English league really wears down a player. I just can't imagine what state I'll be in within five or six years if I continue to play here," the Liverpool striker noted on the eve of the World Cup. Blackburn Rovers captain Ryan Nelsen agrees, as he said recently, "Many players will never admit it, but it is mentally and physically the hardest league in the world. It is so draining. Inevitably, all the players around the world that have come down with injuries are generally Premier League players."

While it is obviously dangerous to make too many concrete conclusions from such select data, there seems to be evidence here for employers and employees alike in favor of a better work-life balance.

### Theme#3: Will the real boss please stand up?

The cult of personality is definitely growing in football – and for once it is off the pitch. With every World Cup, the role and prominence of the team's coach / manager has only increased. Many commentators of the game believe the month of the World Cup is all about man management and coaches who are able to keep their teams united and players motivated are all the more likely to succeed. Coaches who come out and face the media and stand by their players tend to take the spotlight on themselves and pressure off their players. Dunga, Maradona and Joachim Loew all enjoy a personal relationship with their stars by eliminating cronies and face the media – praise and flak alike, thereby diverting attention before key games on to themselves and helping their players relax.

It is a trend that emphasises the role of the coach as mentor, manager, strategist and leader during the sporting world's most memorable month every four years. **PM**

### Afterthought

It was a great year for Indian sport, with sportspersons like MS Dhoni, Vijender Singh and Saina Nehwal taking India to a position of supremacy in their respective disciplines. There is something incredibly romantic in the story of the small-town kid who makes it big on pure guts, hard work and talent in the backdrop of a cruel, uncaring and apathetic 'system'. It again highlights the role of a coach – as mentor, trainer, emotional anchor, critic and disciplinarian. Maybe there is something to learn for corporate coaches and mentors from the likes of a Gary Kirsten or a Pallela Gopichand – more on that in 2011.

## CII HR Conclave: Towards Excellence in HR

In July, CII organized the HR conclave, "Towards Excellence in HR" emphasizing on the importance of building India's 'people pipeline'. The high point of this industry-managed and industry led event was the presentation of HR awards and certificates of participation to deserving organizations that had undergone a rigorous assessment process by independent assessors appointed by CII as part of its commitment to provide real value-added service to members. In subsequent sessions, senior industry professionals discussed the challenges and rewards of Dynamic Performance Systems, which were critical to identifying and recognizing good performers. The need for good performance systems that were linked to business outcomes were seen as integral to a more meritocratic work culture. The conclave saw a gathering of over 250+ professionals who shared their experiences at the event.

## EFI – National HRM Summit: Ahead of the Curve

In September, Employer's Federation of India (EFI) organized the National HRM Summit on 'Ahead of the Curve – Critical HR Challenges for Businesses' in Mumbai. The summit offered excellent opportunity to learn from the experience of keynote speakers, which included B. Santhanam, President - EFI & MD, Saint Gobain Glass; Duncan Campbell, Director – Employment Sector, ILO, Geneva; N. Venkatramani, MD, India Pistons; Tine Staermose, Director, ILO-SRO, New Delhi; Dilip Chenoy, MD & CEO, National Skill Development Corporation; Visty Banaji, CEO, Banner Global Consulting; Sharad S. Patil, Secretary General, EFI, amongst others. The summit discussed issues such as the challenge of skill gap and industry role in bridging this gap, managing global employee relation practices, emerging paradigms in outsourcing, contract labor in manufacturing and services.

## Network18's 2nd HR Leadership Conclave


In September, Network18 conducted its 2nd HR Leadership Conclave, 2010 in New Delhi with the central theme as 'Change'. The E18 event, which was attended by over 300 HR Heads across verticals including T. V. Mohandas Pai, Director & Head, Finacle, Admin, HR, Infosys Leadership Institute; Thomas Antony, Executive Director – HRD, IOCL; K. Ramachandran Pillai, CMD, National Textile Corporation; Dr. Ganesh Shermon, Partner & Country Head – People & Change Practice, KPMG; Dr. S. Mohan, Director HR, BPCL; Rajneesh Singh, Group Head HR, Network18 Group; D. Shivakumar, VP & MD, Nokia India; S. Y. Siddiqui, Managing Executive Officer – Administration (HR, Finance, IT & COSL), et al, focused on the dynamics of change with some of the finest minds in the industry sharing their concrete 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 critical HR issues such as the HR imperative from a PSU perspective, role of technology in HR, lessons from recession, et al, in a dynamic business environment and to evaluate innovative processes and new technology as organizations embark on a journey of change to transform for future growth.



## People Matters Conclave: Talent Acquisition

In October, People Matters organized the Talent Acquisition Conclave in Mumbai with the objective of preparing Managers to deal with talent acquisition challenges. Competition for talent is getting aggressive again and the current shortage of skilled human capital, along with the associated rise in employee costs is forcing companies to revisit their existing strategy for talent acquisition. The conclave witnessed participation of more than 120 delegates and eminent speakers and moderators from all walks of life, thereby providing a forum of exchange of ideas for HR practitioners and business leaders across industries. 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 and the way forward, to get insights into trends in talent acquisition across industries and to get in-depth understanding on the various elements of talent acquisition: Talent Acquisition Today, Overcoming Talent Challenges – Best Practices, New Process & Systems, Quantitative Measures for Recruitment, Compensation Challenges in Talent Acquisition et al. and to learn how to maximize the impact of such programs in your organization.

## Aspire SkillsWorld: Educating & Skilling India

In November, Aspire Human Capital Management partnered CII and The Aspen Institute India to organize the 5th edition of Aspire SkillsWorld in Chennai. Thirty leading educators, employers and regulators conversed, debated and discussed on "Educating & Skilling India: Opportunities & Challenges" in six power packed sessions. The Inaugural Plenary Session was addressed by Amit Bhatia, CEO, Aspire; B. Santhanam, MD, Saint Gobain Glass; Shivinder Mohan Singh, MD, Fortis and R. Seshasayee, MD, Ashok Leyland. They urged the Educators to enhance quality, Employers to partner Educators and Regulators to leave Education along. A panel debate titled 'What Employers Want Versus What Educators Want' between Educators & Employers was moderated by Ester Martinez, Editor-in-Chief, People Matters. 'Educating India - Views from Abroad' featured speakers from iCarnegie, Harvard Business Publishing (HBP) and London School of Business & Finance. The session on 'Creating National Skills, Education & Training Ecosystem' was moderated by Dilip Thakore, Publisher & Editor, Education World and Prof. V.S. Rajan, ISRO discussing on the Regulatory Framework. 

For more details on events and trainings please visit [www.peoplesmatters.in/events](http://www.peoplesmatters.in/events) or connect with Bhavna Saxena at [bhavna.saxena@peoplesmatters.in](mailto:bhavna.saxena@peoplesmatters.in)



# CRISP

... unleashing the full potential  
of men & machines

## SERVICES *Offered*

### TRAINING

- Industrial Automation (PLC, Drives, Hydraulics, Pneumatics, Relay Logic)
- Manufacturing Technology (CNC, AutoCAD, CAD/CAM)
- Behavioural Sciences
- IT Training (MS Office, .Net, C++, Networking etc.)

### CONSULTANCY

- Application Software
- Web Portals
- CISCO Networking
- Customised Software

### TOOL ROOM

- CNC Machining Services

### MULTIMEDIA

- 3D Animation in MAYA
- Film Production
- Non Linear Video Editing in AVID Media Composer
- Special Effects (SFX)

### VOCATIONAL TRAINING

- Skill up gradation Training
- Curriculum Development
- Training of Trainers

### INDUSTRIAL TRAINING

- Engineering Students
- MCA / MBA Students

## TRAINING FEATURES

- Hands-on practice on real Industrial Applications
- Tailor made on-site trainings with mobile kits
- Solutions for Machining, Processing & Troubleshooting

**CRISP**  
ISO 9001: 2008  
**gtz**

For further details please contact

AGM - MARKETING

**Centre for Research  
& Industrial Staff Performance**

(Established under Indo-German Technical Cooperation)  
Shyamla Hills, Bhopal-02 Tel: 0755-4223702-03 Fax: 4220022  
Mob: 09425302725, 09826334406

email: [rmaheshwari@crispindia.com](mailto:rmaheshwari@crispindia.com), [faisal@crispindia.com](mailto:faisal@crispindia.com)  
Visit us at: [www.crispindia.com](http://www.crispindia.com)



CEA Recognised Training Institute for Hydro Power Plant

**Expert in Multiskilling Trainings for  
10th / 12th Pass / Science Graduates / Diploma Holders / Apprentices / GETs**

# Towards the Next Orbit

## Challenges for Indian Corporates

BY ASHA BHANDARKER




The National HRD Network-Delhi Chapter conference, 'Towards the Next Orbit' from December 1-3, 2010, was a resounding success having 1,350 registered participants. The conference was a confluence of ideas of CEOs, HR leaders and thought leaders from India and abroad. Participants experienced a rich mélange of thoughts, wisdom and experiences from 65 speakers packed in two and a half days. The conference theme, of taking Indian corporations to the next level of growth, performance and excellence itself generated tremendous sense of challenge and anticipation. The Chief Guest Arun Maira (Member Planning Commission) and the academic conference chairman Dr. Pritam Singh (Professor of Eminence, MDI-Gurgaon) in their initial speeches set the tone for the conference. The last decade has seen the India growth story and the ensuing opportunities which have been thrown up making waves globally. The big question raised by Arun Maira however was regarding the sustainability of this growth and the ensuing dangers unless it is inclusive touching the lives of millions of have-nots.

Today, India is in the throes of tremendous conflicts, pressures both internal and external and located in a politically volatile region. Within the country there are many secessionist forces creating unrest where there is under-development. In addition, there is the youthful profile of India (with more than 50% below 25 years of age) which clamors jobs, gainful employment and seeks a better life. Unfortunately, even the bulk of the educated among them are unemployed owing to skill deficits and this is another sensitive explosion point. At the same time, the demand for skilled and employable people is only going to grow not only in India but also globally, especially as the developed nations go grey, thus creating a huge opportunity for Indian youth. This is a historic opportunity for Corporate India to contribute to developing skilled people for their own needs as well as extending this template to do mass skilling of people through tie ups with educational institutions. If the large CSR budgets of corporations get focussed mass skilling and

development of talent of various kinds and levels along with governmental support, it will truly help sustain growth. Such work would be more than philanthropy since it would principally address the huge problem of talent scarcity being faced by the corporate sector, especially as they move to rural hinterlands. In this context it must be mentioned that CEOs like Manoj Kohli of Airtel sharply highlighted that it is the responsibility of corporations to help transform the lives of all. Such a strategy would be a clear win-win for all concerned. Another important direction of thoughts triggered by the conference was the session on a core HR domain – Performance Management Systems.

The deliberations by distinguished panel of HR leaders indicated a coming of age on the subject. In the last few decades, companies have been blindly importing and using Western HR models regardless of local conditions and nuances. When someone like Ram Kumar, Head HR ICICI raised his voice to admit that mistakes had been committed in blind adoption of global HR practices, becoming too rigid in applying PMS systems and so on, it was a revelation. It clearly demonstrates that corporate India must now move to developing its own HR models, relevant to its context of high growth and designed to address issues of its own people.

It was quite evident from the speeches of the CEOs that they today view HR as an important partner for building and sustaining growth. HR professionals must develop and balance both business and people skills.

The conference was remarkable for its format of talking, sharing, reflections and panel discussions and this successfully involved the audience all the way. It will be remembered for stimulating minds, touching hearts and uplifting the spirits of the audience. If the government, corporate sector and academia get together, a million fireflies – in the words of Arun Maira – will glow by dint of hard work and enterprise and help move millions of Indians out of poverty and keep India in the new orbit it has reached. 

**Asha Bhandarker** is Raman Munjal Chair Professor of Leadership Studies at MDI-Gurgaon

# PRODUCT SUPPLEMENT AND BUYER'S GUIDE

**E**very alternate issue, *People Matters* comes out with a comprehensive supplement on a specific vertical within the broad spectrum of Human Resources, Leadership and Organizational Effectiveness. Each supplement provides information on products and services in the varied areas of people management with a clear objective to simplify the process of search and selection of vendors. During 2010, *People Matters* covered supplements in the areas of Talent Acquisition, Training, Leadership Development and HR Technology & Workforce Analytics. Here we list a summary of the top vendors in these segments.

Readers can access complete previous supplements at [www.peplematters.in/past-issues](http://www.peplematters.in/past-issues)



## Kelly Services

Contact Details:  
info@kellyservices.co.in  
+91 124 472 6666

► [www.kellyservices.co.in](http://www.kellyservices.co.in)

Kelly provides innovative professional staffing solutions to organizations in recruiting finest temporary and permanent talent available in specialized industry sectors across US, Europe, Middle East, Africa and Asia Pacific. Overview of Services Offered: Permanent Recruitment – Middle & Senior level Management (Contingent and Retainers); Contract Staffing and Compliance Management; Payroll Management; National Turnkey & Greenfield Project Management.

### Key Differentiators

- Understanding of Indian and International Talent Landscape and Seamless Access to talent
- Strong Service Track Record and Intent
- Impeccable Customer Retention
- Consultants with In-depth Domain Knowledge in Information Technology, Healthcare, Engineering and Banking Industries



## First Advantage

Contact Details:  
Info.india@fadv.com  
Tel: +91 (0) 22 4069 7000

► [www.fadv.com/apac](http://www.fadv.com/apac)

First Advantage's advanced solutions accelerate the hiring of qualified, ready-to-work candidates. From candidate sourcing and relationship management, offline and online background screening, occupational health and drug screening, behavioral and skill assessment, to on boarding of candidates – its global solutions, resources and tools help clients make informed hiring decisions quickly and cost-effective, engage quality hires and improve business performance.

### Key Differentiators

- Option for standalone or fully integrated talent acquisition suite
- Offers customizable technology and managed services across company sizes
- In India, services 1,000 clients across all industry verticals



## Mafoi Randstad

Contact Details:  
Sales.enquiry@mafoi.com  
Tel. No.: 91 44 66228142

► [www.mafoi.com](http://www.mafoi.com)

Ma foi Randstad is the market leader in the HR Services domain in India and part of the second largest HR services provider in the world. Over 17 years in this space, Ma Foi has established itself as an innovator and leader, offering the best HR service solutions and shaping the world of work. Services provided: Executive Search, Selection, Specialist Staffing, Temporary Staffing, HR Technology (Minvesta) and Consulting and Outsourcing solutions.

### Key Differentiators

- Powerful synergy of its people, solutions, technology and commitment to being the best
- One stop-shop for all HR needs. A team of over 2,000 highly qualified professionals
- Only HR service provider with an IT product development wing



## ABC Consultants

Contact Details:  
client@abcconsultants.net  
+91-11-42393939

► [www.abcconsultants.net](http://www.abcconsultants.net)

ABC Consultants is the pioneer of organized recruitment services in India and has established itself as the best recognized recruitment brand within India and now growing internationally. Its primary focus has been on executive search & selection across various industry segments with a track record over 40 years. Over the years, ABC Consultants has grown to be a preferred recruitment partner for clients and a trusted consultant for professionals both in India and overseas.

### Key Differentiators

- Focus: 'right time' at the 'right place' for identifying the 'right person'
- Work on a business partnering model
- Clients include national and multinational companies across sectors





### Chaque Jour Outsourcing Solutions

Contact Details:  
pr@cjos.in  
Tel: +91 (0) 11 46004300 / 329

Founded in 1998, Chaque Jour Outsourcing Solutions Pvt. Ltd. (CJOS) is a leading organization best known for its quality of service delivery in all aspects of HR & Admin Solutions. CJOS specializes in Recruitments, HR Outsourcing, Payroll Management, and Administrative Services & Facility Management. It has over 10 year of professional experience in developing and providing reliable, innovative, effective solutions.

#### Key Differentiators

- Service Quality Focus
- Capacity to translate customer service expectations into clear service agreements
- Provide the customer online and real time data access for total transparency



### Ikya Human Capital

Contact Details:  
Contact Details  
Pr@ikyaglobal.com  
Tel: + 91 80 67131004

► [www.ikyaglobal.com](http://www.ikyaglobal.com)

IKYA Human Capital Solutions is a premium integrated HR solutions company headquartered at Bangalore, with a pan India presence in 11 cities and 200 consultants. Active client base of 400 + clients across industry verticals: FMCG, Healthcare, Pharma, IT/ITES, Manufacturing, Services, Consulting, Retail, Hospitality, Industrial, BFSI, Telecom, Media & Entertainment. Services Provided: Executive Search, Recruitment Solutions, Recruitment Process Outsourcing, Staffing Solutions.

#### Key Differentiators

- Managed by professionals with deep experience in the HR industry
- Investments in technology and people to provide best in class services to clients
- Services built on years of expertise in multiple industry segments



### Quadrangle Search

Contact Details:  
quadranglesearch@naukri.com

► [www.quadranglesearch.com](http://www.quadranglesearch.com)

Quadrangle Search, Search Division of InfoEdge (I), services the executive talent requirements of leading organizations across different industries. Its Executive Search Practice within Quadrangle partners with clients to identify C-level Executives for their top leadership positions. Services Offered: Leadership hiring across industries; consultative approach partnering with clients to search and headhunt world class talent.

#### Key Differentiators

- Customized service with quick turnaround time
- In-depth understanding and network of Indian leadership talent across the globe



### Synergy Consultants

Contact Details:  
corp@SynergyIndia.com  
Tel: +91 11 43138666  
Tel: +91 11 43138600

► [www.synergyindia.com](http://www.synergyindia.com)

Established in 1989, Synergy Consultants provides Executive Search, Selection and Recruitment Services to Fortune 500 and top Indian companies. For over two decades, Synergy has been helping Organizations build superior Management Teams & Practices through selecting top Indian talent. Service Offered: Retained Executive Search, International & Strategic Assignments and Managerial & Executive Recruitment, HR & Compensation Consulting.

#### Key Differentiators

- Credibility built over 20+ years
- Ability to understand Client's implicit needs
- Top Management graduated from India's Premier Engineering & Management Schools
- Extensive use of Technology, Research, Talent Databases, Networks & a collaborative approach



Right Jobs. Right Candidates.

## Monster

Contact Details:

Toll free: 1800 419 6666

sales@monsterindia.com

► [www.monster.com](http://www.monster.com)

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 connecting employers with quality job seekers at all levels to provide right jobs to seekers and right candidates to employers. Areas of expertise: E-recruitment and customized enterprise recruitment technology solutions.

### Key Differentiators

- Pioneer in e-recruitment and the only global player in the category
- Global presence in more than 50 countries
- Largest pool of qualified talent; largest customer base and highest job seeker traffic
- Innovative recruitment solutions powered by revolutionary technology
- Best in class customer service



## Shine.com

Contact Details:

kiran.sharma@hindustantimes.com

Tel: +91 (0) 9810762417

► [www.shine.com](http://www.shine.com)

Shine.com is India's most innovative and fastest growing job portal was launched in 2008 by Firefly e-Ventures - the internet business arm of HT Media. 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.

### Key Differentiators

- 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
- Employer branding support in online and print media



## GlobalHunt

Contact Details:

corporate@globalhunt.in

Tel: +91 (0) 11 4654 7799

► [www.globalhunt.in](http://www.globalhunt.in)

GlobalHunt is a prominent executive search & selection company, providing a wide range of recruitment solutions for various requirements. The placement consultancy firm's core strength lies in knowledge and industry expertise blended with the rich experience of our HR consultants in various industrial sectors they serve. The extensive state-of-the-art database of resumes and contact names is constantly updated and cross-referenced to ensure top quality and efficiency.

### Key Differentiators

- Quality, integrity and expertise
- HR consultants are selected for their experience, expertise and geographic reach
- Vast network of resources
- Goes through every bit and piece of its client's requirements to fulfill their specific needs



## Career Shapers

Contact Details:

pankaj@careershapers.in | jivan.pant@careershapers.in

Tel: 011-27023956, Mob: 09810362604

► [www.careershapers.in](http://www.careershapers.in)

Career Shapers 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.

### 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



### Adrenalin eSystems Limited

Contact Details:

vaishakh.kelkar@myadrenalin.com

info.chennai@myadrenalin.com

Ph: +91 (0) 44 39882345

► [www.myadrenalin.com](http://www.myadrenalin.com)

Adrenalin is a web based software and is browser independent. It automates critical business-to-employee strategic and administrative processes. The system is workflow based and has necessary self service features to cover employee-to-business transactions and vice-versa. Adrenalin is easy to use, scalable, rapid to deploy and has the lowest total cost of ownership amongst comparable systems.

#### Key Differentiators

- Ease of use - So you can do more in less time
- Automates all HR processes
- Shorter learning curve, very user friendly
- Shorter implementation time frame
- Flexible and scalable basis business needs
- Real time dynamic CXO reports



### PricewaterhouseCoopers - Saratoga

Contact Details:

sankar.ramamurthy@in.pwc.com

Tel: +91 (124) 4620560 | +91 (124) 4620000

Saratoga is a global leader in measurement and benchmarking of human capital. Its benchmarks cover a broad spectrum including country workforce, size and sector. Data is collected to strict definitions ensuring resultant benchmarks reflect a like-for-like comparison. Saratoga works closely with clients to provide measurement and benchmarking solutions that address organizational challenges and inform business/HR strategy.

#### Key Differentiators

- Works with 40% of FTSE 100 and Fortune 500 companies and considers intelligent measurement to be fundamental to performance improvement
- Captures major challenging areas for organization: From optimization of the effectiveness and impact of the HR function, measurement and benchmarking of human capital and identification of human capital priorities

## MERCER



### Mercer

Contact Details:

mercerindia@mercer.com

Tel: +91 124 4175 600

► [www.mercer.com](http://www.mercer.com)

Mercer is a leading global provider of consulting, outsourcing and investment services. Mercer is the global leader in the areas of evidence-based management and employee research. Collectively, its consultants have experience across a broad range of industry sectors and have pioneered the industry's most advanced analytical processes.

#### Key Differentiators

Through its global What's Working™ studies, Mercer maintains a wide range of national, industry and job function norms. With the "say/do" approach, Mercer can augment the contextual power of norms with a richer understanding of the unique, causal connections among organizational practices, employee opinion and behavior



### Kronos

Contact Details:

Email: indiainfo@kronos.com

Tel: +91 80 43340500

► [www.kronos.com](http://www.kronos.com), [www.kronos.in](http://www.kronos.in)

Kronos Incorporated is the global leader in workforce management solutions that enables organizations to control labor costs, minimize compliance risk and improve workforce productivity. Kronos Workforce Management solutions cover the entire spectrum of workforce automation and optimization from planning and allocating labor, to tracking and analyzing labor data in an integrated real time fashion covering the aspects of time, absence, scheduling and tracking workforce productivity.

#### Key Differentiators

Kronos is unique in its ability to provide complete end to end automation for workforce management with the blend of software and hardware to provide real time integrated data



## IBM – Cognos Workforce Performance Analytics

Contact Details:

kaushik.raghunandan@in.ibm.com

► [www.ibm.com](http://www.ibm.com)

IBM Cognos® 8 Workforce Performance Analytics is a packaged analytic application that provides fast, interactive insight into human resource and workforce issues. It lets you analyze factors such as workforce strength, talent acquisition, talent development, retention, employee performance, and compensation. It provides access to multiple, diverse data sources for consistent analysis and reporting.

### Key Differentiators

- Best practice, Comprehensive content
- Cross functional insight
- Pre-built ETL mappings to all reputed ERPsource
- Data source agnostic
- Extensibility to provide scorecarding, ad-hocanalysis, smartphone access.
- Solution implementation owned by certified IBMers and IBM Cognos partners



## Oracle - Oracle Human Resources Analytics

Contact Details:

Tel: +91 124 4328000

Tel: +91 80 41087000

► [www.oracle.com](http://www.oracle.com)

With more than 300 metrics and 600 dimensional attributes, Oracle Human Resources Analytics integrates data from a wide array of functional areas in HR and Finance presenting the best tools available to better source high quality applicants and to reduce employee retention and absence costs.

### Key Differentiators

- Provides insights from metrics to drive organizational performance that balance cost efficiency with the best ways to develop and deploy an agile and high-competency workforce
- Tightly integrated with Oracle transaction systems to leverage the value of existing data and to eliminate the inefficiencies of data silos
- Offers seven subject areas (absence, compensation, HR performance, learning enrollment and completion, US statutory compliance, et al, dashboards, over 200 reports, 300 metrics and 600 dimensional attributes)



## Neteron Technologies – HR Align

Contact Details:

Tel: +91 (0) 22 25899059

contact@netersontech.com

[www.netersontech.com](http://www.netersontech.com)

The IT arm of the Neterwala Group has embarked on an ambitious project of filling a much needed gap in the integration of workforce management with best in class HR practices. This business-critical HR suite is called HR Align Ver 2.0. The product covers end-to-end functions and activities in HR and is available in both license and SaaS model.

### Key Differentiators

- Competency based organizational structures with both behavioral & functional competencies
- Freedom to design own aptitude and psychometric test & correlate the results
- Online 360 degree capability with the ability to design own survey questionnaires
- Extremely user friendly with pop ups, alerts and to-do notifications
- Limitless MIS reports with graphic aids and charts



## Shawman Software HRIS Suite

Contact Details:

marketing@shawmansoftware.com

Tel: +91-22-67230303

The ShawMan Human Resources Suite is a mature product mix in its seventh major version release. It offers one the choice of starting small and continuing to grow big without the hassles normally associated with migration from small solutions to large data warehouses. ShawMan Human Resources Suite includes: HRIS, Knowledge Management and Payroll.

### Key Differentiators

End to end Learning & Development System and exhaustive Employee Appraisal Process with 360 degree appraisal and bell curve distribution





## MinVesta

Contact Details:  
Sales.india@minvesta.com  
+91 - 44 - 66448000 | +91-9382858057

MinVesta, a part of the global giant Randstad, is based in India and a fully owned subsidiary of Ma Foi - India's leading Human Resources Corporation. MinVesta's offerings span products in the HR and Staffing domain and services across all domains. Minerva-HR, is our home grown Human Resource Management system that addresses the 360° requirements of the HR function - from the recruitment of an employee up to his exit.

### Key Differentiators

- Completely web-based
- Modular structure allows maximum flexibility and customization
- User friendly - easy to use and requires minimal training.
- Easily configurable for new users and access updation for existing users
- High system scalability



## Talentpool Recruitment Management Software

Contact Details:  
+91 (0) 20 6400 8587  
► [www.nitman.co.in](http://www.nitman.co.in)

Founded in 2005 by two IIT graduates, Nitman continues to create customer driven products to help solve domain specific business problems. Nitman is headquartered in Pune and has a presence in Mumbai, Bangalore, Hyderabad, Chennai and Delhi. Nitman's flagship product, Talentpool, helps companies streamline their recruitment process, reduce time to hire and lower hiring costs. Talentpool is available in three versions to suit the needs of companies with as few as 50 employees to large organizations with thousands of employees.

### Key Differentiators

Apart from being preferred by Industry leaders for their recruitment automation, Talentpool is known for its usability and configurability. The only recruitment software made for corporate in India



## HR Mantra

Contact Details:  
info@hrmantra.com  
Tel. No.: 09223363450 / 022 28608888  
► [www.hrmantra.com](http://www.hrmantra.com)

HRMantra is India's most detailed, fully web based HR & Payroll software & probably the WORLD'S MOST POWERFUL ATTENDANCE, LEAVE & PAYROLL SOFTWARE! You can get HR Business intelligence using 3D dashboards on real time basis. It is the 1st such software in the world to have come out with a mobile version.

### Key Differentiators

HRMantra was recently rated amongst the top 8 SaaS leaders in Asia Pacific. It has at least 75 features better than other such Indian softwares - the details of which can be seen on company website. For e.g.: HR Business intelligence using 3 D dashboards on real time basis. Employees can use their HR software from cell phones. So user friendly that employee, HOD and HR self-service can be done from the homepage in 2 or 3 clicks. Attendance data from swipe card being picked up on real time basis. We have an inbuilt report designer. Powerful formula builders used to set any kind of rules in appraisals, leave, payroll, et al.



## EmployWise™

Contact Details:  
+91-98100-04788  
sumeet.kapur@employwise.com  
► [www.employwise.com](http://www.employwise.com)

EmployWise™ is an award winning modular software that covers the complete employee lifecycle from before-recruitment to after-separation. It is built around employee and manager selfservice. EmployWise™ brings to small and medium businesses highly affordable capabilities that so far could only be afforded by large enterprises.

### Key Differentiators

- IBM Beacon Award Winner
- No upfront CAPEX in hardware and software
- Very affordable service charges
- No AMCs
- Easy and speedy set-up
- Wide-and-deep functionality
- Free and automatic weekly upgrades
- Configurable to your requirements
- Access anytime, anywhere
- Highly user friendly, easy to use employee selfservice portal



### Accenture – Talent & Organization Performance Practice

Contact Details:

Tel: +91 22 67380300

Tel: +91 11 4298 0100

► [www.accenture.com](http://www.accenture.com)

Accenture's Talent & Organization Performance Practice works with clients globally in the areas of Learning, Talent Management, HR Transformation, Change Management and Organization Effectiveness. Recently there has been a new thrust and focus on building advanced Analytics capability which will cut across all these domain areas: organizational analytics, workforce analytics, culture analysis and alignment, custom analytics solutions.

#### Key Differentiators

- Data driven insights using advanced statistical and data modeling tools
- Business outcomes focused
- Predictive and forecasting capabilities



### Avenir Management Services

Contact Details:

[tvaid@avenirco.com](mailto:tvaid@avenirco.com)

Tel: +91 9811058105

► [www.avenirco.com](http://www.avenirco.com)

Avenir is a result oriented, 100% delivery focused management consulting company working with its clients to significantly increase cash flow and profits and sustain the same over a long time frame. Solutions provided: Improve Productivity and Elevate people performance to the tune of 15% besides making the teams agile and flexible.

#### Key Differentiators

- Quantum Increase in profit and profitability
- Tie significant portion of our fees with the results
- Time bound and sustainable Implementation
- Explicit alignment on the solution with the client before start of the engagement

## PARTICIPATE IN PEOPLE MATTERS' BUYER'S GUIDE

The most influential listing of  
HR products and services in India

Connect with Rahul Singh  
[rahul.singh@peplematters.in](mailto:rahul.singh@peplematters.in)  
+91 (0) 124 4148 100



[www.peplematters.in](http://www.peplematters.in)



## Dale Carnegie Training India

Contact Details:  
corporate@dalecarnegieindia.com  
Tel: +91-22-67818113 |

► [www.dalecarnegieindia.com](http://www.dalecarnegieindia.com)

Dale Carnegie Training India helps organizations cater to their people development initiatives across functions and levels. Dale Carnegie works with many private sector organizations, Government organizations, PSUs, educational institutes and provides Learning & Development solutions by customising the training delivery to suit the client's specific needs in the areas Leadership Development, Interpersonal & Communication skill, Sales Effectiveness, Presentations skill, Customer Service, Executive Coaching, Media Training, Competency Based Development Solutions and E-Learning systems.

### Key Differentiators

- Proven training methodologies and global presence in over 90 countries
- Dale Carnegie has trained top 400 of Fortune 500 companies
- Courses can be made available in local languages as well



## Ninedots

Contact Details:  
anand@ninedots.in, shankar@ninedots.in  
Tel: +91 080 4205 9999/2286 0346  
Mobile: +91 9845546376/+91 9448478147

► [www.ninedots.in](http://www.ninedots.in)

Ninedots, a single-source training provider of performance improvement services since 2000, ninedots supports you in gaining a competitive edge. We help you align your training needs with your business goals and objectives as well as the company's values and culture. We can assist with one or more of the steps involved in the development process: consulting, training audit/needs assessment, design & development, implementation and evaluation.

### Key Differentiators

- Courses delivered by dynamic facilitators
- Interactive environment focusing on communication through writing, presenting, facilitating, negotiating & influencing
- Niche Products: Debono institute US certificate programmes Six thinking hats & Lateral Thinking



## VitalSmarts India

Contact Details:  
Tel: +91 124 4040573/74

► [www.vitalSMARTSindia.com](http://www.vitalSMARTSindia.com)

Based on more than 30 years of international research by its parent company, VitalSmarts' training solutions teach strategies and skills for driving rapid, sustainable and measurable behavior change that leads to improvements in engagement, quality, productivity, safety and other key performance indicators. Offerings: Crucial conversations, crucial confrontations and Influencer.

### Key Differentiators

- VitalSmarts training solutions are based on 30 years of global research and 25,000+ hours of observation
- Produced three immediate New York Times bestsellers, Influencer, Crucial Conversations and Crucial Confrontations
- Taught more 2+ million people worldwide



## iDiscoveri

Contact Details:  
enterprise@idiscoveri.com  
Tel: +91-124-2556000

► [www.idiscovery.com](http://www.idiscovery.com)

iDiscoveri has touched to 100,000 people through its various learning initiatives in education and has worked with 500+ organizations. Headquartered at Gurgaon, the organization has a national footprint with offices in Mumbai, Bangalore, Chennai, and Hyderabad. Its management team has international experience with leading global organizations. Specialized in Leadership Skill Development, Team Building Skills, Team Coaching, Change Management & Communication, Executive Coaching.

### Key Differentiators

- iDiscoveri programs are designed and delivered by experts who have led business and managed teams at top management levels
- Customized solutions to individual companies/teams
- Hands on experience and exposure to International Corporations & global managers/culture/themes



## Mindskillz – Training Solutions

Contact Details:  
cavita@mindskillz.in  
Tel: +91-80-41256949, +91-80-41150189

► [www.mindskillz.in](http://www.mindskillz.in)

Mindskillz offers a partnership in providing end-to-end training and development solutions through interactive and experiential workshops, tailor made and tested to suit client's needs. Its trainers come with profound experiences with a distinct flavor of experience that makes its services ideal for the right learning intervention. Specialization: Communication skills, team building, leadership, creativity & innovation, sales & negotiation skills, time & stress management, customer service and presentation skills.

### Key Differentiators

- Service quality and customized program delivery
- Conducts pre-training assessments to perfectly match the expectations and skill gaps
- Measures post-training effectiveness through mystery audits to identify and quantify learning implementation



## Consultree

Contact Details:  
shibaji@consultree.in | ayan@consultree.in  
Tel: +91 (0) 98300 58814 | 98743 11126

► [www.consultree.in](http://www.consultree.in)

Consultree offers comprehensive solutions to enable clients to achieve their immediate & long term objectives. Strong foundation, seamless process, distinct business resources that in turn lead to the delivery of products & services. Training Specialization: Corporate workshops on soft skills, leadership, personal effectiveness, team effectiveness, coaching. Helping college students prepare for the corporate world and Knowledge Hub – open workshops on soft skills and technical topics.

### Key Differentiators

- Over two decades of exposure to client servicing in financial domain
- Reputed professionals each with over two decades of work experience with reputed MNCs and Indian outfits
- Assessing, addressing and reviewing each L & D initiative using data



## Images Knowledge House

Contact Details:  
anila@ikh.co.in | lovely@ikh.co.in  
Tel: +91 (0) 9958445526 | 9958445527

► [www.ikh.co.in](http://www.ikh.co.in)

IKH was founded in April 2008 and is based out of New Delhi. Areas of specialization: Instructor led training, Experiential learning & Out bound training, customized content development and Train the Trainers, assessments - development centres, psychometric testing through DISC profiling, coaching, consulting in the space of people development, recruitment, evaluation of training effectiveness through ROI methodology.

### Key Differentiators

- Intellectual capital
- Ability to provide synergies in learning and development & research and consultancy
- Customized service with quick turnaround time



## HR Advisory

Contact Details:  
chandresh@hradvisory.net | mitakshi@hradvisory.net  
Tel: +91 (0) 9810313914 | +91 9818620896

► [www.hradvisory.net](http://www.hradvisory.net)

HR Advisory Services, Strategic HR Consulting, Executive Coaching and Training. Established in 1995, HR Advisory has created a strong niche in addressing people, performance and productivity areas. The focus is on creating an organization environment where people enjoy, deliver and grow. HR Advisory has a partnership with Table Group Inc., a US based high end consulting company, founded by Patrick Lencioni (author of Five Dysfunctions of a Team among other bestsellers).

### Key Differentiators

- Believes in "Lose-Win" first. Does not push for our win first. If the client wins in terms of value provided, we would automatically win in long run. Therefore, it will be "Win-Win" in the long run
- We easily shift the "depth gears" for different hierarchies





### Kenexa

Contact Details:  
nilofar.nigar@kenexa.com  
Tel: 1800 3000 3322

► [www.kenexa.com](http://www.kenexa.com)

One of the ways we deliver on our mission is through Extreme Service. Delivering on this requires the commitment to accuracy, timeliness, responsiveness, proactivity and foremost—mutual learning. We live these values with every customer and co-worker interaction, and believe that these five components are necessary to solving business problems and improving business outcomes. Solutions: RPO, Employment Branding, Assessments, Recruitment Technology, On boarding, Performance Management, Surveys, Learning Management and Leadership Solutions.

#### Key Differentiators

Kenexa Leadership Solutions are focused on maximizing leader and employee performance that results in organization success through the enhancement of the drivers of the P&L.



### SHL

Contact Details:  
Yvl.pandit@shlgroup.com  
Tel: +91 22 40929208

► [www.shl.com](http://www.shl.com)

SHL Group is one of the world's leading firms providing talent assessment solutions in the workplace and supports organizations in the selection and development of people at all levels and across all sectors. SHL operates in more than 50 countries and in more than 30 languages. In India since 1999, SHL works with 400+ companies both Indian and multinationals.

#### Key Differentiators

SHL's key strengths are: Products, Processes and People:

- The Products are the outcome of leading edge science of psychometrics and research.
- The Processes are standardized and established by working with a large number of top companies
- The People are among the best in the field of assessment with extensive local as well as international experience



### DDI

Contact Details:  
info.india@ddiworld.com  
Tel: +91 22 40081100/+91 22 40081100

► [www.ddiworld.com](http://www.ddiworld.com)

Since 1970, DDI has been helping hundreds of corporations around the world close the gap—between where their business needs to go and the talent they must have to take them there. In an independent survey of senior HR executives, DDI is at the very head of the list of major talent management competitors in terms of breadth of our solutions, our levels of expertise, the quality of our people and services.

#### Key Differentiators

- World-class learning systems: 250,000 better leaders are developed each year
- More than 3,200 high-quality hiring decisions are made every hour and 20,000,000+ candidates have been successfully screened using our behavioral interviewing, testing and assessment systems
- Major corporations make crucial promotion and placement decisions for more than 3,000 senior executives each year using our assessment process around the world



### Thomas

Contact Details:  
sundara@vsnl.com/ pradeep@thomasassessments.com  
Tel: 91-80 - 41120217 / 41120356 / 22864169

► [www.thomasinternational.net](http://www.thomasinternational.net)

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.

#### Key Differentiators

- Speed and accuracy
- Modular pricing
- Transparency of operations
- Continuous updating and guidance



**PRAGATI**

## Pragati Leadership

Contact Details:  
info@pragatileadership.com  
Tel: +91 (0) 20 66462900

► [www.pragatileadership.com](http://www.pragatileadership.com)

Pragati Leadership Institute (P) Ltd. (PLI) works to unfold Creative Intelligence and Wholesome Leadership in individuals and corporations. PLI aims to awaken people to their full potential and catalyze their creative contribution to their organizations through our Wholesome Leadership Development Process (WLDP) and other developmental workshops and interventions.

### Key Differentiators

- We have enhanced leadership competencies of more than 75,000 individuals in 550 organisations across 15 sectors and spanning 20 countries
- PLI's work is based on integrating powerfully effective spiritual practices with well researched and results' oriented techniques. This delivers breakthrough results with joyful effectiveness

## Cornucopia

### Cornucopia

Contact Details:  
narayan@copasia.com  
komala@copasia.com  
Tel: 91 (0) 80 4123 5431/32

► [www.cornucopia.com](http://www.cornucopia.com)

Cornucopia provides people centric business solutions for MNCs, large organizations, small & medium enterprises and start-ups. Cornucopia, headquartered in Bangalore has operations in Mumbai, Chennai, Colombo and Singapore. Our resources include senior professional with 'hands-on' experience and young MBAs.

### Key Differentiators

- Provides hands-on, customized, cost effective, simple yet professional and practical HR Solutions
- Highly experienced consultants with rich experience in India and abroad, and young enthusiastic MBA professionals
- Supported by a global advisory board that consists of illustrious people with expertise in their areas
- Committed to high ethical standards and values



## Par Excellence Leadership Solution

Contact Details:  
ajay@parexcellence.org  
Tel: +91 (0) 98209 78834

► [www.parexcellence.org](http://www.parexcellence.org)

We specialize in providing services in the areas of integrated leadership development, executive coaching, cross-cultural management & workplace surveys and 360 feedback. Our learning and development solutions address the needs of the new paradigm: a culture of transformational learning and sustainable excellence.

### Key Differentiators

- Content: Our customized offerings follow a quasi-interventionist methodology borrowing insights from fields as diverse as Management, Economics, Psychology, Literature, Mythology and Business history
- Action: Our unique methodology ensures practice-intensive sessions through astute analysis, customization and line-manager participation, coaching and personalized follow-up dashboards
- Perspectives: Our panel comprises leading international and local facilitators who bring a depth of industry experience, academic rigor and global perspectives



Facilitating growth & transformation

## ODA Alternatives

Contact Details:  
santhosh@odalternatives.com  
Tel: +91 (0) 11 41323810/11/12

► [www.odalternatives.com](http://www.odalternatives.com)

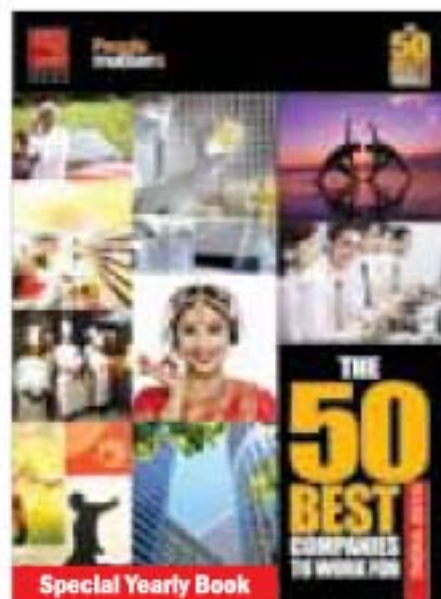
OD Alternatives (ODA) is a boutique OD and Training firm working in the area of Leadership Development, Whole System Transformation and Coaching. Our interventions focus on subjective and objective parts of the organization using one to one interaction methodologies, small group interventions and Large Group Intervention tools (LGI). Programs in Leadership: Leadershift addressed at people who get into a supervisory role for the first time. Lead@ work for middle managers and High Potentials. The Mirror for CXO level.

### Key Differentiators

- Unique Leadership Programs
- All our interventions focus on supporting Change and Transformation
- ODA has worked with 100 clients in the past 12 years.

Subscribe today  
and get a  
copy of special  
Yearly Book  
worth Rs.525/-  
**FREE!**

Limited period offer



# SUBSCRIBE

NOW  
TO GET  
EXCITING  
**FREE**  
GIFTS &  
DISCOUNTS

Term	Issue	Subs. Price	Offer Price	Savings	+ Special Yearly Book
<b>3 Years</b>	36	2400	1800	25%	+ Special Yearly Book
<b>2 Years</b>	24	1600	1360	15%	+ Special Yearly Book
<b>1 Year</b>	12	800	720	10%	+ Special Yearly Book

## SUBSCRIPTION FORM

- ☐ 3 YEARS (36 ISSUES)    PAY ~~RS. 2400~~    **RS. 1800**  
☐ 2 YEARS (24 ISSUES)    PAY ~~RS. 1600~~    **RS. 1360**  
☐ 1 YEAR (12 ISSUES)    PAY ~~RS. 800~~    **RS. 720**

NAME \_\_\_\_\_

DESIGNATION \_\_\_\_\_ ORGANIZATION \_\_\_\_\_

MAILING ADDRESS \_\_\_\_\_

MOB: \_\_\_\_\_ TEL: \_\_\_\_\_ EMAIL: \_\_\_\_\_

PLEASE FIND ENCLOSED CHEQUE/DD NO \_\_\_\_\_ DATED \_\_\_\_\_

FOR RS \_\_\_\_\_ FAVOURING 'TETRA MEDIA PVT LTD'

**No delivery charge applicable**

For bulk or corporate subscription please contact  
Bhavna Saxena at: bhavna.saxena@peplematters.in

Please fill in the subscription form and mail it with your remittance to  
Tetra Media Pvt. Ltd.

306, 3rd Floor, DLF Galleria, DLF Phase IV, Gurgaon - 122009, Tel: +91 124 4147277, 4148101

**Subscribe Online Today: [www.peplematters.in/subscribe](http://www.peplematters.in/subscribe)**



TEJASVI MOHANRAM  
Editor-in-Chief

## The Perils of Reactionary Policy

Fifteen years ago, when Chinese companies needed to import telecom equipment, vendors like NSN and Ericsson were forced to manufacture locally with 95% local staff and content. Today, China is reaping the benefits of an indigenous manufacturing base in Huawei and ZTE, an estimated \$40bn in revenues & \$4bn in profits and 500,000 jobs from the telecom equipment space.

On the eve of Wen Jiabao's visit, it appears like India is no match for such sort of economic diplomacy. Chinese banks are beginning to fund Indian companies in capital-intensive sectors like telecom and power, in turn to procure equipment from Chinese manufacturers. Over the last two months, Chinese banks have provided \$3bn (Rs.13,500 cr) of loans to Reliance Communication and Reliance Power. Roughly 50% of that amount will be used to import equipment from Chinese manufacturers. In October, RPower had signed an MoU with four Chinese banks for \$12bn of power equipment financing.

As a result of such deals, India could potentially lose out on creating much-needed manufacturing capability and importantly, jobs in the socially volatile manufacturing segment. Agreed, Huawei has announced an investment of \$2bn over 5 years, but there is no JV with any Indian company and no development of an indigenous industry. While this may sound like socialist gibberish to many, the fact of the matter is that losing out on employment creation and capacity building is never a good option – like many western economies are realizing. And it is not up to industry to achieve this – it is solely the Government's responsibility to tweak policy and exploit the inward flow of capital & technology to maximise employment, manufacturing capability & GDP.

It is here that India loses out to China. The current style of Indian governmental functioning is, at its worst, clueless but largely reactionary – it responds to requests and lobbying by existing industry bodies. With increasing divestment and privatization, government takes less of a pro-active approach to creating industries like it did with the auto industry a couple of decades ago.

In the meantime, like an expert boxer, China is dancing around a lazy opponent with light, quick, successive punches – economically, militarily and socially. The Indian establishment needs to do away with inanities – "...they need to explain to us what they are doing to bridge the current account deficit" – and start executing a smart strategy for maximising capacity and capability for the long run.



This Festive Season  
motivate your employees with

**Ticket  
Compliments®**  
Gift Vouchers



Get a chance to  
win an exclusive  
holiday of  
your choice\*



Give the best gifts this festive season to your employees with Ticket Compliments® Gift Vouchers. Choose from an unmatched range of Gift Vouchers for every occasion that give you the option of popular gift choices, premium products at select stores, exquisite jewellery & even domestic and international holidays.



**Join in the 1-2-3 Carnival Celebrations and win exciting prizes**



Win Ticket Compliments®  
Gift Vouchers on  
achieving your milestone



3 Bumper prizes of  
Ticket Compliments®  
Holiday Gift Vouchers  
to a destination of  
your choice\*



To know more:



123carnival-IN@edenred.com



011 42399883



www.123carnival.com

\*Conditions apply

**Ticket Compliments® Gift Vouchers are the most preferred and convenient gifting option.**

◆ Welcomed at 10,000+ outlets across 300+ cities in India ◆ Accepted by more than 5,000 well known brands ◆ Freedom to choose from 80+ product categories ◆ Unmatched range of variants to meet your every requirement ◆ Redeemable online ◆ Provision for personalization of vouchers\* ◆ No inventory, billing or shipping problems ◆ Long validity

**Order NOW!**

Simply call 'E-Assist' at 1860 233 5555\*, 022-2545-5555 or  
email us at assist-IN@edenred.com



**Edenred**  
For an easier life

\* All India Local Helpline Number. Accessible from MTNL/BSNL and select GSM/CDMA numbers.



# WORK IN TRUE HARMONY.

Stay synchronised and feel the power within. Adrenalin Human Capital Alignment Software puts everyone in sync to act as one. It gives every employee access to his / her personal information. It empowers the manager to take decisions faster. It gives the choice to juggle, assess, take informed decisions, faster. Now powered with innovative, interactive ZOLOG, Adrenalin is ready to partner your team to work in tandem like a rising wave.

## Adrenalin 4.0 with interactive ZOLOG technology offers:



**Employee Self Service:**  
Allows the employee to access and manage personal admin data



**Confirmation Management:** Confirmation of key business oriented requests or personal information requirements always available, with the special confirmation feature



**Manager Self Service:**  
Empowers the manager to access key information to keep work flow smooth



**Employee Information Management:**  
Employee evolution levels from training to achievements all ready for decision making



**Help Desk:** Helps the team to stay on track with common visibility of goals and milestones



**Personal Information Management:**  
Personal information ready and available to keep the human touch always present

To know more, contact us and stay in sync!

**Worldwide Business Partners in:** • Africa • Asia Pacific • Middle East • US  
**Sales Offices:** • Chennai • Bangalore • Gurgaon • Kolkata • Mumbai  
• Africa • Dubai • London • Singapore

**Adrenalin eSystems Limited**

Call (Toll Free) 1800 425 4252, T: 44 3988 2345, F: 44 4214 5722  
info@myadrenalin.com | www.myadrenalin.com/india



Connect  
Motivate  
Synchronise  
Win

Human Capital Alignment Software