

BEST

COMPANIES TO WORK FOR INDIA - 2011



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ESTER MARTINEZ
Managing Editor

NEW WORKFORCE, NEW WORKPLACE

This summer marks 20 years since the historic 1991, following the liberalization of the Indian economy. Since then, India's GDP has quadrupled, its forex reserves have increased, from \$5.8 billion to \$319 billion, and exports from \$18 billion to \$178 billion. Even more astonishing are the changes that workplaces have undergone in corporate India.

Today, 73 percent of the workforce in India is less than 35 years of age, as reflected in 'The Best Companies to Work For' Study, India 2011. This young workforce has been brought up in an India that has witnessed exponential growth and increasing opportunities. This reality has redefined the employer-employee relationship, thus creating a new paradigm. Jobseekers have many options and employers have understood that compensation alone can only take them so far. Today's employees look for a sense of purpose in what they do at work and seek fairness, trust, and warmth when choosing an employer.

For the second year in a row, we are glad to bring to you the special issue on "Best Companies to Work For" in collaboration with Great Place to Work® Institute India. This special issue highlights the best practices of the top 25 winning companies on the culture, the programs and initiatives that make them a great workplace. For a complete study on the Top 50 winners for this year, you can reserve your copy of "The 50 Best Companies to Work For – India 2011" Collector's Book online, at www.peoplematters.in

In our regular sections, Elango R. brings his ever interesting perspective on employee surveys on how companies sometimes miss the purpose and objective of collective feedback when intention, process, and action are not aligned. In the "The Counsellor", Vivek Paranjpe shares his expert advice on how companies need to balance between demanding high performance from employees and ensuring an environment of care and fairness.

We congratulate the winners of the Great Place to Work® Study and also thank the CEOs and the HR Heads for their contribution and continuous support.

Happy reading!



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BEST COMPANIES TO WORK FOR INDIA - 2011

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

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

Deputy Editor: Rajlakshmi Saikia
r.saikia@peplematters.in

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

Guest Editor: Gautam Ghosh

Corporate Relations: Tanuja Abburi

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

Marketing Communications: Pushkaraj Bidwai
pushkar.b@peplematters.in
+91 (124) 4147281

Research & Special Initiatives: Puneet Varma
puneet.varma@peplematters.in

Design & Production: Shinto Kallattu

Chief Photographer: Amit Kumar

Senior Photographer: Marta Martinez

Subscriptions:
subscribe@peplematters.in
+91 (124) 4147277

Contributors in this issue

Elango R.
Prasad Oomen Kurian
Prasenjit Bhattacharya
Vivek Paranjpe

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Tejasvi Mohanram

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Tel: +91 (0) 124-414 8101
ask@peplematters.in
www.peplematters.in

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Letters to the editor

The best way to deal with M&As
'A Mortal's Guide to Surviving M&As' is a must read to all those who already experienced this and to impart knowledge into those who wanted to be aware of the situation and inform themselves in best way to deal with it.

- Brij

Passion beyond dedication

The interview of A.M. Naik, Chairman and MD, Larsen & Toubro in the July issue was very inspiring! Passion is beyond dedication and so true, how important it is for a leader to see things from ground level perspectives and to react fast! It is important not to procrastinate which is easier said than done but that is what differentiates a true Leader.

- Deepa Mohamed, Group Head HR & Training, SMC Group

An excellent interview

Prabir Jha's interview in the July 2011 issue of *People Matters* is excellent among many that I have come across in recent times. The strategic and serious concepts were penned down in the simple thought provoking points. The dilemmas faced by HR practitioners were elaborated in detail.

- Anitha Polimetla

Insightful interview

There were a lot of learning and insights in Prabir Jha's interview which was very candid and thought-provoking. I do believe that demographics will have a huge impact on the organizations of 2020.

- M.A. Mukund

A service to HR

I have been reading your magazine over the past few years and I must congratulate you and your team for the yeomen service you do to HR.

- AVK Mohan, Group President - Global HR, Spice Global



Very informative

The July issue of *People Matters* is very informative. I must congratulate you for the great work.

- Urvika Pandey

HR due diligence

I appreciate and liked the article 'HR Due Diligence can avert M&A failures' by R. Shankar. As HR Head of Paradeep Phosphates Ltd., I handled change management scenarios successfully and acted as a change agent for turnaround of company in 4 years, after due diligence in 2001. HR executives especially the Head of HR ought to work in tandem with CEO, be pro-active for handling people carefully, with dedication, relentlessly and intelligently.

- C.P. Pujari, HR Head, Paradeep Phosphates Ltd., Bhubaneshwar

The Indian education system

India is growing at rapid speed and the demand for skilled manpower is increasing. However, there are lots of people are educated and unemployed because they lack the required skills that India presently demands. It is a time for massive change in current education system of India. The education industry should focus on teaching things which are beyond the curriculum

and applicable to what employers require. There is a need to update the education system as per industry demands. I hope a revolution will come in education system of India. People Matters' story on the Indian skilling industry is very timely.

- Prashant Mehta, C.E.O. Gardi Vidyapith

Interesting inputs for practicing HR managers

I congratulate you and your team for bringing out this rich and well-researched edition of *People Matters*. The strategies presented are very useful. Inputs provided in the form of interviews and opinion by HR Heads from a cross section of the industry has made reading of the stories an enriching learning experience. I feel efforts of the *People Matters* team in bringing out issues pertaining to human resources are will definitely go a long way in helping the Indian industry to face the challenges that are emerging with the changing business scenario. I wish the team all the very best and hope your endeavor through *People Matters* will help Indian industries become more innovative and smart in managing people.

Very educative

Your magazine indeed is very useful, educative and an interesting read. Wishing you all the very best.

- Gp. Capt. D.V. Arora. VSM, President- HR, Admin, IMS, Corporate Relations & CSR, Aeren R Enterprises Pvt Ltd & "Chief of Protocol -Consulate of The Independent State of Samoa"

Corrigendum

The photo caption in the Classic Stripes story in the book - 'The 50 Best Companies to Work for - India 2011' (on page no. 31) should have read as "Prafull Thakkar, Deputy GM - HR (first from L), and Sanjay Bhagat, COO (second from L) with Classic Stripes employees". The error is regretted

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UPDATE

RBI hike repo and reverse repo rate by 0.5% to **tame inflation**



*D. Subbarao,
Governor, RBI*

In its quarterly review of the monetary policy, the Reserve Bank of India (RBI) continued to persevere with the anti-inflationary stance. In a move which took the economists and bankers by surprise, the central banker hiked its key policy rates, repo rate and reverse repo rate, by 50 basis points (100 basis points is equal to a percent). The repo rate, the rate at which the RBI injects liquidity in the banking system, has been increased from 7.5% to 8% and the reverse repo rate, the interest that banks earn on surplus liquidity parked with the RBI, increased to 7%. As a matter of fact since March 2010, the RBI has tightened policy rates on 11 occasions (including the latest hike). According to Abheek Barua, Chief Economist, HDFC Bank, "The 50 bps hike suggests that the RBI's assessment of inflation is far more dire (it revised its year-end inflation forecast up from 6 to 7%) than the market and its tolerance much less." In view of the

moderation in economic activity, bankers and economists were expecting a 25 basis points hike in repo rates. "The unexpected hike in the repo rate by 50 bps is indicative that RBI has taken a hawkish stance vis-a vis the inflation outlook," said Sandesh Kirkire, CEO, Kotak Mutual Fund.

While the RBI has to weigh the balance between growth and inflation, for the common man the impact of the monetary policy is that all loans, including auto, home, personal and other corporate borrowings, are expected to cost more. As a matter of fact banks like HSBC, Union Bank of India and Dena Bank, have already increased their lending rates. On the flip side, it does spell good news for depositors as, along with the lending rates, the fixed deposit rates will also inch upwards.

High inflation would also imply that employers will face more pressures to increase salaries, thereby hurting their margin.

Cognizant to acquire CoreLogic India for \$50 million

New Jersey based Cognizant Technology Solutions is all set to acquire India based captive operations of CoreLogic Inc (CoreLogic Global Services Private Ltd.). The acquisition will help Cognizant strengthen its offering of end-to-end mortgage services, and also enable new business solution for mortgage industry. According to the agreement, the purchase price will consist of a cash payment of approximately \$50 million, plus adjustments for working capital and other charges or credits which will be determined at closing. The deal which is being funded from Cognizant Technologies Ltd's cash reserve is expected to close in August 2011. A cash rich company, Cognizant is all

set to overtake Wipro to become the third largest IT player in India.

As part of the transaction, CoreLogic and Cognizant will enter into a services agreement with a minimum revenue commitment of \$324 million, plus applicable inflation adjustments, over five years, with various renewal and extension rights. Further CoreLogic India's 4,000 associates will become employees of Cognizant. Together, the companies aim to provide end-to-end business process and analytics solutions across the mortgage value chain, from loan origination, escrow, title and closing services through secondary markets, loan administration, and loan default management.

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This home loan process is a pain. Where is the time for all the documentation?

My car insurance policy lapsed...again.

Which health insurance plan suits me best?

We would love to buy that new Civic. What's the best deal for my eligibility?

Loans, Insurance, Taxes - all tedious and painful processes
Are you doing your bit as an employer?




Companies can get the best deals for their employees
Have you tied up with leading banks in the market?

Employees are spending too much time on loan & insurance applications
What are you doing to make life simpler for them?

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Bharti Restructuring

Bharti Airtel, India's leading mobile carrier with over 180 million customers has unveiled a major restructuring of its India and South Asia operations, combining various segments including mobile and digital TV into two separate business units to improve efficiency. The company, which has dominated India's mobile revolution for much of the last decade, has been of late struggling to repeat its performance of yesteryears. In fact, the company has reported a 28 percent fall in its first-quarter net profit, hit by losses in its African operations and investment in 3G networks in India. Net profit for the three months through June 2011 fell to Rs 1,215 crore, from Rs 1,682 crore in the same quarter last year.

The transformed organizational structure will have two distinct Customer Business Units (CBU) with clear focus on B2C (Business to Customer) and B2B (Business to Business) segments. The B2C business unit has been further segregated into Consumer Business and Market Operations divisions. In fact, Bharti Airtel's mobile, telemedia, digital TV and other emerging businesses such as M-commerce, M-health and M-advertising will come under the B2C (Business to Customer) division while the B2B (Business to Business) business unit will continue its focus on serving large corporate and data services through Bharti Airtel's wide portfolio of telecommunication solutions.

The restructuring ostensibly aims at cutting costs and boosting efficiency at the country's biggest telecom operator at a time of falling profits, is expected to lead to big job losses, with estimates putting the number at more than 2,000. It is expected that Bharti's move could provide the trigger for similar action at rivals, many of whom are battling identical issues - debt burden, slowing growth and high marketing spends amid cut-price tariffs. According to the company, the restructuring exercise will have minimal impact on jobs.

Indian IT companies on a hiring spree

As the Indian IT industry prepares itself to meet the renewed demand for IT services, the IT companies are ramping up their headcounts. The companies are also building up bench strengths to handle the bigger size and variety of projects they expect to grab in the coming months.

On the backdrop of a good first quarter result and with a good set of deals in the pipeline, Tata Consultancy Services TCS, is set to hire 17,000-20,000 hands in the second quarter of FY'12. In total, the company is planning to hire 60,000 people this fiscal. In a similar vein, software exporter



HCL Technologies will hire about 3,000 people in the same time frame. Infosys, India's second largest IT bellwether, in order to meet growing demand, will hire 45,000 engineers worldwide this fiscal as against 32,000 projected in April 2011.

CORPORATE APPOINTMENTS



A.P. Choudhary, Executive Director, SAIL has assumed charge as Director (Projects), RINL effective 1st August 2011.



Shantanu Mitra, the Deputy CEO overseeing risk management & urban business at Fullerton India took over as CEO on 1st August 2011.



Capegemini has appointed **Anish Sarkar** as Consulting Head, India effective 01st August 2011. Sarkar has been with the company since 1998, and was the Global Sales Officer for Capgemini India prior to this.



Bristol Myers Squibb India has appointed **Pheroze Khan** as its Managing Director effective 01st August 2011. Khan was previously the MD of BMS Greece and returns to India after 22 years of experience as business head in diverse markets.



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BUILDING BETTER COMMUNITIES

In today's multi-generational workforce, it is the unique practices and work-culture that make organizations a great workplace

BY PRASENJIT BHATTACHARYA

The economic recession of 2008-09 is a fading memory, with a steady 8% plus GDP growth in 2010-11, showing promise of the heady days of 2007-08, when the economy was briefly poised to cross the barrier of 10% GDP growth.

Yet, it has been a season of discontent. Inflation has forced many employees, particularly below managerial levels, to postpone major decisions like asset creation. Though, India Inc. has somewhat reluctantly opened its purse strings, they are not as wide as in 2007-08, and mostly in the form of variable pay. While most organizations are hiring, not many are talking about doubling employee numbers in 2-3 years. Yes, things are better, but even the best employers are not immune to the cynicism about governance and corruption in public life impacting "civic society", the younger generation in particular. And let there be no doubt, the young have now taken over the workforce, with our data showing that 73 percent of the workforce in India Inc. is less than 35 years of age.

Last year, in the first 3 months of 2010, when we had conducted our Study, we found that overall employees' positive perceptions about their organization had gone down across the board and for the first time, even in the Top 25 best workplaces. We assumed that with economy rebounding from recession, employee expecta-

tions have gone up and hence the drop in scores in our Study. Surely, with most corporates giving larger salary increases in 2010-11, will employees in 2011 not have a more positive perception about their workplaces? Our Study answers this and many other questions.

Great Place to Work® Institute pioneered the practice of studying and recognizing best workplaces globally. Over 2.5 million employees of more than 5500 organizations in 45 countries participate in our Best Workplace studies each year, making this the largest global study of its kind in the world. Inspired by the vision of 'making India a great place to work', the Institute has been conducting workplace studies and recognizing the best companies in India for the past 8 years. 'India's Best Companies to Work For' Study, conducted by Great Place to Work® Institute India, in collaboration with *The Economic Times*, is by far the largest workplace study in India.

Over 500 organizations registered for this year's study. This is more than double of any other published study in India. Out of them, 471 met our eligibility requirements and were, therefore, considered for being ranked as one of 'India's Best Companies to Work For' in 2010. Only 50 out of them made it to the coveted Top 50 in our study - roughly one in ten who participated, making this perhaps the most exclusive list of best employers globally. Over 100,000 employees were surveyed and 66 percent of employees responded to our surveys. In all cases, the stratified random sample was selected not by the participating organization, but by the Institute. The coverage is across 20 sectors, encompassing not only Indian and multinational companies in the private sector, but also public sector and not-for-profit organizations. This makes this Study the most comprehensive and representative study of workplace culture in corporate India.

What is different about this Study?

The Great Place to Work® framework is based on over 25 years of research of the best workplaces across the globe from employees' point of view. A 'Great Place to Work' has a simple definition. If you trust the people you work for, take pride in what you do, and enjoy the company of people you work with, you are in a Great Place to Work®.

It is perhaps the elegance of this definition, plus the fact that unlike other surveys, the Great Place to Work® model looks at workplace relationships from the employees' perspective, that make this the most widely used framework to understand best workplaces. The completely employee-centric model of this Study gives

Prasenjit Bhattacharya, CEO, Great Place to Work® Institute, India (sitting first from L) with his team



two-third weight to an anonymous survey of employees of participating organizations, and one-third weight to our analysis of the people practices that impact creation of great workplaces. Independent studies have corroborated the business benefits of creating great workplaces.

Key trends in the best workplaces

As in the previous years, the Top 50 best workplaces are concentrated in Mumbai, NCR and Bangalore, but also have representation from Chennai, Pune, Vizag, Ahmedabad and Ludhiana. Participation from organizations beyond the major metros will be a key challenge for the Study in coming years.

Only 2 of the Top 50 companies are less than 5 years old. 39 are more than 10 years old and 22 are more than 20 years old (which also includes a few which are more than 100 years old!). For most Indian companies, it seems to require at least 10 years or more to come to a stage where employees will give their vote of confidence to the organization. Interestingly, 31 of the Top 50 best workplaces are led by a leader who was promoted from within the organization.

Contrary to what some believe, 38 of the Top 50 have more than 1000 employees, with 19 out of 50 having more than 5000 employees. Only 12 of the Top 50 best workplaces saw employee increases of more than 30 percent in the previous year and 5 actually reduced its workforce.

“I feel this is more than an organization, it is a revolution and I am proud to be a part of it”

- Google employee

The percentage of women continued to be low with only 5 of the Top 50 employing more than 40 percent women employees. Thirteen of the Top 50 companies have less than 10% of their employees who are women. Only 8 of the Top 50 have more than 20 percent of their senior management as women.

While 8 out of the Top 50 best workplaces have employee attrition of over 20 percent, however, in all major industries, attrition for the Top 50, on an average, is less by one-third to two-third of the industry average.

Overall, one of the biggest improvements in workplace culture shown by the best workplaces over the years, has been in the area of work-life balance, flexibility in being able to take time off when required, and creatively designing and implementing practices and policies which are perceived as special and unique benefits by employees. These are also the areas where most

organizations are unable to match the best workplaces.

One of the most difficult areas, where the best employers have fared much better than others, is in fair pay and fair share of profits. Corporate India has loosened its purse strings in 2011 and in the Top 50 best workplaces this year, 4% more respondents in our survey are agreeing with the statement that they receive a fair share of profits made by their company and 3% more agreeing that they are paid fairly for the work they do. Fair pay and fair share of profits had seen the biggest dip in our previous study at the beginning of 2010. Apart from these tangibles, what really differentiates the Top 25 best workplaces from the rest is their management's ability to attract talent who fit in well, build a culture where honest mistakes are not penalized, ensure impartiality at the workplace and make their organizations fun places to work.

One of the most difficult areas, where the best employers have fared much better than others, is in fair pay and fair share of profits

What can we learn from the best workplaces?

Our last four studies have yielded enough evidence for us to now be able to confidently talk about the journey of creating a great workplace. There are different phases in this journey. However, there is logic in ensuring that the previous phase is in place before you embark on the next phase.

PHASE 1: Building the foundation - Articulating a people philosophy

In the best workplaces, the 'people-service-profit' chain is well understood, be it a Google that says its core value is, 'We want to work with great people', or HCL Technologies who talk about their 'people-first' culture. Make no mistakes, these are shrewd business organizations with a sharp focus on the bottom-line, but they know that attracting and retaining the right people is the key to achieve their business results. They are able to link their people philosophy with their talent strategy and structures for employee collaboration, with clear measures.

If your leadership team does not have clarity in this area, then this is the starting point.

PHASE 2: Strengthening the foundation

Regardless of what you are doing to create a great place to work for, it pays to focus on the elements which our research shows are the most difficult to build, and therefore, are the 'differentiators' in a great workplace:

- **Equity** - Fair share of profits/fair pay and creating 'special and unique' benefits. A manufacturing organization Classic Stripes, which jumped in ranks many places to number 6 in our Top 25 list, gives profit sharing on a monthly basis to all employees.
- **Reliability** - Management delivers on their promises and gives straight answers. Agilent, Scope International, Accenture are some of the organizations that have a transparent feedback process for managers and recognize those whose teams give them high scores in this area.
- **Impartiality** - People avoid politicking/ managers avoid playing favorites/promotions go to deserving people. In Equitas, one of the best workplaces in microfinance, everyone can calculate their own increments. The CEOs' salary is capped at 40 times the entry level salary.
- **Caring** - Flexibility, work-life balance and creating a fun place to work is another area whose importance has grown manifold in recent years with the increase of younger employees in the workforce.

The above areas are more difficult than arranging employee engagement parties and numerous other activities that organizations do to attract and retain employees. The Institute studied 15 people practices in all the best workplaces. The best workplaces have, through a process of iteration, designed and implemented processes that enable their senior managers to deliver the above.

PHASE 3: Building the pillars - creating great people managers

The focus of this phase is to equip the people managers, at all levels, with the skills required to engage with employees to build trust, pride and camaraderie, which create a great workplace for their respective teams. The best workplaces have institutionalized the process of seeking employee feedback and linking the people managers' scorecard to his performance review. One of the biggest challenges in organizations in India is inadequate skills of people managers and lack of incentive to be great people managers. In the 'people-service-profit' model, the organization might be able to convert good service to profits, but it is the supervisor who can convert people to good service.

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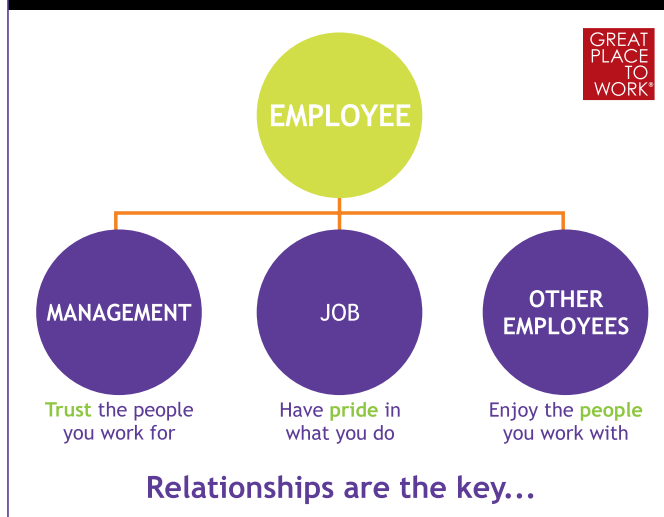
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A common mistake many organizations make, is prematurely communicating to the external world what a great employer they are, without doing the hard work in the previous phases.

In organizations with strong employer brands, there is very little dissonance between what employees experience internally and what the organization communicates externally. The best workplaces do not try to be good at everything. They are keenly aware of the 'key drivers' of their employer brand—factors that have a disproportionate impact on the overall employee perception of working in a great workplace. While key drivers can vary in different organizations, our 2011 Study shows that, in general, the following factors have a disproportionate impact on overall employee sentiment in an organization:

- Attracting talent for key positions – Employees believe they are working in a great place to work if they see great talent joining their organization!
- Equity – Treated as a full member regardless of position. As a rule, employees in organizations with less visible hierarchy, greater egalitarian spirit and more equitable power distribution, tend to have a more positive perception. The CEO of Intel in India sits in exactly the same cabin that everyone else has, travels by economy class like any other employee, and has a laptop which is older than the ones being given to new entry level recruits!
- Creating a fun place to work – Statistical analysis only confirms which should be obvious, that a young India and a young workforce want to enjoy their work life and their time at work.

The changed demographics in India Inc. has made the job of creating great places to work for more challenging in many ways with younger employees generally having lesser positive perception about their workplace than older employees. The fact that 14 out of the Top 50 have made it to this elite list of best workplaces for the first time, shows that established best employers will continue to be challenged by newer organizations in the list. However, the vast majority of the Top 25 best workplaces have created strong foundations and formidable barriers for their talent competitors.

Last 4 years' research strongly indicates that creating practices, policies, processes and managerial capabilities to build equity, impartiality, reliability, caring, sense of fun at work and ability to attract high quality talent, is the way to go. And thinking through and articulating 'people philosophy and its nexus to business results', and systematically institutionalizing these practices phase by phase, will make this journey more success prone. **pm**

Prasenjit Bhattacharya is CEO of The Great Place to Work® Institute, India. Views expressed are personal. Prasenjit can be contacted at pbhattacharya@greatplacetowork.in. To participate in "India's Best Companies to Work For" – 2012 Study or know more how to create a great place to work, write to greatplace@greatplacetowork.in or call at 09920866406.

IN A UNIVERSE OBSESSED WITH "WHAT'S NEW", WE HAVE A SIMPLE ANSWER: NOTHING.

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We understand their business and the complexities of the people required for it.

Which invariably brings us to the point that we subscribe to.

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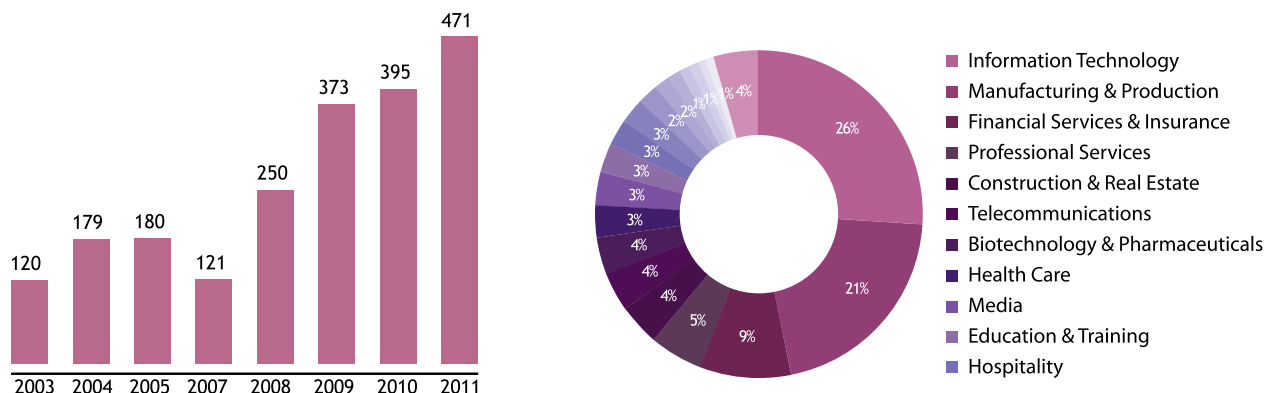
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2011 - GREAT PLACE TO WORK® INSTITUTE STUDY

THE NUMBERS

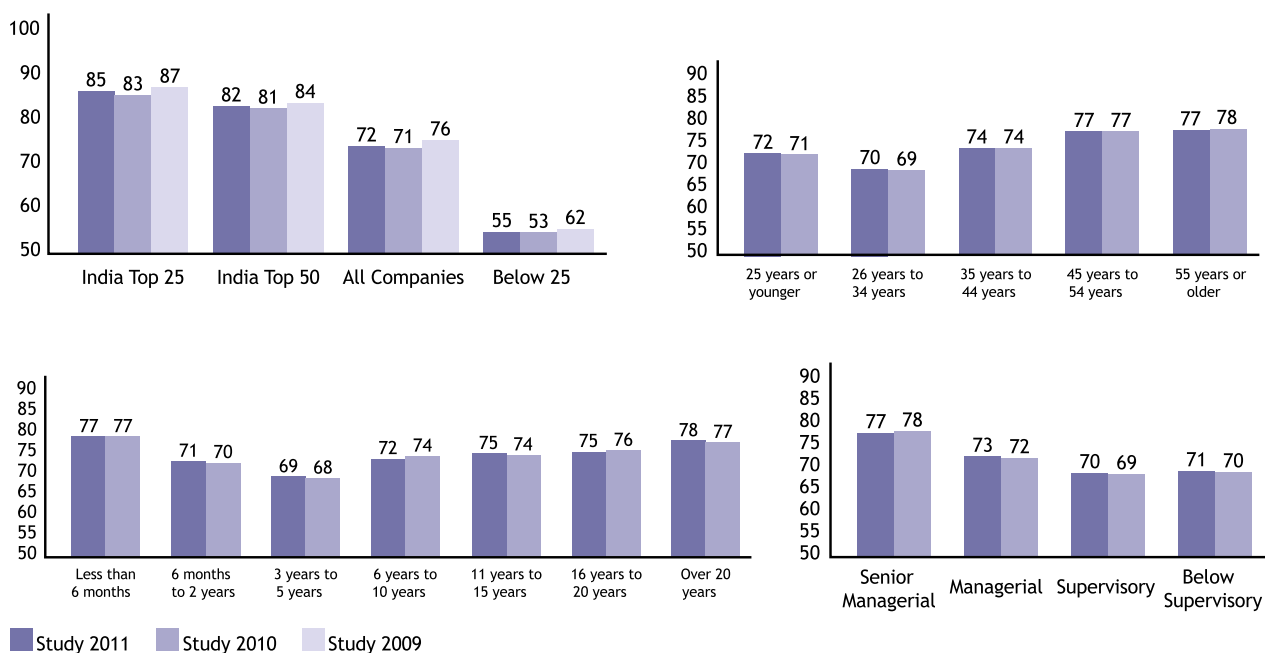
2011 – Study Participants

471 companies, across 20 industries, participated in the 2011 Study, making Great Place to Work® Study the largest in India



2011 – Engagement Score still lower than 2009

Overall employee perceptions have improved slightly from 2010 but are still below the 2009 level. Supervisory level, employees between 3 to 5 years in the system and the younger groups are the less engaged segments.

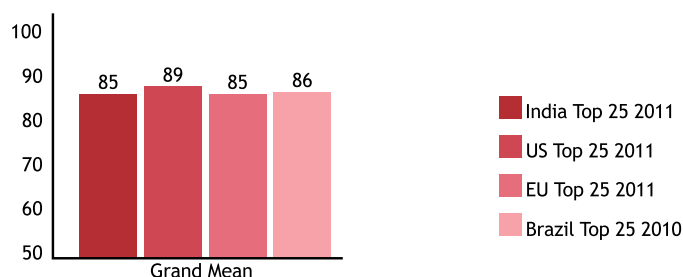


Note: Score mentioned are the Grand Mean scores which is average of all the statements in the core survey. Score indicates percentage of survey respondents giving positive response to the survey statements.

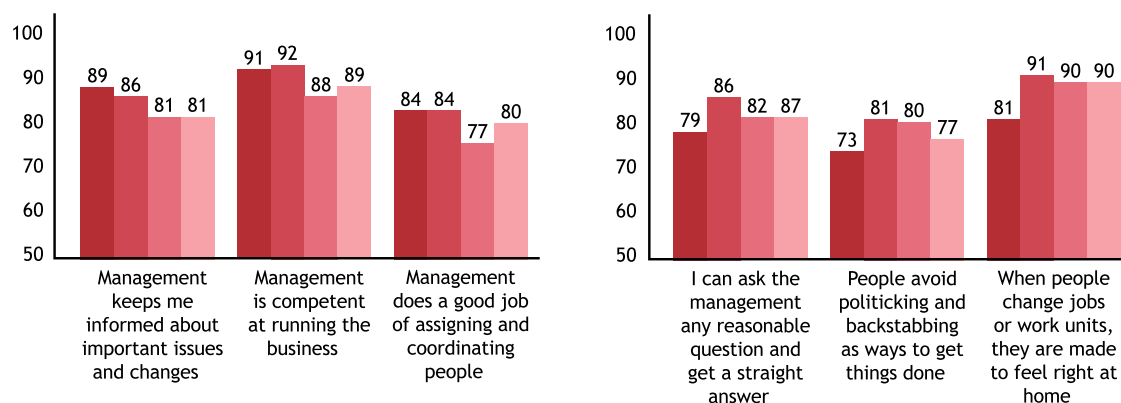
India & the World

Best workplaces in India are comparable to the best elsewhere.

India ranks higher in communication and competence of management and lower in other dimensions like transparency and politics at the workplace.

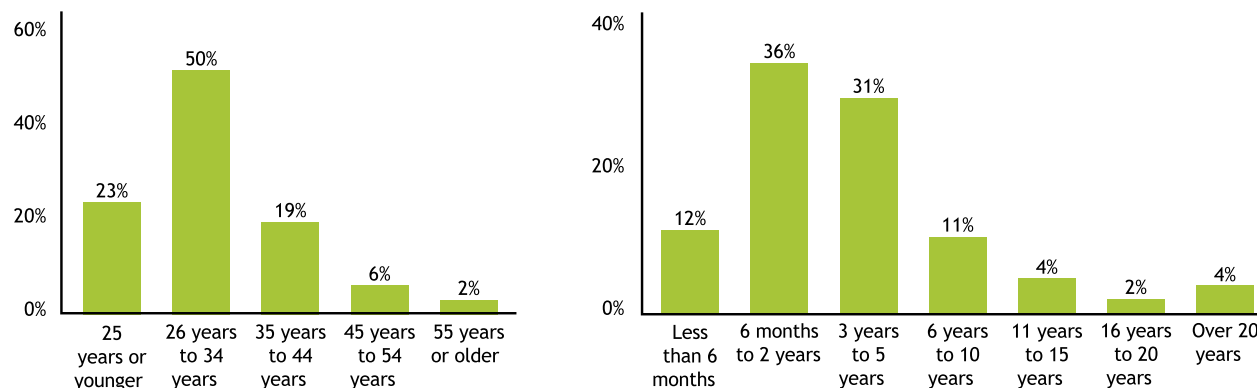


Note: Score mentioned are the Grand Mean scores which is average of all the statements in the core survey. Score indicates percentage of survey respondents giving positive response to the survey statements.



Key Trends In Best Workplaces 2011

Corporate India's workforce is predominantly young: 73 percent falls under 34 years old. Over 75 percent of employees in corporate India have been in the same organization for less than 5 years.



Note: Data based on classification of survey respondents to a random sample. Score mentioned are the Grand Mean scores which is average of all the statements in the core survey. Score indicates percentage of survey respondents giving positive response to the survey statements.

(Source: Great Place to Work® Institute India)



Googlers 'living it up' at their Gurgaon facility

In Search of Passion



The most remarkable Internet story of our time has undoubtedly taken the right route in enabling the company to continuously stay ahead of the race. The Google culture stems from what was defined by the 'Google guys' - Larry Page and Sergey Brin, who said Google is not a conventional company. The Google culture is one that reeks of innovation and risk-taking, which have been the key factors responsible for the company's advent into varied unique services over the years. Following a collaborative work culture that encourages innovation, Google India provides platforms such as encouraging people to spend 20 percent of their time in projects of their own interest and providing patent bonuses. The exceptional employee benefits and facilities coupled with high flexibility help employees in striking the right balance between work and life.

The unique aspects that attract people to join Google are the opportunity to contribute to the society, a corporate mission to bring knowledge to everyone, and an opportunity to work with some of the best brains in the industry. The need to foster a culture of innovation is kept in mind from the time when Googlers are hired. The company hires only those who are passionate about technology and about making a difference to the world. They invest in people with unique interests outside of work, be it scuba diving or kite flying. A lot of effort is made in finding talent with rounded interests so that people continue to add to the culture, are strong team players and add value from day one.

Employees are encouraged to take risks, challenge the status quo and are empowered to make decisions. This culture reaffirms their strong belief that ideas can come from anywhere and anyone. Thus, there is an entre-

preneurial culture at Google because they want people to stay on the deck and take ownership for what they do.

The company lays great emphasis on employee communication and development. 'Thank God It's Friday' (TGIF) was introduced by the Founders to connect directly with the employees. The revamped TGIF format spotlights new product innovations and provides ample time for Q&A on any and all topics. Google India hosts its own TGIFs with senior local leadership either in person or via videoconference and the management from Mountain View often joins in.


They hold an annual employee engagement survey where employees are asked about 100 questions on the culture, what they like about working at Google, about their manager, benefits, etc., and the information from the survey acts as a sense check on whether or not the company is on the right track in promoting the right culture. Google also has Champions who take actions on the survey results and these Champions represent the business side, which ensures there is follow-through action based on the Googlers' survey results. They introduced 'Project Oxygen' this year, which is a mechanism to get feedback on what makes a great manager. For this, a manager is assessed against a set of eight predetermined attributes that define a very good manager at Google. That acts as another measure of employee engagement level in the organization. This takes account of whether or not managers are engaging with employees regularly, having good quality one-on-ones, and communicating and ensuring there is alignment between employee performance and organizational expectation.

To attract the right talent, Google has various outreach programs to encourage people from different backgrounds to apply. The Google internship program provide people the experience of working with Google; the 'Women in Engineering Award'; and the 'Ambassador Program' to create the right brand pull at campuses. They reach out to

Google India Pvt. Ltd. <i>Online search, advertising and online applications</i>	
2011 Rank:	#1
Previous Ranking:	#1 (2010)
India HQ:	BANGALORE
Founded in India (year):	2004
Employee Strength:	1,308
Gender Ratio (F to M):	1:0.98
Other Ranking:	#1 (IT)

potential candidates through different channels to ensure the right people join. Google has tied up with schools through its 'Doodle for Google' program - a platform for students to apply their creativity on the Google logo.

Keeping up with the changing aspirations of today's talent, they launched the 'Global Rotation Program', which provides Googlers a chance to work in another country. 'I-Magnat' is another initiative which is an internal job portal where fresh openings are uploaded and employees can also put their individual profiles for others to view when looking for specific skills. The 'Career Week' is aims to educate Googlers on their career advancement opportunities within Google. This includes the 'Career Panel' where leaders share their career philosophy; a session on 'Internal Mobility' and a 'Career Fair' where each business unit talks about their business.

Together with the numerous unique initiatives that are added from time-to-time to cater to the employees' needs at Google, what makes Google a great workplace is their prominence in communication and transparency, continuous employee development and the culture of innovation. 



“Google hires people with rounded interests, who are not only passionate about technology, but also want to make a difference to the community they work in”

- Sunil Malik, HR Head, Google India



Sharing & Celebrating Success

For a company which manufactures micro-processors - the brain of the computer, the greatest challenge is to maintain an environment for continuous innovation while meeting the aspirations of the young workforce. Hence, it is business critical for Intel to maintain a work environment that attracts the best talent in the industry, and at the same time, ensure that the policies and practices consciously cater to the aspirations of the different segments of the employee base. Intel has been fortunate on both counts - be it in terms of attracting talent or retaining them. Innovation and challenging the status quo is a way of life at Intel; and it is the challenging nature of work that provides ample opportunity for people to excel, accomplish things, and grow to the limits of their individual potential. Sharing his thoughts on what makes Intel a great workplace, Praveen Vishakantaiah, President, Intel India and Vice President, Technology, Manufacturing and Enterprise Services Group, says, "Intel's belief in promoting a challenging work environment that develops our diverse workforce, recognizing and rewarding accomplishments through our various performance programs and making each and every employee an asset to the Intel community worldwide, makes it a great workplace."

Intellites at their Bangalore facility



WE HAVE A SIMPLE COMPANY POLICY: DIVIDE AND RULE.

Let's be honest.

Convention and us are really not on talking terms.

For while convention dictates consolidation, we believe in bifurcation.

While convention advocates stitching together of strengths, we believe in the carving out of competencies.

And why do we dig in our heels over all of this?

Simply because somewhere within this obsession of 'a one stop shop', we miss the moot point: Client needs are of varying degrees.

So, we have **Chairman's High Circle (CHC)**, our fast growing retained executive search arm incubated by our founder, Dr. Bish Agrawal.

There's **ABC Consultants**, still the first port of call for senior and middle management recruitment needs.

There's **HeadCount**, providing volume hiring solutions at junior levels for large corporates.

There's **FlexAbility**, the Recruitment Process Outsourcing (RPO) arm that acts as a corporate's internal recruitment function.

And, finally, there's **www.HeadHonchos.com**, India's premier job search portal, focused exclusively on senior management professionals.

In sum, a constellation of brightly shining stars.

Each with one common anthem, though.

Undivided attention to businesses that deserve it.



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“Business can be healthy only when employees are happy and satisfied. It is important to run the business with the highest standards of ethics and integrity, foster a culture of innovation, and create a workplace where we all have fun”

- Praveen Vishakantaiah, President, Intel India and Vice President, Technology, Manufacturing and Enterprise Services Group

It is invariably in the DNA of Intel to have a great workplace which reinforces the importance of employee relations as a key to their organizational success. The value system is supported by cultivating an environment of open and direct communication, rewarding and recognizing employees and investing in career and leadership development. While the IT industry is faced with the greatest challenge in terms of attrition, Intel boasts of a high retention rate. A transparent work culture, importance given to work-life balance, and its focus on listening to its employees, keeps the connection between employees and the leadership active. The core team at Intel takes up every opportunity to address any people issues, understand their expectations, ambitions and match them according to their skill-sets. So, be it ‘Aarambh’ - wherein managers are made to interact with the newcomers who get to know their company and top brass on the very first day; ‘Anubhav’ - an experiential learning program; or CAIR (Careers At Intel Realised) Fair - where employees are provided

with resources, tools and support to work on areas they are passionate about - these are all part of Intel’s value system.

Intel believes that employees are the company’s assets and thus on a regular basis, it comes up with different programs which help employees enhance their talent (leadership, technical, career development, etc.). ‘India Strategic Leadership Program’ (ISLP) is focused on the development of their leadership pipeline; ‘India Strategic Technology Program’ (ISTP) is aimed at developing the strategic thinking of the technical leaders; ‘Ideas 2 Reality’ (I2R) program is meant to target local opportunities and offer differentiated solutions; and CAIR Fair focuses on career development at all levels. For Intellites, who are ‘sponsors of tomorrow’, raising the bar each time has become more of a norm. The company recognizes the importance of work-life balance. Preethi Madappa, Senior Manager, HR, Intel GAR (Greater Asia Region), says, “At Intel, we recognize that work-life balance is important and our employees are actively encouraged to meet their personal commitments, as they focus on their professional lives.” To make the workplace more lively, the employees at Intel, run a program ‘SPARSH’ which ensures that there is always something to look forward to – dance competitions, parties, quarterlies, team lunches, jambo-ree, design day, kite-flying, social initiatives, etc. These programs at Intel ensure that employees remain charged with energy and vigor, which in effect helps them give their 100 percent at work; this in fact is the key reason as to what helps make Intel a great place to work for.

For Intel, being a great workplace means recognition from their employees that they do not just come to work to do a job; there is an involvement within the company which believes in celebrating success with employees. Intel cares for its employees and makes their association with Intel fulfilling by providing them good quality work, a conducive work environment and beyond that, a workplace that is supportive of their life needs. 

Intel Technology India Pvt. Ltd.

Microprocessors, chipsets, motherboards, adaptors for desktops/
laptops/servers/workstation, embedded, and networking &
communications

2011 RANK: #2

PREVIOUS RANKING: #3 (2010)

INDIA HQ: BANGALORE

FOUNDED IN INDIA (YEAR): 1988

EMPLOYEE STRENGTH: 2,640

GENDER RATIO (F TO M): 1:3.97

OTHER RANKING: #2 (IT)



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#3

A Joyride at work

The online travel industry has seen tremendous growth in recent years and is the most crowded arena in the e-commerce segment with many new players entering this space. Being a pioneer in this aggressive market space, MakeMyTrip, has had to innovate on talent hiring. Hiring the right kind of people is the key to a company's success. Being in a young and growing company, there is a need to hire bright people with a lot of enthusiasm. While hiring, they look for both aptitude and attitude. Aptitude is assessed through a test while attitude is gauged during the interview. Care is taken to ensure that they pick those with team spirit. The work culture and attention to employee well-being and growth has ensured that employee retention is not a concern for the organization. In fact, the company still has many people who joined in the first year of its business and continue to contribute till date.

The company uniqueness is that it emphasises on giving latitude to their existing employees, by means of more freedom and empowerment at work. Today, a 22-year-old at MakeMyTrip can be doing a job which may have a significant impact on the overall revenue. There is also recognition of the fact that the younger generation knows more about technology than even the founding team, and that drives the need to provide empowerment and freedom as technology is at the backbone of innovation in the online travel industry. "Some of our biggest businesses at MakeMyTrip are driven by the youngest managers, for example, the flights business, which is the largest vertical, is driven by the youngest manager," says Keyur Joshi, Co-Founder & Chief Operating Officer at MakeMyTrip. Having the best people in technology can actually be a game changer. The culture allows people to experiment and make mistakes, and this creates a comfortable atmosphere for employees to go out of their way and take risks.

The values at MakeMyTrip represent teamwork, passion, and 'fun@work', which are the foundations of who they are. They make an effort to stay connected with employees at all levels. The CEO has lunch with a group of junior employees every week to understand how things are going, what is going on and what needs attention. Each one is given a sheet of paper and asked to respond to what they think is great about the company and what is not, as if they were the CEO, and this is done in complete confidentiality and the management has been drawing great inputs from these initiatives.

“Everything is so people dependent in our business that the elements that make a great workplace are across the employee lifecycle. Number one would be to spot good talent, get them on board, and keep them engaged”

- Deep Kalra, Founder & CEO, MakeMyTrip



There is a clear belief that the company can do better in everything they undertake. Keeping this philosophy of continuous improvement in mind, they aspire to be featured as one of Asia's best employers. This constant effort to improve and do better is looked at as a journey at MakeMyTrip. Given their global presence, their focus has undergone a change and the company has become more agile to align themselves to the changing needs as they grow further. In the new game, talent management has become a focal area, making talent development and building global systems the critical action points in the coming year. **PM**

MakeMyTrip India Pvt. Ltd.

Domestic and international air tickets, hotels, holidays, car, bus and rail booking

2011 RANK: #3

PREVIOUS RANKING: #2 (2010)

INDIA HQ: GURGAON

FOUNDED IN INDIA (YEAR): 2000

EMPLOYEE STRENGTH: 979

GENDER RATIO (F TO M): 1:2.51

OTHER RANKING: #1 (PROF. SERVICES)



Diversity & Inclusion for Talent Optimization

Acknowledging the diversity and inclusion (D&I) journey for over 30 years, American Express (AMEX) today has over 60 percent of its global employees as women, which makes a healthy diversity ratio. Their 73 Employee Resource Groups/Networks and 10 Diversity Councils across the globe are testimony of the company's efforts to build an inclusive ecosystem for the 60,000+ strong employee base.

AMEX is recognized for being a D&I focused organization globally as well as in India. Their global D&I strategy is three pronged, that focuses on internal talent development, external market segments and workplace transformation. As an organization, they follow a 'Glocal' strategy, which is driven by the D&I Council, wherein global solutions are made locally relevant, and local solutions are replicated globally.

Their practices have been evolved to meet the employee needs and the focus is on leverag-

ing on their diversity accomplishments to drive business. 'GenNxt – workplace of the future' is a key D&I initiative launched for India, focusing on gender and multi-generation equity. The varied policies, programs and employee network platforms aim to create an organizational eco-system that fosters a climate of inclusion. With a focus on measuring success on an ongoing basis, there are program specific metrics to track progress. Being in a people business which is operating in an increasingly intense, complex and competitive environment, their business model consists of smart, dedicated and motivated employees working together as a team to service a diverse set of customers. At AMEX, customer service is considered a competitive differentiator. To win in this complex marketplace, they are committed to building a culture where all American Express employees are fully engaged in their jobs, realize their potential, and have the opportunity to grow and develop with the company.

At AMEX, frontline leaders are required to spend at least 70 percent of their time managing talent. Leaders review various aspects of their direct reports including their goals, development plans, mid-year/year-end review (performance management), career development and succession planning (talent assessment).

'Performance management' and 'talent assessment' provide an inventory of the talent capability to meet business needs and priorities. The processes also engage employees to attain their maximum potential and foster a culture of open and honest communication and feedback. The intent is to have meaningful career discussions between leaders and employees. All performance and talent systems are supported by 'Career Track', an integrated software system, which enables everything to be captured and tracked online.

American Express <i>Global leader in corporate services selling, corporate credit cards and travellers cheques</i>	
2011 RANK:	#4
PREVIOUS RANKING:	#6 (2010)
INDIA HQ:	GURGAON
FOUNDED IN INDIA (YEAR):	1921
EMPLOYEE STRENGTH:	5,718
GENDER RATIO (F TO M):	1:1.31
OTHER RANKING:	#1 (FIN. SERVICES)



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The three things that make AMEX a great workplace are credibility, respect and camaraderie. Giving clear directions and being accessible and approachable all the time, is what makes the organization 'credible.' Employees at AMEX feel 'respected' by the management, based on the level of support, collaboration and caring they see, expressed through the management's actions towards them. Respect is reflected through professional development and demonstrated appreciation for efforts. Also, collaboration with employees on relevant decisions and the culture of seeking and responding to suggestions and ideas makes them feel empowered. Employees at AMEX also feel a sense of 'camaraderie' in the workplace because of the quality of intimacy, hospitality, and community within the workplace. Employees feel they can be themselves, people care about each other and provide support when needed. Employees identify their environment as friendly, a fun place to work and feel right at home.

'Rewards Blue' is American Express' one-stop shop for recognition worldwide. It is a global recognition program that enables leaders and employees to recognize each other - across business units, band levels, markets - to reward great work and effort. 'Rewards Blue' provides the tools to praise efforts, reward results, and celebrate milestones of great work in a whole variety of ways. 'Blue Awards' are the currency by which employees nominate and reward each other for significant effort and meaningful results. This has been very well received by all employee and has also generated a lot of excitement.

The focus is to create an aspirational and inspirational workplace which attracts and nurtures the best talent, who further delivers winning results for their customers and shareholders. This is strongly reflected in their slogan, 'Extraordinary People, Extraordinary Workplace'. Thus they strive to attract, develop and retain premium talent to support their business growth. 



“We ensure that candidates have access to a fair and open recruitment process, which is responsive to meet the rapidly changing business needs”

- Jyoti Rai, VP-HR, American Express India

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Rajeev Menon, Area VP - India, Maldives, Malaysia and Australia (second from R) and Gurmeet Singh, Area Director of Human Resource - India, Maldives (first from R), Marriott International Inc. with their Mumbai team

A Customer's Delight

On May 20, 1927 when aviator Charles Augustus Lindbergh began his historic transatlantic solo flight, J. Willard and Alice S. Marriott set up their nine-stool A&W root beer stand in Washington D.C. What began on a historic note has today developed into one of the vanguards of the hospitality industry. For 58 years, J. Willard Marriott steered the reins of Marriott - adding locations, perfecting procedures, and expanding into new enterprises; Marriott literally breathed, ate, lived, and dreamed about his business. For more than eight decades, 'People First' has been and remains the guiding principle behind Marriott's culture and success. As Marriott continues to launch innovative new brands,

expand in emerging markets and chart a new level of growth story, thereby solidifying its position as a world class hospitality company, the enduring belief that its employees (who are referred to as 'associates' as a symbol of respect) are its greatest assets, remains as true as it were 80 years ago. As a matter of fact, J. Willard Marriott held the belief that it was the ever growing ranks of associates who were the secret of the company's success. His constant advice to his managers, "Take care of your employees and they will take care of your customers," voices the deeply held belief that remains the keystone of the company's culture.

The unshakeable conviction at Marriott is that people are the most important asset and hence ample emphasis is laid on supporting associate growth and personal development. The organization has a reputation for employing caring and dependable associates who are ethical and trustworthy and is known for providing a conducive environment - a home-like atmosphere and friendly workplace relationships. Gurmeet Singh, Area Director of Human Resource, India, Maldives, Marriott Int'l Inc., reasons "great associate friendly work culture, associate empowerment, and ample opportunities to develop and grow


within the company” as to why Marriott is the employer of choice. He further adds that it is the ample amount of training and good growth opportunities that help the associates to be engaged and committed to their jobs. The performance reward system at Marriott recognizes the important contributions of both hourly and management associates. The company's ‘Awards of Excellence’ program is one of the ways Marriott celebrates its associates by honoring the finest associates for their outstanding service. It is presented each year to a select few from Marriott International’s brands and businesses who demonstrate Marriott’s ideals (achievement, character, dedication, effort, and perseverance) through outstanding service, leading by example and enhancing the lives of their co-workers, customers and neighbours with their commitment to service excellence.

Marriott’s investment in training and communication is exceptional. In fact, once selected, the candidates are put through a two-day induction period, with a 60 and 90 day follow up session as well as cross training sessions before joining their respective departments. Besides, there are programs like ‘VOYAGE’ (a graduate training program aimed at training and retaining good talent) and ‘SAIL’ (undergraduate training program). Initiatives such as ‘Fresh Eyes’- a forum wherein HR heads invite the new associates to share their experience of their first 30 days, and ‘Get On Board’- a formal guidance session with regards to duties, position, etc., for fresh managers (including associates who have been promoted), are appreciated by the associates. In fact the company allocates at least \$750 per manager per year on training and development. Further, the global platform for growth ensures every associate gets a chance to move into roles in offices across the globe. Every year, 100 associates or more are sent overseas

Marriott Hotels India Pvt. Ltd. <i>Hotels with food and beverage outlets</i>	
2011 RANK:	#5
PREVIOUS RANKING:	#4 (2010)
INDIA HQ:	MUMBAI
FOUNDED IN INDIA (YEAR):	1999
EMPLOYEE STRENGTH:	3,500
GENDER RATIO (F TO M):	1:2.55
OTHER RANKING:	#1 (HOTELS AND RESORTS)

for special tasks, jobs or as a result of a transfer. There are many employees who began their career with Marriott are today in varied roles across Marriott facilities across the world.

Ever since its inception, Marriott has valued diversity and inclusion of all associates. This legacy is now a fundamental operating principle and business imperative. As Marriott grows and expands globally, it continues to broaden its initiative about global diversity and inclusion, reaching across cultural borders and embracing the unique gifts and talents of the communities where it operates.

While these initiatives may sound simple, it reiterates Marriott’s philosophy of ‘People First’ and as a matter of fact, these have contributed to the high retention rate at Marriott. The Marriott experience (pride in the Marriott name, accomplishments, and the legacy of the brand) attract talent from across the globe and the people policies in place further make it a great workplace. 



“Often hotels tend to focus on customers and forget the ‘people’ who create those experiences for the customers. The three values that form our DNA and make Marriott a great workplace are the work culture, emphasis on training and development, and providing a global platform for growth to all deserving Marriott associates”

- **Rajeev Menon**, Area VP - India, Maldives, Malaysia and Australia, Marriott International Inc.

United in Spirit for Greater Heights



As Classic Stripes gears itself for globalization, new technology adaptation will play an important role in managing teams in the future. In line with their vision to become a global company, they have opened subsidiaries in the U.S.A and Middle East and are presently setting up dedicated teams to meet international standards of quality and product reliability. *People Matters* spoke with Sanjay Bhagat, COO, and Prafull Thakkar, DGM-HR to understand the culture and essence of people at Classic Stripes that make it a great workplace.

Q Being a manufacturing set up with a heterogeneous employee composition, what makes Classic Stripes a 'great workplace' for every employee in your organization?

P. Thakkar: Evidence shows that diversity is beneficial in a number of aspects as it allows the employer to tap into talent pool from diverse workforce. The environment shapes the person. The family shapes the child. The workplace shapes the performance. We have a focused approach in creating a culture that fosters innovation, teamwork, continuous improvement and 'first time right'. The concept of 'first time right' means that as an organiza-



Prafull Thakkar, Deputy GM - HR (first from L), and Sanjay Bhagat, COO (second from L) with Classic Stripes employees

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"People development and people engagement are important pillars for our business model. We follow a 360 degree employee engagement program that allows us to offer excellent working conditions with a high fun quotient along with adequate challenges to motivate our teams. We take care of the employees' current as well as future aspirations as our focus is to create a long-term association with our employees. We have been able to achieve the status of being a great workplace through our great work culture which caters to employee growth along with the growth of the company"

- Sanjay Bhagat, Chief Operating Officer, Classic Stripes Pvt. Ltd.



tion we try to meet the customer's requirement 'right' the very first time. The key to success for any great place to work for is in creating the right environment for the employees which are the single most determining factor. Classic Stripes is characterized by inspired leadership, a unique work culture, focus on growing talent from within, strong sense of accountability, aligned HR practices and excellent execution.

Q What is the objective behind introducing a monthly incentive scheme amounting to almost 15% of employees' salaries?

P. Thakkar: We did a study and found that most companies pay incentives either on a half-yearly or a yearly basis, which requires the employee to wait to get rewarded for his/her contribution. We introduced a monthly incentive scheme where we announce the target achievement every month and incentive payables are then paid off with the subsequent salary. This allows employees to clearly see


the benefits of their efforts and in turn, motivates them to achieve higher efficiency.

Q What best describes the culture at Classic Stripes?

P. Thakkar: The culture at Classic Stripes is best described as creating unity in spirit which emerges from our common goal to be a dynamic and diversified global group offering innovative solutions. Every associate of Classic Stripes believes in contributing to making CSPL a better place. If you visit any of our offices or plants, you will find this common goal come across very strongly, which certifies the familiar spirit amongst our employees. In fact, it is everyone's dream at Classic Stripes to make it the number one workplace.

Q What are the key ingredients that make Classic Stripes a Great Place to Work®?

P. Thakkar: We are a great place to work because of our people. The 360 degree employee engagement program is evolved around employee's life, self, colleagues, family and community.

Well defined KRAs and a strong succession plan clarify the employee's growth in the organization. The 'rewards & recognition' program and the 'fun at workplace' activities facilitate engagement at the employee level. The get-togethers, medical camps and counselling sessions involve the employee's family as well. And at the community level, the organization supports CSR activities like medical camps, blood donation camps, self-help groups, etc. We also sponsor over 300 schools where we have been able to reduce the drop-out rate from 60% to 10%. Other key ingredients that make us a great place is our culture, and the inspired leadership that makes all this possible. 

Classic Stripes Pvt. Ltd.

Automobile decals & graphics, doming labels, signages, dashboard trims, window films, car wraps, fleet graphics & digital solutions

2011 RANK: #6

PREVIOUS RANKING: #25 (2010)

INDIA HQ: MUMBAI

FOUNDED IN INDIA (YEAR): 1987

EMPLOYEE STRENGTH: 459

GENDER RATIO (F TO M): 1:4.34

OTHER RANKING: #1 (PRODUCTION & MANUFACTURING)



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Investing in Employee Development

Edwin Nevis, CEO, minces no words when he shares, “Being a great workplace for us is a journey.” It is but the legacy of the brand, the opportunities to learn and grow, international exposure, the performance track record and innovation towards excellence that attracts the talent pool towards Scope International. William Paul, Head HR, GSSCs, says “Right from the point of entry and throughout the employee’s life cycle, we remain deeply invested in employee development, offering excellent induction and training programs designed and delivered to global standards.” Standard Chartered Centre for Operational Excellence, Scope as we know it, which is owned and managed by Standard Chartered Bank, ever since its incorporation in 2000, has moved ahead from being a cost-effective venture to an integral part of the bank’s operations. As an organization, Scope is committed to help its people grow; there are opportunities for learning and the work culture is performance driven, which enables an individual to make a difference and teams to win.

Scope International has in place a structured process which ensures that all the employees go through a planned system of performance management, strengths evaluation, learning and development, succession planning, talent management, and rewards and recognition cycle.

The ‘Know Me’, ‘Focus Me’, ‘Care Me’ programs are indeed the foundation of Scope International’s intent to nurture and develop every individual in the organization. An organization which straddles multiple business segments and one which is closely integrated with the parent, Scope offers its employees career choices rather than jobs. It offers employees plenty of opportunities to work overseas at projects in addition to permanent moves. All vacancies, both in Scope and in the parent organization, are posted electronically through job posts. The phrase ‘shift jobs without quitting’, coined some years ago, accurately reflects the active movement of internal talent facilitated by this process.


To attract talent, the company has ventured into new talent pools which otherwise have remained largely untapped. As a matter of fact, by providing flexibility in timings and work hours, Scope International has been successful in tapping the segment of housewives. The initiative has helped the company fill in many positions. As for the company, the most important aspect that it considers when identifying the right talent, is the alignment with its culture and values. The company believes that if a prospective employee has the necessary culture fit, then competencies and capabilities can be developed. Scope International focuses on the fact that its employees should leverage their strength and in fact encourages people to identify their strengths and build a career around them.

Besides the learning and development opportunities, there are other factors such as employee inclusiveness and transparency that go on to make Scope International a great place to work for. The concept of employee engagement is based on active listening wherein the views, concerns and suggestions are constantly sought and acted upon through myriad means. So, be it group communications at the shop

“In our industry, our biggest asset is people. To be able to attract & retain talent is one of our most important levers for business success”

- Edwin Nevis, CEO, Scope International

floor level, skip-level meetings, brown bag lunches, one-to-one sessions, focus groups, open house with business leaders or an informal coffee chat session; the work culture at Scope International is one where employees feel their opinion counts. There is total transparency when it comes to communicating information and decisions. As a matter of fact the performance and reward management system is accessible to all people managers irrespective of their hierarchy and they are empowered to make performance and reward decisions based on these inputs. Employees, equally, get to see everything that managers and reviewers have to say about their performance and have their reward decisions explained to them by their managers. This culture of transparency is very important to them and is the foundation of how they foster trust.

Scope expects high levels of efficiency and productivity from its employees who can raise the performance bar each time. Scope believes that to achieve high levels of performance, a knowledgeable team alone is not sufficient; the team must necessarily exude confidence in their ability to exhibit that knowledge, and innovate & work with the customers to take service delivery to the next level. 

Scope International Pvt. Ltd.

Value-added services from banking operations to supporting global HR processes, finance and accounting services, software development and maintenance, and providing IT service and helpdesk

2011 RANK: #7

PREVIOUS RANKING: –

INDIA HQ: CHENNAI

FOUNDED IN INDIA (YEAR): 2001

EMPLOYEE STRENGTH: 8,064

GENDER RATIO (F TO M): 1:2.14

OTHER RANKING: #1 (ITeS)

Edwin Nevis, CEO and William Paul, EVP-HR (in center) with Scope employees at the Chennai facility





Parmeet Ahuja, President & Country General Manager (in center) with Agilent Technologies' leadership team at their new facility in Manesar

An Agile Workforce

Transparency, flexibility and work-life balance, offered at the workplace, provide a unique experience to Agilent employees. Agilent Technologies makes calculated efforts in directing all its deliberation towards emerging as a winning workplace, where people can continue to innovate, deliver and perform. In India, Agilent takes advantage of all that India has to offer, being an emerging economy by providing electronic and bio-analytical measurement solution to companies across industries. The other entity is the team that operates out of their new facility in Manesar, which supports Agilent's global operation including financial services, IT & business centres and R&D.



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.

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- **Delhi:** 12th Flr, 12H, Vandana Building, Tolstoy Marg, New Delhi - 110001 Tel: 011 - 23739529/32994183. Fax: 011 - 23739528. Email: tvpsdelhi@vsnl.net
- **Bangalore:** T-2, 3rd Floor, TNT Tower, Infantry Road, Bangalore - 560001 Tel: 080 - 4112 0217/336
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Thomas
Solving your people puzzles

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



We are very transparent with our employees. Every quarter, we meet all our employees and openly share our attrition data and details of our benchmarked compensation data”

- Parmeet S. Ahuja, President & Country General Manager, Agilent Technologies India



They continuously keep a check on their culture through the ‘Leadership Audit Survey’. The survey has questions which are sent to all Agilent employees worldwide every 6 months where they are asked to rate their manager, and this exercise culminates into the manager’s Leadership Audit Score. It is important for the score to meet the target; else HR intervenes to help the manager identify his/her improvement areas. The ‘Leadership Audit Score’ of a manager holds great relevance during promotions or career movements. Parmeet S. Ahuja, President & Country GM, and Zacharias Cherian, Country HR Manager, share more on what makes Agilent Technologies a great workplace:


Q What are the initiatives that make Agilent Technologies a great workplace?

Zacharias Cherian: The concept of MAPS (My Accountability & Performance Standards) is the foundation of our culture and that is

something that is very unique. We operate on the mantra of managing people by objective. In Agilent, we do not believe in telling a person how to do a job, but believe in telling people what needs to be done, providing them with the required tools and resources, and empowering them to get the job done.

Q Please tell us about the unique approach to learning & development?

Parmeet S. Ahuja: The senior management invests both time and money to facilitate employees to develop on their skills for current and future roles. Identified potential leaders go through development roadmaps which have several components viz. on-the-job, action-learning projects, Leaders teaching Leaders through real-life case studies, face-to-face classroom training and a quarterly Leadership Organizational Readiness process. As you can see, classroom training is only a small component of how we approach Learning and Development. Training at Agilent is more than just ticking off a box that says ‘training completed’. The senior management invests time and money to facilitate employees to develop on their skills for current and future roles. So, it is not about investing money alone; we also invest time to take direct and honest feedback from the managers.

Another example of innovation in learning is learning by observing critical business meetings; for example in the ‘Enterprise Financial Services Organization’, we regularly allow silent listeners in meetings. Routinely, leaders are part of calls that are sensitive in nature. Allowing employees on the team to access those conversations ‘in silent mode’ gives them experience and insight into how to handle situations like these. And additionally, it also helps strengthen the bond between the employee and the manager. 

Agilent Technologies India

Electronic measurement & bio-analytical measurement

2011 RANK: #8

PREVIOUS RANKING: –

INDIA HQ: MANESAR, GURGAON

FOUNDED IN INDIA (YEAR): 1999

EMPLOYEE STRENGTH: 1,466

GENDER RATIO (F TO M): 1:2.65

OTHER RANKING: #2 (ITeS)

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Working with a Sense of Pride

Business growth at Claris Lifesciences stems from its prime focus on people, which is reflected in its recent ranking in the Great Place to Work® Study. This is reflected in many employees who have expressed their appreciation of the development programs which have provided them internal growth opportunities. Celebration of special events and impartial treatment with easy accessibility of top management further strengthens the sense of belonging to the organization. *People Matters* spoke with Arjun Handa, MD & CEO and Shyam Sharma, President – HRM & Corporate Communication, to know more about the unique initiatives at Claris Lifesciences that make it a great workplace.



Q Why is being a Great Place to Work® important for Claris Lifesciences from the business standpoint?

Arjun Handa: We are in the manufacturing business, our product range is in the category of injections, and we recently moved from being a privately held to a public listed company. Over the last 10 years of this company's life, we have moved from an inward-looking approach to a more outward-looking approach when it comes to our culture. Technologically, we have always been outward looking but not in our organization culture. We have always known that people are at the center of our business. The important test for us was to ensure that we are able to realize that feeling into tangible perception of our employees. Being a great workplace is an important milestone and recognition for us, and we are very proud of the achievement.

Claris Lifesciences Ltd. <i>Sterile injectables products delivered in glass ampoules & vials, glass & plastic bottles, PVC & non-PVC bags</i>	
2011 RANK:	#9
PREVIOUS RANKING:	#37 (2010)
INDIA HQ:	AHMEDABAD
FOUNDED IN INDIA (YEAR):	1999
EMPLOYEE STRENGTH:	1,325
GENDER RATIO (F TO M):	1:16.43
OTHER RANKING:	#1 (HEALTHCARE)

Shyam Sharma, President - HRM & Corporate Communications (fifth from L) and Arjun Handa, MD & CEO (fourth from R) with the team at Claris Lifesciences



Q What are key ingredients that make Claris Lifesciences a great workplace?

Shyam Sharma: There are many elements that make Claris a great workplace; firstly, since we operate in a very niche product segment with highly innovative technology, our business and product emanates a sense of pride for all of us as our products save lives. The second element is the work culture which is based on our mantra to "think big and bring pride to company & self". And the third element is that we have been able to create a work environment that is full of joy and camaraderie, where everybody is connected and work in tandem.

Q How scalable is this model as you grow in number of employees?

Arjun Handa: Scalability of culture is of course a challenge for any growing organization. Our strategy is ensuring we recruit the right DNA, the right people who can ingrain our culture and maintain it. We recruit a lot of young people and we invest a lot in their development. More than looking for experience or skills, we look for energy, ability to learn and adapt to our culture and the right mindset.

Shyam Sharma: So it starts with hiring right, followed by a very solid induction process and becoming a part of the development program in Claris. People fall into different levels based on their role in the team and each of the four groups (leadership, managerial, operational and support) has a different capability development program to create an environment that fosters continuous learning and high engagement. **am**

Articulating a Shared Vision



NetApp views its culture as a competitive advantage. The leadership team leads by articulating and demonstrating their shared vision, values, and goals.

Being an organization built on the heritage of innovation, it lays great emphasis on its people. The empowered work environment and the right support system with open communication are qualities that make NetApp a great workplace. Says, Manjunath S.R., Senior HR Director, NetApp, "As a company, we spend a significant amount of time on employee development and in understanding their career aspirations to help them learn and grow in our environment. All of this leads to greater employee satisfaction, greater contributions and employee retention."

At NetApp, synergy is achieved through the skills and ideas of all employees. The key ingredient is to provide a lot of flexibility at work. This flexibility along with accountability propels people to constantly innovate. The company believes in channelizing individual effort into high-performing teams and preparing them for bigger roles and challenges.



Vikram Shah, President (L) and Manjunath S.R., Senior HR Director (R), NetApp India

It is dedicated to attracting and retaining performance-oriented employees who thrive on taking up challenging work in a supportive environment that recognizes and rewards their achievements and contributions. The employee-centric approach ensures continuous satisfaction and a sense of pride on the employee's part. The focus is on ensuring employee productivity and work-life balance which they strive to achieve through mechanisms such as 'work-from-home' practice, flexible working hours, and ease in movement across geographies.

NetApp employees value the strong corporate culture, open communication, competitive salaries, unique benefits, and down-to-earth management style. It is NetApp's commitment towards its values that has repeatedly earned it a top spot on *Fortune* magazine's list of the '100 Best Companies to Work For' in the United States, and top spot on 'Best Companies to Work For' lists in locations around the world. 

NetApp India Pvt. Ltd.	
Storage Devices	
2011 RANK:	#10
PREVIOUS RANKING:	#5 (2010)
INDIA HQ:	BANGALORE
FOUNDED IN INDIA (YEAR):	1992
EMPLOYEE STRENGTH:	1,349
GENDER RATIO (F TO M):	1:4.35
OTHER RANKING:	#3 (IT)



What does it take to manage learning smoothly across different industries?

Frankly, a lot of things. Things that include a deep understanding of the industry and its unique learning requirements, a wide spectrum of solutions and services, a dynamic team of eLearning professionals, a spirit of innovation and a zest to excel.

It is these things that have helped us grow not just in revenue, but in the number of clients we serve and the industries we cater to. With a robust presence in BFSI, IT/ITES, Retail, Education, Training & Development, Pharma, Manufacturing and Telecom, today we help over 150 clients from a diverse set of industries and countries manage their learning effectively and easily.

Our offerings:

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- ▶ Upside2Go – Revolutionary platform for mobile learning
- ▶ Custom eLearning Development Services
- ▶ Mobile Learning Solutions
- ▶ Catalog Courses – Off the shelf courses




Orientation to Value and Vision

Forbes Marshall, a multi-divisional global company, is perhaps the only organization to have extensive expertise in both steam and control instrumentation. The dual expertise in steam and control instrumentation has allowed Forbes Marshall to engineer industry specific systems that focus on energy efficiency and utilities management for sectors as diverse as textiles, food processing, paper, power and chemicals. The company is committed to create a progressive work culture that uniquely puts people first. In fact, the company is of the opinion that its philosophy of putting people first is what has helped it become the preferred

choice of industry partners. A comfortable and engaging work environment, open communication, management training programs, freedom to work, family and friendly work culture and the absence of hierarchy, are some of the key aspects of Forbes Marshall that make it one of the Top 25 places to work for. The work culture at Forbes Marshall is exceptionally conducive to professional development. There is ample space for employee growth and opportunity for all employees to voice their opinion.

One of the most important exercises post the completion of the annual appraisal is the vision and value (V&V) analysis. In this exercise, the alignment of each employee to the values is calculated and then alignment of each department to the values of the company is calculated. Post the analysis, a detailed plan of action is chalked out. 'Value Workshops' are conducted for the departments that have scored the least, sensitive cases are further escalated to the 'Value Digression Committee', results are shared with the managers for their self reflection and the winners are awarded the Value Champion awards.

For the female employees, they have a special initiative called 'Meljol.' As an organization, Forbes Marshall is very supportive of their employees (be it financially or emotionally). For instance, if there is an untoward happening in the family of an employee; the company makes arrangements to provide the spouses with work and in case where children are left with no parents, the company takes upon itself the responsibility of their education and accommodation. Therefore 'care for employees' include both professional and personal well-being. 

Forbes Marshall Pvt. Ltd.

Steam engineering and control instrumentation

2011 RANK: #11

PREVIOUS RANKING: -

INDIA HQ: PUNE

FOUNDED IN INDIA (YEAR): 1928

EMPLOYEE STRENGTH: 1,020

GENDER RATIO (F TO M): 1:5.25

OTHER RANKING: #2 (PRODUCTION & MANUFACTURING)

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Delivering on Every Intent



Five years ago, when the Aditya Birla Group (ABG) took control of the telecom business, Idea Cellular was a marginal player with regional presence and was fast losing its shares. But the last few years have seen a sustained sprint in capability building. *People Matters* spoke with Himanshu Kapania, MD and Vinay Razdan, CHRO of the company about the recipe of their success and the role of their 'can do' attitude in achieving such great heights in such a short span.

Q How does Idea Cellular benefit from being part of ABG?

Himanshu Kapania: The ABG DNA is linked to its people power, value system, CSR and corporate governance. This attachment to the company is the compass guiding us in the right action. This company is not driven by mantras provided by a CEO or a guru. In Idea, decision and action point stretch from the junior to senior team members, cross functional and across geographies and the managerial eco-systems harness this energy.

Q What is Idea Cellular's differentiating factor? How do you attract and retain talent in this competitive landscape?

Vinay Razdan: Idea's journey has been a terrific wonder story. More than 5 years ago, few would have thought about Idea Cellular emerging as a force to reckon with in the telecom sector. Idea's transformational journey began when ABG took control of the organization in mid 2006. Our Chairman, Kumar Mangalam Birla, had a clear vision of what Idea Cellular could become. Today, Idea Cellular has a high brand appeal, which is backed by strong performance often outperforming the sector as well. So, there is a basic attraction in people to work with us, but that is not good enough. One of the most important things is what people working within the organization say about the company. You can have a terrific brand story and create a strong external image, but what matters is what people experience about the organization on a day-to-day basis. 40 percent of external hiring is done through employee referrals, which reflects our people's belief and trust in the company. **PM**



“Our key focus is on developing our people on a set of key competencies, and facilitating their development not only through training programs, but also by exposing them to diverse roles in different markets”

- Himanshu Kapania, MD, Idea Cellular

Idea Cellular Ltd.	
Cellular services	
2011 RANK:	#12
PREVIOUS RANKING:	–
INDIA HQ:	MUMBAI
FOUNDED IN INDIA (YEAR):	1995
EMPLOYEE STRENGTH:	7,141
GENDER RATIO (F TO M):	1:9.21
OTHER RANKING:	#1 (TELECOMM.)



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Serious About the 'Happometer'

Passionately editing research papers to make them fit for publication in reputed international journals, laid the foundation for a company that today offers class-leading English solutions to organizations and people across more than 70 countries. From a humble beginning in 2002, over the last nine years, Cactus Communications has built a dynamic team of individuals who consider themselves Cactizens for life, and have helped thousands of people across five continents achieve their goals through effective communication. The commitment to provide solutions that enable "growth through effective communication" has helped Cactus serve over 25,000 clients and grow from an organization with a single service offering to one that offers a diversified portfolio of communication-related services.


In its growth over the last one decade, it has ensured that the cohesiveness of the team, the warmth of the workplace and the culture of excellence have all remained untarnished. The stimulating work environment is characterized by team-work and hierarchy-less culture, where fun is a core value. Employees take a lot of pride in the consistent and combined effort of each and every member of the organization



“Our work relationships are founded on the belief that people want to do ‘the right thing’, and we try to foster an environment that allows them to do so”

- Anurag Goel, CEO,
Cactus Communications

towards customer delight. Anurag Goel shares his thoughts on what makes Cactus a great workplace, as he says, “Our people are really the biggest reason we have this energized work environment. Together, we shape the character of the organization and its culture which makes it a great workplace.”

The ‘Fun Committee’ and ‘Fun Managers’ at Cactus Communications have been able to ‘institutionalize’ fun. Amidst an environment wherein the pace of change is invigorating and the employees need to be on their toes, the committee and its members create enough opportunities for them to have fun. As a matter of fact, there is a special metric called ‘Happometer’ which helps Cactus identify people who are happy or unhappy. Yashmi Pujara, Vice President, HR, Cactus Communications, says, “We try to build an environment where people work well and work together—where the focus moves beyond individual performance to team performance.” Cactus as an organization, true to its name and significance, has all the trappings to endure the tough times and blossom during good times. 



Cactus Communications Pvt. Ltd.

Academic editing, english teaching, english transcription, medical writing

2011 RANK: **#13**

PREVIOUS RANKING: **–**

INDIA HQ: **MUMBAI**

FOUNDED IN INDIA (YEAR): **2002**

EMPLOYEE STRENGTH: **220**

GENDER RATIO (F TO M): **1:0.9**

OTHER RANKING: **#2 (PROF. SERVICES)**



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Vittal Rangan, Head-HR (first from R) with Ujjivan employees at their Bangalore office

Striking a Perfect Balance

Bangalore based Ujjivan Financial Services, believes in striking a perfect balance between 'change' and 'fine tune' as far as processes are concerned. For Ujjivan, change, is a reflection of a dynamic organization which is essential or else the entire organization would stagnate and be unresponsive to customer and market requirements. According to Samit Ghosh, CEO & MD, Ujjivan Financial Services, it is their constant endeavor to understand their employees & customers and act proactively to comprehend their needs and adapt accordingly. Understanding the requirements and adapting accordingly has been the key to survival of players in the Rs. 20,000 crore sector plagued by cases of growing bad loans. Having started its operation in 2005, Ujjivan has been ranked numero uno in the microfinance industry for the second time in India's Best Companies to Work For - 2011 Study. Vittal Rangan, Head-HR, who believes that this recognition is a journey says, "It is recognition of genuine effort; it reiterates our belief and actions involving our employees and motivates us to do more for them." As an enterprise, Ujjivan has always given importance to people, be it with regards to good compensation packages or making a fair and transparent work environment. The company has created a culture which reflects its mission, vision and values. Ghosh shares the philosophy of the organization and says, "As an enterprise, we have always given importance to people, be it with regards to good compensation packages or making a fair and transparent environment for them to work in."

Amidst rising cases of non-repayment and bad loans, Ujjivan, with a niche for catering to the urban poor (which constitutes 32 percent of the urban population), claims of a 98.91 percent repayment rate and credits the success of the same to the passionate employees who are committed to Ujjivan's mission of providing financial services to the poor. The company's robust induction model ensures that 14 days of basic level training is imparted to an individual before being absorbed in the current role. As a policy, the company focuses on local recruits for business operation. Rangan shares his thought on the company's recruitment policy and avers, "We 'locally recruit' individuals who belong to a particular area for our business operation in that same area. This



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“As an enterprise, we have always given importance to people, be it with regard to good compensation packages or making a fair and transparent environment for them to work in”

*- Samit Ghosh, CEO & MD,
Ujjivan Financial Services*

Ujjivan Financial Services Pvt. Ltd.

Financial products - family loans, business loans, combo loans

2011 RANK: #14

PREVIOUS RANKING: -

INDIA HQ: BANGALORE

FOUNDED IN INDIA (YEAR): 2005

EMPLOYEE STRENGTH: 4,141

GENDER RATIO (F TO M): 1:3.4

OTHER RANKING: #1 (MICROFINANCE)

practice provides employment opportunities at their preferred location and also help us in reaching out to that community through a better understanding and connect. We stress on internally promoting our deserved employees through our 'Internal Job Posting' (IJP) programs.” He further explains that internal promotion is a better proposition than external recruitment as the present employees are accustomed to the organization's values and culture and also have an established connect with the customers.

'A day in the life of our field staff', is a unique initiative undertaken by Ujjivan, wherein members of the leadership team, spend the entire day with the frontline staff to experience what they experience on a working day in the slums. This has helped build a better understanding and tie between the frontline members - who drive and ensure the implementation of Ujjivan's mission, the leadership team and the customers. 'Field Staff Representative Interaction Program' is yet another effective platform, which occurs once a month, wherein employees from each of the branches come to the regional or head office and raise their concerns focusing mainly on business, customers and field issues.

In line with the organization's philosophy to help build a better life, the employees of Ujjivan and Parinaam Foundation (a not-for-profit organization) take initiatives to raise funds for disaster relief efforts, for both customers and staff. Voluntary contributions are made by employees to the tune of one day's salary and Ujjivan matches the employees' contribution. This amount is held in a Disaster Relief Fund account for disbursement to beneficiaries during the year. This year, in April and May alone, employees have contributed over Rs. 8.77 lakhs which is being matched by Ujjivan, raising the total amount available for disaster relief to over Rs. 17.5 lakh.

But what makes Ujjivan Financial Services a great place to work for? According to Ghosh there are three specific reasons; the first being the employees who work totally committed to the mission of providing financial services to the poor, which gives them enormous job satisfaction and makes Ujjivan a great workplace. The second reason is the importance accorded to people in terms of good compensation, packages, and a fair and transparent work environment. And, finally the organizational culture which reflects the mission, vision and values. As a practice, the company has avoided issues like bureaucracy and corporate rat race while maintaining an open and transparent work culture. **PM**

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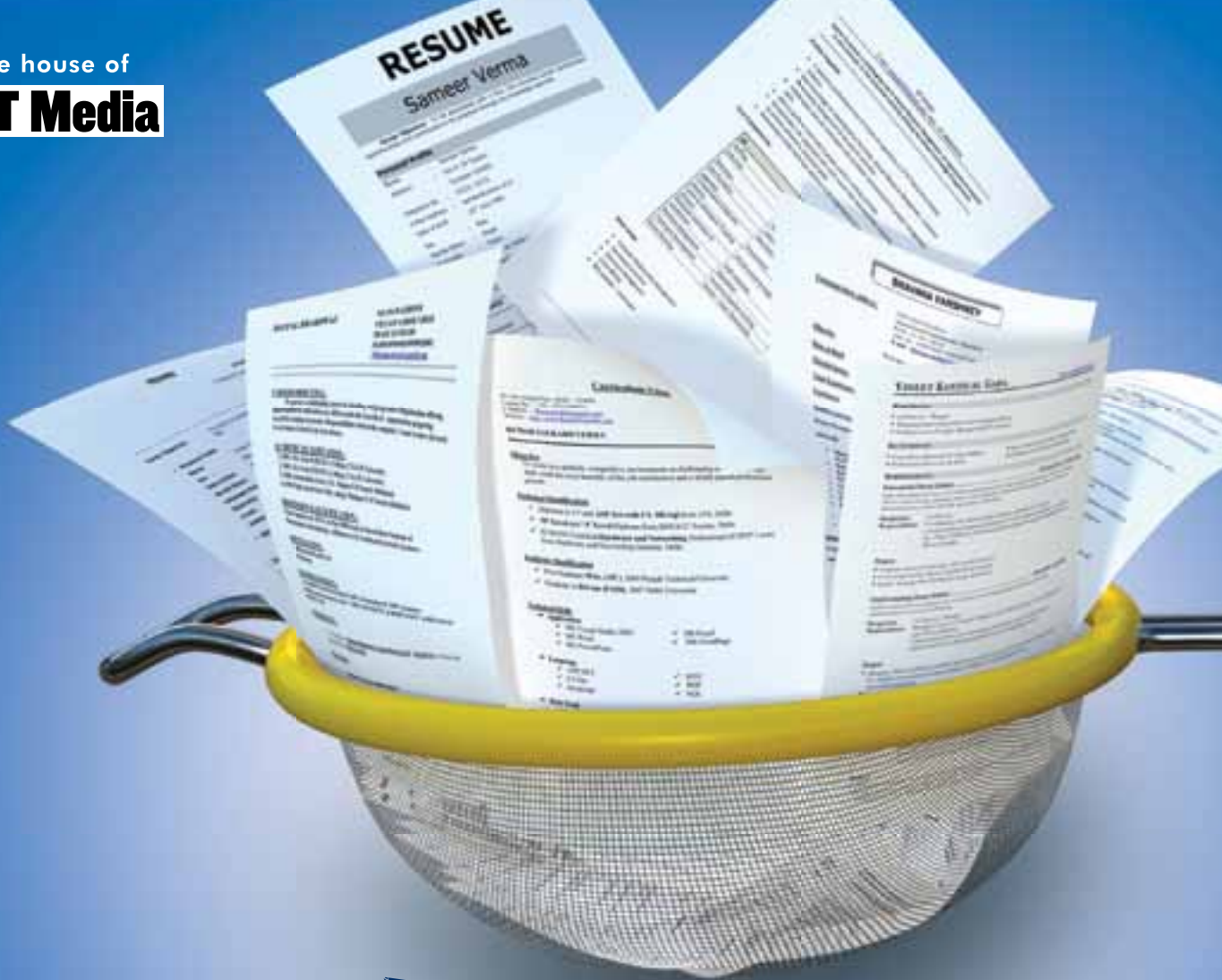
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Nurturing Every Titan



The Titan Industries' vision is to be a healthy, wealthy, sharing, caring, clean and green corporate entity, and the company is today the envy of every Indian company given their year-on-year growth of 30 percent in all key businesses. S. Ramadoss, Senior VP & CHRO, shares with *People Matters* how they are able to sustain such an environment of care for all.

Being one of the largest manufacturers with the largest geographical retail presence, the role of HR is unique as it caters to a diversified workforce that speaks multiple Indian languages. The HR function's mission to provide 'care at the individual level', forms the basis of all HR functions that aim to stay connected with every employee.

When recruiting, they look at the culture-fit more than any other professional capability before qualifying anyone to join the Titan family. The organization continuously shares with its employees the prosperity year-on-year, and last year, when the company exceeded its budgeted profits, the MD announced 4 months' salary to all employees, across all levels and categories, which was a great surprise. The senior leadership team conducts open houses across the country to gain a first-hand understanding of any issues and addresses them appropriately.

'Moment of Fame', 'Dream Team Awards' and 'Outstanding Titanian Awards' are some platforms through which employees are




“Being recognized as a great workplace reiterates the fact that our policies and procedures are working in the right direction. Titan has an open and transparent culture which adds to its uniqueness. We have an exceptional top management team who feel accountable to their employees and their well-being”

- Bhaskar Bhat, MD, Titan Industries

constantly rewarded and recognized for their performance, where recommendations for rewards come from both the leadership team and the employees who recommend a colleague who has walked the extra mile.

The organization strives to provide work-life balance, especially in their retail business where every employee is given a 45 days paid leave every year and also ensures that women employees do not stay at work beyond 8 pm. Care is taken to have equal opportunities for women employees through facilities such as 6 months paid leave for maternity and crèche facilities for mothers. The 'Second Career Internship Program for Women' is another opportunity for women professionals to look for a second career.

Their success in creating an open and transparent culture and seamlessly ensuring employees are cared for despite sales pressures, has undoubtedly also made Titan the No.1 company in the 'retail category'. 

Titan Industries Ltd.

Watches, jewellery, prescription eyewear, precision engineering products and automation solutions

2011 RANK: #15

PREVIOUS RANKING: #19 (2010)

INDIA HQ: BANGALORE

FOUNDED IN INDIA (YEAR): 1986

EMPLOYEE STRENGTH: 4,924

GENDER RATIO (F TO M): 1:2.97

OTHER RANKING: #1 (RETAIL)



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Winning Together



Sudipta K. Sen, CEO & MD (center front) and Srinivas Rao K, Head-HR (fourth from R, second row) with SAS Institute India employees

As a leading player in the advanced analytics market (where it controls more than 50 percent market share), SAS believes that focusing on people and relationships leads to more productive, satisfied and dedicated employees. According to Sudipta K. Sen, CEO & MD, SAS Institute (India) Pvt. Ltd., “A great workplace is all about creating happy employees, habitual winners and motivated colleagues.” As a great workplace, SAS has effectively created an organizational culture which is based on trust, flexibility, and values. The company is recognized for this culture, which encourages creativity and innovation while helping employees balance work and life. The company offers a wide range of benefits to reduce stress and distraction, and lets employees focus on their work. This approach creates an environment that integrates company values with employee needs. SAS believes that a great workplace is not only critical for employees but also for the business.

Being a part of the industry which thrives on intellectual property and domain experts, it understands the fact that in order to remain a market leader, the focus has to be on human capital. For that matter, SAS has two key focus areas – having the right process that attracts right talent and creating a team of champions by mentoring and training. Regular skip-level meetings, one-on-one discussions and luncheons with team members are regular affairs for the senior leadership, which help them understand individual career aspirations along with professional & personal goals.

To attract talent, SAS has a unique hiring process wherein it has come up with a culture fit interview questionnaire which helps it to gauge an individual's ability to merge with the prevalent organizational culture. SAS strongly believes in constant mentoring, coaching and development activities for its employees. The shared vision of SAS is to have a motivated workforce with a positive attitude that constantly ups the ante for winning. The organization aims to provide a work-life balance to its employees. Together, these initiatives showcase SAS's passion in making the company a great workplace for its employees. [en](#)

SAS Institute India (Pvt.) Ltd.

Business analytics, business intelligence, data integration and ETL, business intelligence, risk management, customer relationship management, performance management

2011 RANK: #16

PREVIOUS RANKING: #10 (2010)

INDIA HQ: MUMBAI

FOUNDED IN INDIA (YEAR): 1997

EMPLOYEE STRENGTH: 106

GENDER RATIO (F TO M): 1:3.82

OTHER RANKING: #4 (IT)

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Delivering through Empowered People

Today, the India operations of PayPal contribute to more than half of the development work that happens for the organization worldwide. At the very core of this organization is a strong 'faith in people' and 'trust', which drives business at PayPal. *People Matters* spoke with Anupam Pahuja, General Manager, PayPal India's Development Center and Jayanthi Vaidyanathan, Director-HR, who affirm that

“We want to grow into the most preferred destination for top technologists to work for in India and our HR goals are aligned towards attracting, nurturing and retaining top talent”

- Anupam Pahuja, GM, PayPal India's Development Center




at PayPal, employees are truly the fulcrum of the organization.

Q What is the essence of being a great workplace for PayPal?

Anupam Pahuja: We have been ranked amongst the best workplaces by the Great Place to Work® Institute for three consecutive years. This demonstrates our organizational commitment to keep employees at the forefront of every activity we initiate. Our ideology is that when you nurture employees, it helps the organization grow. We promote 'inclusiveness' which means recognizing peoples' contribution to the well-being of the organization, breaking hierarchy and placing value on talent, diversity, creativity and individuality. This is possible only through the culture and HR initiatives at PayPal that lays the foundation to be a great workplace.

Q How can the people function enable business, without losing focus on 'people centricity'?

Jayanthi Vaidyanathan: We believe that people share a sense of pride and passion when they clearly understand the vision of their organization. We place great emphasis in helping our employees understand how their role is linked to the vision of the entire organization and how important their individual contribution is to the overall business. Our reward structure for leadership and senior management places equal emphasis on both customer engagement and employee engagement indices. The 'Global HR Service Delivery' model allows HR partners to work in tandem with business leaders in driving business and people outcomes. The 'e-HR Centre of Excellence' and 'MyHR' (the employees' services and support arm) provide the right support in implementing people outcomes. Together, they enable alignment of business goals without losing focus on 'people outcomes'. 

PayPal India Pvt. Ltd.

E - Commerce

2011 RANK: **#17**

PREVIOUS RANKING: **#8 (2010)**

INDIA HQ: **CHENNAI**

FOUNDED IN INDIA (YEAR): **2006**

EMPLOYEE STRENGTH: **566**

GENDER RATIO (F TO M): **1:3.80**

OTHER RANKING: **#3 (PROF. SERVICES)**



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Intelenet Global Services is a people-centric organization focusing continuously on improving the management and development of the human assets of the organization. Intelenet makes sustained efforts to create an environment that makes employees feel excited to come to work every day.” As the CEO and MD, Susir Kumar, shares his thoughts on Intelenet, one can easily gauge the reasons on the strides the company has taken in terms of growth and expansion over the last one decade of its inception. As a matter of fact, Intelenet Global Services, started off with a single site office in Mumbai with 25 employees. Today, the employee

strength stands at 44,000 with a geographical reach across 34 delivery centers in India and overseas. For a company, which initially started as a 50:50 joint venture between TCS and HDFC in October 2000, becoming the second largest employer in the Indian business process outsourcing (BPO) domain, is a great achievement. It was the \$180 million investment by Blackstone, a private equity firm, in 2007, that eventually helped Intelenet scale up its operations, expand geographically, win more businesses and hence more revenue. The investment enhanced Intelenet’s value and more so its valuation. The recent \$634 million acquisition of Intelenet Global Services by UK based Serco, is indeed a testimony to its increased valuation. It is the mature, risk taking, yet humane team at Intelenet, that attracts the investors. The company believes in a people-centric approach with emphasis on employee engagement and work-life balance. The value driven culture ensures a work environment that is open, transparent and encourages and supports excellence at work. Besides creating an organizational culture that is value driven, the organization infuses a sense of ownership amongst its employees. Kumar believes that it is the organization’s unique

A Sense of Ownership

*Manuel D'Souza, CHRO, (center)
with the Intelenet team in Mumbai*



culture, people training and development, and listening and sharing, that make Intelenet a great workplace.

As an organization, Intelenet leverages its most important asset - its people. It not only makes efforts to harness a family spirit and create a team culture, but also offers abundant opportunities for individual and professional growth. Manuel D'Souza, Chief Human Resource Officer, Intelenet Global Services, shares his thoughts on what it means to Intelenet to be a great workplace. He opines, "Being recognised as a great workplace means that we have indeed treated our people as our greatest asset. This is visible not only through our growth in revenue and profitability, but also through the employee endorsements from the India's Best Companies to Work For - 2011 Study by Great Place to Work® Institute and *The Economic Times*." The company hires people for their attitude and trains them for the necessary skills. It believes that it is the quality and caliber of its people, which is critical for the company to deliver value to customers and achieve success. Intelenet emphasizes on continuous training programs, so that employees are fully trained and effective at all times. The people training program at Intelenet encompasses soft skill training, employee growth programs, personality development, communication skills, process training and others. The training programs help the company assess and identify its competency and plan for future training and skill development, which helps the company stay ahead of the competition. Intelenet also conducts programs like STEP (Strive Towards Excellence Program) and LEAD (Leadership Excellence Accreditation & Development) to help associates and team leaders in their career advancement.

The greatest problem, facing the outsourcing industry in the present context is that of retaining talent. Manuel shares his thought on how to tackle the issue and says, "Companies should recognize their star performers and compensate them with monetary and non-monetary benefits that would promote a sense of well-being and fairness amongst employees." Intelenet has successfully been able to retain its employees by rewarding and recognizing them through programs like the 'Employee Appreciation Program'. Apart from this, the company has adapted many channels to satisfy its employees, which include a strong performance management system, initiatives like 'i-care' where HR connects with people for direct feedback, and 'speak your mind', where employees can leave their suggestions for the management team. I-versity, is the internal training program for

“We realize that human asset is the most crucial for any organization and have sought to be a value-driven organization, and these values continue to direct the group's growth and businesses”

- **Susir Kumar**, CEO, Intelenet Global Services



employees, designed to incorporate a growth path for employees, supported by performance and strategic inputs. Specific retention tools like performance based incentives, transparent promotion policy, accelerated career growth, employee listening, employee development programs and 'fun at work' initiatives like face-painting, arm-wrestling, cricket and football tournaments, etc., have been integrated within the organization for creating a healthy work-life balance culture. Besides these, Intelenet exercises an openwork culture that leads to the overall development of the employee. "Intelenet realizes the fact that employees need to voice their views and opinions freely and that in turn leads to an open and pleasant workforce," adds Manuel.

Being ranked in the Study in successive years stands testimony to Intelenet's workplace environment which harnesses a family-spirit and team culture that offers abundant opportunities for individual and professional growth. **PM**

Intelenet Global Services Contact centre management, transaction processing, accounting services, IT & process consulting	
2011 RANK:	#18
PREVIOUS RANKING:	#20 (2010)
INDIA HQ:	MUMBAI
FOUNDED IN INDIA (YEAR):	2000
EMPLOYEE STRENGTH:	44,000
GENDER RATIO (F TO M):	1:2.03
OTHER RANKING:	#3 (ITeS)

In Pursuit of Power

#19

Arup Roy Choudhury, CMD (in blue suit) with the NTPC team

India's pursuit of power began on November 8, 1975, when it set up the National Thermal Power Corporation (NTPC) to accelerate power development in the country. Ever since the Government of India cleared NTPC's first pithead super thermal power project on December 8, 1976 at Singrauli in Uttar Pradesh, there has been no looking back for NTPC. In the year 1997, it was identified as a Navratna in the public sector undertakings and moving ahead in November 2004, it became a listed company. Further, in May 2010, it became a Maharatna company, one of the only four companies to be awarded this status. NTPC, the largest power generation utility in India, is emerging as an 'integrated power major' with a significant presence in the entire value chain of the power generation business.

NTPC's diversification began back in 2000 when it started off with its first hydro-electric power project in Himachal Pradesh. Apart from power generation, which is the mainstay of the company, it has successfully diversified into coal mining, power equipment manufacturing, oil & gas exploration, power trading & distribution, ash business, renewable energy, consultancy, and nuclear energy. In fact, with a target of developing 1,000 MW of power from wind and solar projects by 2017, NTPC is all set to play a major role in the renewable energy sector. With a current power generation capacity of 34,584 megawatts (MW), NTPC plans to increase its installed capacity to 75,000 MW by 2017 and become a 128,000 MW utility by 2032.

At NTPC, 'People before Plant Load Factor' (PLF) is the mantra that guides all HR related policies. It takes pride in its people and their performance. The company is committed to employees' total well-being and believes that emotional well-being is as critical as physical well-being. In order to meet employee aspirations in these changing times, HR systems in the company are continually renewed, based on employee feedback.

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NTPC Ltd. <i>Thermal and hydro power generation, power trading, power distribution, coal mining, power consultancy services</i>	
2011 RANK:	#19
PREVIOUS RANKING:	#7 (2010)
INDIA HQ:	DELHI
FOUNDED IN INDIA (YEAR):	1975
EMPLOYEE STRENGTH:	25,093
GENDER RATIO (F TO M):	1:17.08
OTHER RANKING:	#3 (PRODUCTION & MANUFACTURING)

building blocks on which their HR systems are based. They have well-defined measures in place for the selection process, which is monitored by the recruitment group. There are process metrics in place to measure the effectiveness of each process, such as accounting for number of applications received, total cycle time, percentage of turnout at entrance exam, cost per recruit, percentage of candidates filtered during GD, interview and medical examination, percentage of declared vacancies fulfilled and materialization rate of offers of appointment, to name a few. These matrices are crucial and have triggered many improvements in the past. For example, traditionally, the entire executive trainee recruitment process was manual, where applications were invited through posts, candidates were sent admit

cards, examination centers were allocated to candidates in different cities where NTPC representatives used to go to conduct paper-pencil based exams and so on. The complete process has been made online in the last 8-10 years, making the recruitment process faster and has also significantly brought down the error rate.

There are various other initiatives that keep people at the center of all activities in order to create a culture of nurturing manpower. IPoN (Idea Portal of NTPC) is the company intranet that enables employees to submit their comments and suggestions for any function/department. 'Stay interviews' were carried out across 75 E5 (managerial) level executives to solicit employees' feelings towards the company.

To ensure a culture of learning and development, NTPC encourages executives to form professional circles for knowledge dissemination, knowledge updating, etc., and further, they have institutionalized a three-tier competition amongst the 'Professional Circles'. These circles, which were introduced as a novel initiative in the year 1997-98, have grown to about 300 active 'Professional Circles'. Quality Circles (QCs) are an initiative to involve every grass-root level employee, where employees volunteer to take up improvement projects in their work areas. Annual contests are organized at project level, regional level and company level, in which QCs from across NTPC compete with each other. The winning team also gets a chance to participate in the international 'QC Convention'. So far, they have seen participation from about 64 percent employees. Such activities ensure that NTPC's large employee base continues to be a key driver of business and productivity. 



“Owing to our history, high performance culture and Maharatna status, the organizational pride is very high amongst us. Our systems are designed to recognize and reward good performance at individual and team level. High performance culture helps us in increasing generation per employee and decreasing number of employees per megawatt”

- Arup Roy Choudhury, CMD, NTPC



Enterprise

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Grooming Future Leaders

The seed of what we see today in terms of the revenue projection of the IT industry was sown more than three decades ago with HCL laying the foundations of a revolution, with a dream to give India its very own microcomputer. Today, HCL is a \$5 billion global enterprise. HCL Infosystems, the flagship company of the HCL enterprise, a pioneer in the hardware and software sector, was amongst the first to partner with the government in its initiative of laying down the IT infrastructure in the country. At present, HCL Infosystems is powering numerous projects across sectors like defense, homeland security, airport & railways intelligent infrastructure, telecom, banking, public distribution system, e-governance, education, MNREGA, etc.

HCL Infosystems is a very entrepreneurial, full of energy and passionate organization. As Harsh Chitale, CEO, HCL Infosystems says, "Entrepreneurial freedom is at the core of the company's DNA and we provide massive freedom at work and promote entrepreneurship at all levels." The competitive reward and recognition system that incentivizes performers and the investment on training and development is what attracts talent and makes it a great place to work for. As a company, there is

a lot of emphasis on investing in training and development which includes executive coaching to leadership development programs and technical/functional trainings at their 16 acre training campus at Hyderabad.

Being a pioneer in hardware and software sector, they have always felt the need to develop their people at every level in the organization. The unique HCL 4-dimensional framework for development has core, mandatory and preferred programs identified for individuals. HCL also has three schools of learning – 'I Lead' for leadership development; 'I Win' for sales training; and 'I Learn' for technical and domain trainings. 'I Lead' uses an online 360 degree feedback tool which enables employees to evaluate and share feedback on the leadership traits, strengths and development areas of senior managers. This special initiative enables a transparent mechanism to create a robust enterprise leadership pool that will fuel the growth of business size and diversity.

To support the grooming of future leaders while senior management extracts knowledge and understanding from the world of the new generation, HCL has developed a unique initiative called 'GenNext'. 'GenNext' is a reverse mentoring session where junior managers



“Our company policy is to put employees' interest above all. We invest a lot of time in attracting top talent and create an organizational framework where talent can prosper”

- Harsh Chitale, CEO, HCL Infosystems Ltd.



HCL employees at their Noida office

share their knowledge on diverse 'GenNext' topics with the senior HCL leaders. This helps the senior members gain insight into next generation customers and team members to understand them better; generate fresh ideas and think out-of-the-box; learn about new tools, technology updates, subject matter advances; and valuing diversity, risk taking, and global perspective.

Being recognized as a great workplace is an affirmation of the great work done by the CEO, HR and each manager who plays a crucial role in shaping the organization. Although HCL Infosystems has been able to attract the right talent, the prevailing shortage of talent and increasing attrition is always something that they have to watch for, and emphasis is laid on ensuring adequate attention is given to its people and their continuous productivity. As the industry gears itself for the wider adoption of mobility and cloud computing, HCL Infosystems is all set to build up the required skills for these new trends. **Pm**

HCL Infosystems Ltd.

Provider of ICT products including computing, storage, networking, security, telecom, imaging and retail

2011 RANK: #20

PREVIOUS RANKING: –

INDIA HQ: DELHI NCR

FOUNDED IN INDIA (YEAR): 1976

EMPLOYEE STRENGTH: 6,993

GENDER RATIO (F TO M): 1:10.77

OTHER RANKING: #5 (IT)

A Micro Initiative for a Macro Vision




Microfinance institutions are playing their part in reaching out to the unbanked population. Amidst such a milieu, educating the employees of the true essence of the business, its mission and vision can help keep the employee morale high. S Muralidharan, Head-HR, Equitas Micro Finance India Pvt. Ltd., shares, “We invest a lot of time in ensuring our people understand the vision and mission of the organization and this helps them to comprehend the real meaning of the work that they are doing.” Equitas sees its employees as its assets, who take great pride in their job as it means touching the lives of the poor and thereby helping them lead a better and respected life. The philosophy of employee care at Equitas is oriented towards improvement of quality of life (physical, emotional, mental and spiritual).

In fact, Equitas defied the prevailing perception of scaling down the employee count



S. Muralidharan, Head-HR and K.P. Venkatesh, Equitas Micro Finance India Pvt. Ltd

during the crisis time and stood by its employees. As the number of defaulters increased, collection became a much tougher job; being an employee-friendly organization, Equitas decided that there would be no retrenchment and thus ensured that the employees were not left to bear the brunt of the crisis alone. They initiated two business lines to redeploy surplus employees after providing them adequate training, which in turn increased employee commitment. Be it in providing the field staff a special ‘snack allowance,’ or a raincoat, or facilitating them get a two-wheeler, their efforts directed towards the well-being of their employees.

The senior management, including the Group President-Operations (K P Venkatesh), are involved in attracting & retaining the right talent and building a leadership pipeline. Initiatives like, ‘a day in the life of’ provides a platform for sales/relationship officers to directly interact with the MD, and also helps fine tune the existing HR policies (a recent example being that of the inclusion of the employees’ parents in health insurance offered by the organization). It is their concern for people as reflected in their initiatives that make Equitas as a great workplace. 

Equitas Micro Finance India Pvt. Ltd.

Micro finance, and related products and services

2011 RANK: #21

PREVIOUS RANKING: –

INDIA HQ: CHENNAI

FOUNDED IN INDIA (YEAR): 2007

EMPLOYEE STRENGTH: 2,566

GENDER RATIO (F TO M): 1:5.4

OTHER RANKING: #1 (RECRUITMENT, SELECTION AND INDUCTION)

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Innovate, Execute and Partner



Qualcomm India employees at their Mumbai facility

Qualcomm India Pvt. Ltd.

Global wireless industry with breakthrough technologies enabling the convergence of mobile communications and consumer electronics

2011 RANK: **#22**

PREVIOUS RANKING: **#21 (2010)**

INDIA HQ: **MUMBAI**

FOUNDED IN INDIA (YEAR): **1996**


EMPLOYEE STRENGTH: **1,332**

GENDER RATIO (F TO M): **1:6.57**

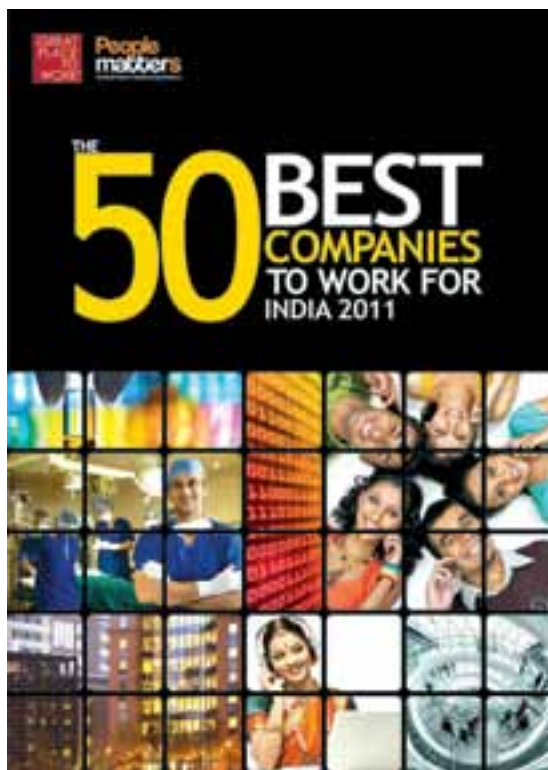
OTHER RANKING: **#2 (TELECOM)**

For more than 25 years, Qualcomm ideas and inventions have driven the evolution of wireless communications, connecting people more closely to information, entertainment and each other. Today, Qualcomm technologies are powering the convergence of mobile communications and consumer electronics, making wireless devices and services more personal, affordable and accessible to people everywhere. Qualcomm's success is attributed to three key elements - their values, people and culture. Their values represent 'Innovate, Execute and Partner' which drive their constant search for the next big idea in wireless, ensure execution excellence and foster collaboration across the wireless ecosystem.

Anil Jacob, Director-HR explains the top three people-related metrics which track employee engagement. While the 'climate survey' provides employee feedback about Qualcomm's culture and climate where employees contribute their insights on what makes Qualcomm unique; the 'Employee Referral Rates' are an indication of how happy employees are, as only a happy and satisfied employee would refer a friend or family member to join the organization. The 'Employee Attrition Rates' helps keep a close eye on the churn rate which directly reflects the level of employee satisfaction, engagement and overall organizational health.

They strive to create a work environment that rewards, recognizes, respects and supports the lives of its employees, both inside and outside of the company. Some key HR initiatives are the 'New Employee Experience' which is a one-year on-boarding program that includes pre-arrival support, a two-day orientation, and ongoing follow-up events. This program builds on the classical 'orientation' where useful information is shared early on; and enriches it with significant emphasis on early relationship building, executive interactions and positive experiences. The 'Employee Assistance Program' supports the emotional well-being of employees and offers confidential and free-of-cost counseling to employees and their eligible dependents. Such services are also used towards personal development of employees. 'QBuzz' is a technology conference which provides a forum for employees to share ideas with a senior leaders and an opportunity to share path breaking ideas across levels. Qualcomm also encourages gender diversity through 'Qualcomm Women in Science and Engineering' (QWISE) that aims at actively recruiting, developing, and retaining women employees. 

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Every NIITian Matters



NIIIT's growth is the derivative of the growth of each member in the company. The company takes on itself the duty to foster careers by creating opportunities that demand learning, thinking and innovation from each NIITian. Being a service organization, every individual at NIIT requires people skills for effective business interaction. Therefore, they aim to create a place where people learn how to interact with people. "NIIT is People" is not only part of NIIT's vision document, but is also the voice of NIITians, expressed through their comments. Pride in the company's business, reaching out to the community, a good working environment, approachable and caring management, supportive colleagues, learning platforms, and perks and benefits, are initiatives that keep NIITians happy and engaged. P. Rajendran, Director & COO and Shampi Venkatesh, Chief People Officer share NIIT's journey of emerging as a great workplace.

Q What makes NIIT a great workplace and what is its business implication?

P. Rajendran: The most important thing is that we are in a service industry where it is all about people. We have to nurture a place where people learn how to interact with people.

The key is how one can create an environment where you are not changing people. People come and work in this organization by choice, people will also leave by choice; so how do you ensure that the people's choice is to stay.

HR is integral to our business and has been since day one. All four of us, Pawar, Vijay, myself and Arvind of NIIT Technologies, led the HR function at some point. (NIIT Technologies became an independent organization in 2004, after it was hived off from NIIT Ltd).

We celebrate our 'Annual Day' every year which highlights a theme that helps in creating the focus and alignment for the next year. Since the early days in 1981, when the company was making just about couple of crores of rupees, we were already doing education, corporate training, software development and consulting. We then thought how we could put all this together to take the next big leap and involve everybody in the company to achieve the same. That is when the 'Annual Day' had the theme 'The Big Bang'. Likewise, every year has symbolized something to be achieved together as a team. We believe that each person who works in NIIT is important and has added a brick to NIIT's growth. Last year, the theme was 'NIITians first' which focused on NIIT's care for NIITians and this year's theme to 'Be the first choice' highlights customer focus.



“We decided from day one that there are no employees in our company. We do not call anybody an employee, but call everybody a NIITian”

- P. Rajendran, Director & Chief Operating Officer, NIIT

Q What are the key ingredients that make NIIT a great workplace?

Shampi Venkatesh: I think, what makes NIIT a great workplace is that there is tremendous amount of passion which is backed by a lot of emphasis on processes. There is affinity at the workplace and NIIT is like an extended family for all NIITians. We participate in people's lives and follow an open door policy. Everyone is addressed on a first-name basis, and there is no boss, no sir or madam at NIIT. This sense of connect is something that trickles down from the top leadership team. On our annual day function, our Directors welcome every NIITian as they walk in. It is a ritual, which I think speaks volumes of the kind of importance they give to the NIITians in general. **Pm**

NIIT Ltd.

Learning solutions for individuals, corporates, govt., colleges & schools

2011 RANK: #23

PREVIOUS RANKING: –

INDIA HQ: GURGAON

FOUNDED IN INDIA (YEAR): 1981

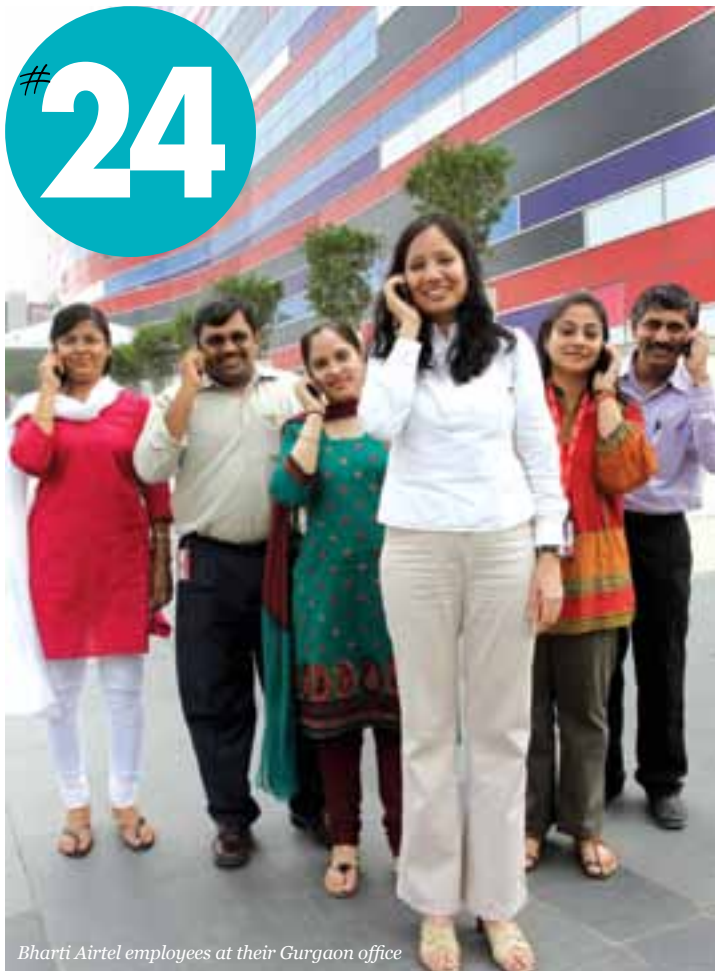
EMPLOYEE STRENGTH: 4,434

GENDER RATIO (F TO M): 1:1.53

OTHER RANKING: #1 (EDUCATION & TRAINING)

P. Rajendran, Director & COO (second from L, first row) and Shampi Venkatesh, Chief People Officer (second from R, first row) with the NIIT team





Bharti Airtel employees at their Gurgaon office

Amidst crucial business transformation at Bharti Airtel, the company has not taken its eye away from the core aspect that defines its success: talent, and culture that supports an environment for people to deliver results. *People Matters* spoke with Krish Shankar, Executive Director – HR to share the essence of people in business delivery and how they are able to effectively connect with 16,000+ employees, spread across locations.

Q With new telecom companies mushrooming pan India, what sets Bharti Airtel apart?

The core DNA of our company is our entrepreneurial spirit where people are empowered to do their jobs. Our tremendous growth in the past years has been possible because our DNA enables our people to go out and do the jobs they have not done before.

We have had many initiatives for our people and have always had a special focus on managing talent. We have identified almost 60 people who have been moved to Africa for different roles and growth opportunities. There have also been a lot of internal talent movements across circles. We have two high potential development programs, at different levels. The 'B-Leap' is the 'Business Leader's Acceleration Program' and 'E-Leap' is 'Emerging Leader's Acceleration Program'.


'E-Leap' focuses on identifying and developing high potential employees who can be groomed to take on future leadership roles and

Towards Inclusive Growth

Bharti Airtel Ltd. Telecom service provider	
2011 RANK:	#24
PREVIOUS RANKING:	#27 (2010)
INDIA HQ:	DELHI NCR
FOUNDED IN INDIA (YEAR):	1995
EMPLOYEE STRENGTH:	16,000
GENDER RATIO (F TO M):	1:8.17
OTHER RANKING:	#3 (TELECOMM.)

'B-Leap' is for employees who have been with us for about 10-12 years where we are training them to take up special roles. These programs further our efforts in developing the bench strength of the organization to meet the increasing need for people at leadership roles for our new businesses.

Q What does being a 'Great Workplace' mean to you?

Being a great workplace means to continue improving. We are a large company with 16,000 people and many businesses. To have the best people working for you and ensuring that they are fully engaged is what defines a great workplace. Further, it is also important to keep pace with the new and changing aspirations of the market so that the organization is up to speed and always focused at doing better. 

SUB THEMES: • STRATEGIC HRM • BUILDING EXCELLENCE • POSITIVE LEADERSHIP • POSITIVE COMMUNICATION • INNOVATION



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Ministry of Heavy Industries & Public Enterprises

SPEAKERS



Dr. ADIL MALIA

Group President - HR
Essar Group

- **ANOUK DE BLIECK**, GM - HR (Asia Pacific, Europe and America), ANZ Banking Group Ltd.
- **ANU SARKAR**, Regional Lead Diversity (APAC), Talent & Development, Deutsche Bank AG
- **BASEM AL ATTAR**, Managing Director, Better Training.net
Topic: "Explosive People Development: How to get the fastest results & biggest return on your investment in training people."
- **Dr. DAVID S. COHEN**, Partner and Senior Consultant, Strategic Action Group, Ltd.
Topic: "The Critical Error For Behavioral Interviews: Why They Happen and The Easy Fixes"

- **ESTER MARTINEZ**, Founder, People Matters Magazine
- **FARID AHMED**, Managing Partner & Practice Head, Business Strategy & Human Capital, Virtus Consultancy Services
- **Dr. G. M. MAKHIA**, Doctor Theta healing practitioner, (Theta healing Institute of Knowledge U.S.A.) & Life Coach
- **GERALDINE LEE**, Chief Human Resource Officer, NTUC First Campus Co-operative Ltd. Topic: "Innovative Solutions to Growing Manpower where there isn't"
- **GORBACHAN SINGH**, GM - HR, Panasonic Malaysia Sdn Bhd
- **HARI THALAPALLI**, Chief People Officer & Chief Marketing Officer, Mahindra Satyam Topic: "Innovation: The impetus to Rise"
- **KIM RUYLE**, VP - Research & Development, AORN/YERBY International Topic: "Strategic Talent Deployment to Build a Talent Pipeline"
- **MANISH KHARBANDA**, Chief Human Resources Officer, Sistema Shyam Teleservices Ltd., MTS India
- **NANDITA GURJAR**, Senior Vice President & Group Head - HR, Infosys Topic: "Future of Work and its impact on HR"
- **NINA E. WOODARD**, President & Chief "N" Sights Officer, Nina E. Woodard & Associates a division of NDependence, Inc.
Topic: "Waving Hello or Waving Good Bye to your Future"
- **PRATIK ROY**, Chief Learning Officer, Group HR, Aulika Birth Management Corp., Pvt Ltd.
- **RAHUL PHADKE**, Head - Global HRD & India HR Director, Symantec
- **RAJITA SINGH**, Head - Human Resources, Broadridge Financial Solutions (India) Pvt. Ltd. Topic: "Positive Leadership"
- **S. V. NATHAN**, Director - US India Talent, Deloitte Consulting India Pvt. Ltd.
- **Dr. SAUGATA MITRA**, Chief People Officer & Group - HR Head, Mother Dairy Fruit & Vegetable Pvt.Ltd.

.....and many more



ENTRY FEE (Per Nomination): **₹ 11,000/-** (+10.3% Service Tax)
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Mridul Shekhar, Head-HR, Corbus India sharing a fun moment with the team


#25

Leading by Example

Corbus, a global leader in IT and procurement outsourcing, with presence in North America, Europe, Middle East and Asia Pacific markets believes that being a great workplace is a continuous process. It is of the opinion that subtle things make a lot of difference to employees, and hence it has gone a step ahead to focus on the softer aspects and addresses the personal needs of the employee. Strong quality leadership and value based culture are the hallmarks of all the activities at Corbus. The management at Corbus believes

that a 'great workplace' is where the employees really feel that they are a part of the system and know that they are making a difference. Mridul Shekhar, Head-HR, Corbus, says, "The most important ingredient that makes us a great workplace, is that we consider people as our assets and our HR practices are our biggest strengths."

It understands the importance of attracting right talent which in turn will give it a competitive edge and hence has introduced the concept of 'The Interview Panel Group' (IPG). This ensures hiring the right talent who fit into the organization in accordance with the prevalent culture. The main objective of IPG is to identify and develop employees with the best technical know-how.

It is innovation and continuous improvement that has helped Corbus to stay ahead of the market and meet customer commitments. As an organization, Corbus believes that it is the implementation of the policies and practices that count and hence as a practice, the CEO himself ensures that whenever there is a nomination for 'employee of the year', due importance is awarded to employees at all levels. Due credit is given to employees for their contribution in the growth of the organization. Their emphasis on celebrating all events with a feeling of camaraderie-community with employees make Corbus a fun place to work. 

Corbus India Pvt. Ltd.

IT outsourcing service provider

2011 RANK: **#25**

PREVIOUS RANKING: **-**

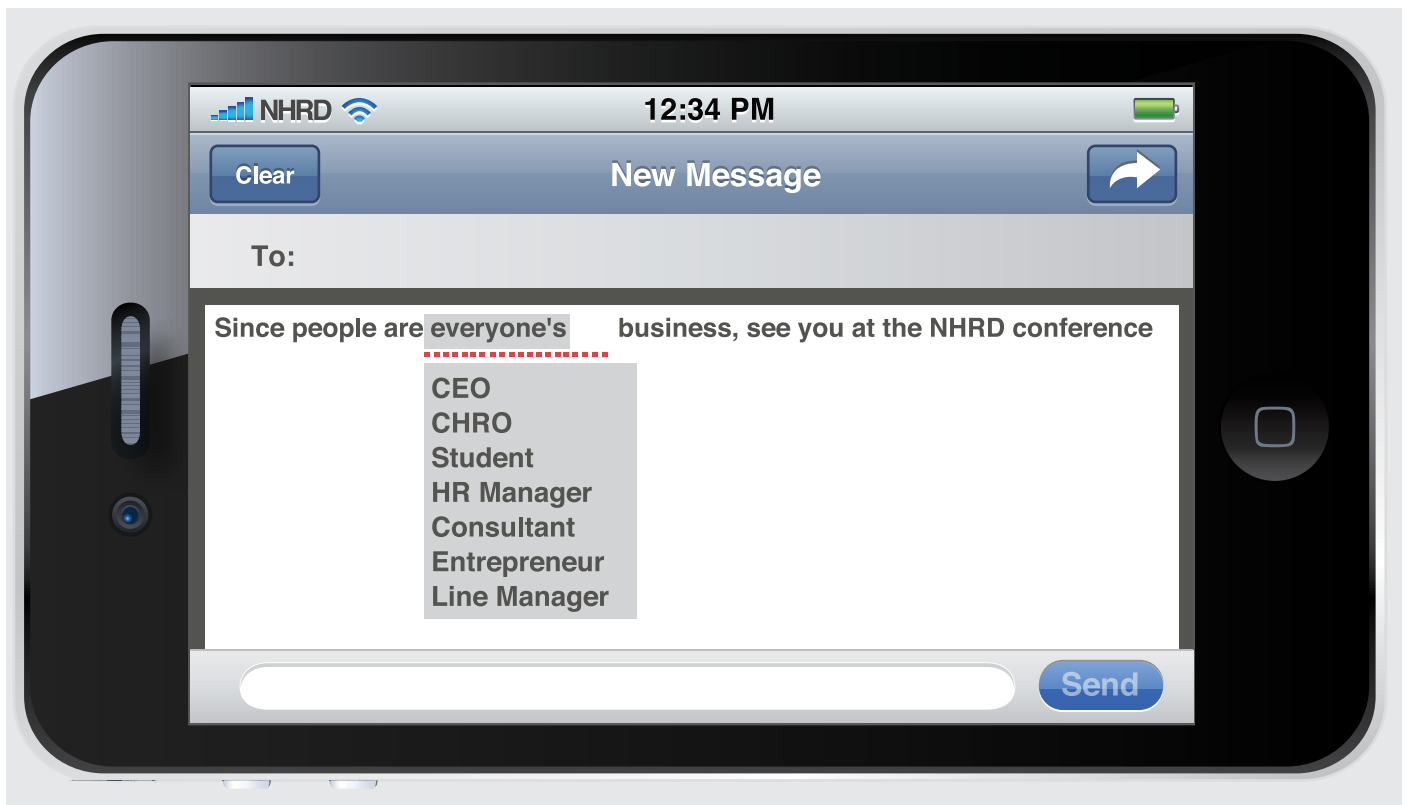
INDIA HQ: **DELHI NCR**

FOUNDED IN INDIA (YEAR): **1994**

EMPLOYEE STRENGTH: **257**

GENDER RATIO (F TO M): **1:0.72**

OTHER RANKING: **#4 (ITeS)**



“Live and Breathe the Change”

is about a fresh look at people strategies and capabilities required to win in changing times. The conference is relevant to anyone with an interest in achieving organizational success through people.



OVER TO THE

INTUIT TECHNOLOGIES SERVICES PVT. LTD.

INDIA HQ: BANGALORE
EMPLOYEE STRENGTH: 401
GENDER RATIO (F TO M): 1:6.57

Intuit believes in a committed focus on employees, customers and stakeholders, and continuously strives to create a place where people can face challenges fearlessly, learn from failure, and celebrate success. Intuit teaches every one of its employees to be an entrepreneur at heart.

Why is it a great workplace?

Intuit believes in collaborating with its employees through multiple touch points and taking their opinions and suggestions. The top management is accessible to all employees. The focus is on talent hiring, leadership development and mentoring which makes this organization a great workplace.

28

HILTI INDIA PVT. LTD.

INDIA HQ: DELHI
EMPLOYEE STRENGTH: 520
GENDER RATIO (F TO M): 1:13.92

As an organization, Hilti fosters an environment where every team member is valued and enabled to grow. It is the mission and cultural values of the company that enables each and every employee to take on the 'Cultural Journey' which inculcates in them the desire to move ahead from 'being good' to 'being great'.

Why is it a great workplace?

The three principles that form the basis of Hilti's culture are empowering people, rewarding their success and supporting them when mistakes happen; fostering a culture of transparency and openness at all levels, and creating an environment of trust. Hilti provides its employees an open and transparent environment where they have the freedom to work and their suggestions are heard.

30

FIRSTSOURCE SOLUTIONS LTD.

INDIA HQ: MUMBAI
EMPLOYEE STRENGTH: 18,158
GENDER RATIO (F TO M): 1:2.36

At Firstsource, people are its most valuable asset. They believe that a happy workforce is a happy customer. The talented, multi-skilled, multi-cultural workforce bears testimony to the fact that Firstsource is a people-centric organization and employees love working for the company.

Why is it a great workplace?

There is a great spirit of camaraderie and a caring work environment within the organization which makes it a great workplace. Emphasis is laid on employee growth and learning to enhance employees' career. The management, in turn, appreciates performance and assigns greater responsibility to those who showcase the ability to perform.

INTERGLOBE ENTERPRISES LTD.

INDIA HQ: GURGAON
EMPLOYEE STRENGTH: 6,063
GENDER RATIO (F TO M): 1:1.86

A leader in aviation and travel-related services, InterGlobe has been able to gain soaring heights because of their strong focus on the three core values – integrity, customer-orientation and future-mindedness. Employees at InterGlobe appreciate the opportunity to grow within the organization.

Why is it a great workplace?

At InterGlobe, there is a constant effort to promote unit cohesiveness by organizing get-togethers at individual bases, which create a sense of 'belonging to a family'. The company strongly opines that their quality service delivery and the innumerable innovations are a result of its quality-people who continue to adapt themselves to serve the changing needs of customers better.

29

INDIAN OIL CORPORATION LTD.

INDIA HQ: DELHI
EMPLOYEE STRENGTH: 33,977
GENDER RATIO (F TO M): 1:11.93

A leading public sector enterprise, IndianOil has been successful in combining its corporate social responsibility with its business offerings, meeting the energy needs of millions of people. Their brand image and unquestionable reputation in being the energy of India is justified by its employees' pride in being a part of a world-class organization.

Why is it a great workplace?

Ever since its inception, the company and its people embarked on a golden journey, fuelled by nothing but the spirit to serve and a passion to excel. IndianOil believes in constantly benchmarking itself against peer organizations and the corporate sector in general, thus standing to gain from the best practices of leading and most-admired organizations.

31

RINL-VISAKHAPATNAM STEEL PLANT

INDIA HQ: VISAKHAPATNAM
EMPLOYEE STRENGTH: 17,886
GENDER RATIO (F TO M): 1:36.03

Rashtriya Ispat Nigam Limited, RINL, the corporate entity of Visakhapatnam Steel Plant (VSP) believes in creating an inspiring and vibrant work culture and environment for its employees. The organizational culture is one which nurtures the employee's potential for the prosperity of the organization. It identifies the developmental needs of the employees on a regular basis, provides the necessary training and creates an environment of learning and knowledge sharing.

Why is it a great workplace?

The company is known to encourage teamwork, creativity, innovation and high achievement orientation besides empowering employees. As an organization, it believes that its employees are the most important resource and hence provides ample growth and development opportunities to unleash the creative energy of its people.

REST OF THE BEST

JUBILANT FOOD- WORKS LTD.

INDIA HQ: DELHI NCR
EMPLOYEE STRENGTH: 11,819
GENDER RATIO (F TO M): 1:7.58

Jubilant FoodWorks has an all-inclusive approach to its people practices. All employees, including the pizza delivery boys, are encouraged to be collaborative through 'Sankalp' - a continuous improvement best practice. They are also given plenty of opportunities for career growth and development. A unique aspect is that it recognizes people's skills and deserving individuals are adequately rewarded for their efforts.

Why is it a great workplace?

The top three reasons that qualify the company as a great workplace are empowerment at all levels, fun while working and the fast-track growth provided to all performers. The company strongly believes that being a great workplace is a reflection of their employees' love and gratitude.

32

THE OBEROI GROUP

INDIA HQ: DELHI
EMPLOYEE STRENGTH: 3,475
GENDER RATIO (F TO M): 1:3.28

Founded in 1934, the Oberoi brand is synonymous with providing the right blend of service, luxury and quiet efficiency. The Oberoi Group has won a plethora of awards and accolades and the cornerstone of this consistent achievement has been their all-round excellence and unparalleled levels of service by the employees.

Why is it a great workplace?

Oberoi Hotels provide great opportunities for training and development to employees. There is good amount of camaraderie-community feeling amongst employees and they sincerely believe that there is equal opportunity of recognition for all at the workplace. The right blend of incentive, training and development, afforded to employees, ensure that the Oberoi Group continues to provide unparalleled five star hospitality.

33

BRICKRED TECHNOLOGIES PVT. LTD.

INDIA HQ: DELHI NCR
EMPLOYEE STRENGTH: 289
GENDER RATIO (F TO M): 1:3.86

BrickRed's investment in HR has enabled it to farm a rich manpower to propel growth, thereby making it amongst the world's Top 10 companies providing commercial software development for ISVs (independent software vendors) and SMEs. A transparent and efficient performance appraisal, reward and recognition programs including internal promotions, coupled with performance as the only differentiator, make BrickRed an employer of choice.

Why is it a great workplace?

The quality of work and a work atmosphere focusing on flexi-culture, which allows the employees to work around their personal issues in their life; enables work-life balance. Further, career growth provides enough opportunities to people for quick growth within the company is what makes it a great workplace.

34

ACCENTURE SERVICES PVT. LTD

INDIA HQ: MUMBAI
EMPLOYEE STRENGTH: 62,567
GENDER RATIO (F TO M): 1:2.37

Right from a systematic level-wise development framework to allocating a career counsellor to every employee, Accenture supersedes in providing career development opportunities and tools for all its employees. Accenture lives out its 'High Performance Delivered' tagline.

Why is it a great workplace?

Accenture fosters an environment that boosts everyone's zeal to work better. People development, which form a part of the employees' score-card, reflect their continuous strive to raise the bar of excellence. They help their employees to achieve the best results not only in office but also in their respective lives, thus making it a workplace many aspire to work in.

35

ADOBE SYSTEMS INDIA PVT. LTD.

INDIA HQ: DELHI NCR
EMPLOYEE STRENGTH: 1,653
GENDER RATIO (F TO M): 1:4.66

Adobe gives its employees creative freedom through flexibility in working. Employees at Adobe admire the organization's philosophy of respect and sense of equity for all employees, which translates into a high degree of transparency and accessibility across all level of employees.

Why is it a great workplace?

Being a great workplace for Adobe means a combination of different things. They focus on both high quality work and fostering environment. Adobe seeks to invest in providing meaningful jobs and unique opportunities to all employees. More importantly, they do not just want to create a great workplace, but create a place where great people want to come and work.

36

ENCORE CAPITAL GROUP - INDIA

INDIA HQ: GURGAON
EMPLOYEE STRENGTH: 1,149
GENDER RATIO (F TO M): 1:1.86

As a global organization, Encore is steadfast in its commitment to attract, develop, and retain talented employees at every level. The team at Encore comprises of talented individuals with diverse backgrounds. Encore believes in developing employees in their current role and also in helping prepare them for future roles. It provides the best-of-training to ensure overall development of its people.

Why is it a great workplace?

For Encore, being recognized as a great workplace is a testimony of its employee-centric approach. It is the transparent workplace and the freedom to express and be heard that is most appreciated by the employees, making it a great workplace. The mantra at Encore is 'Happy employees make happy workplaces'.

37

TATA POWER COMPANY

INDIA HQ: MUMBAI
EMPLOYEE STRENGTH: 3,822
GENDER RATIO (F TO M): 1:16.06

Being a part of the Tata Group, Tata Power draws its 'Tataness' from the larger brand. The Tata culture is an epitome of trust and transparency. For employees, the pride of working for Tata Power is much more important than the compensation drawn.

Why is it a great workplace?

The key ingredients that make Tata Power a great workplace are its ability to communicate and disseminate the common purpose along with its many thematic initiatives that help them bring focus that is aligned to the business objectives and bring sustainability at the heart of all efforts.

38

HDFC STANDARD LIFE INSURANCE COMPANY LTD.

INDIA HQ: MUMBAI
EMPLOYEE STRENGTH: 12,320
GENDER RATIO (F TO M): 1:4.65

HDFC Standard Life continues to have one of the widest reach among new insurance companies with more than 500 branches servicing customer needs in over 700 cities and towns. They provide numerous self-developmental and professional growth opportunities for all employees.

Why is it a great workplace?

HDFC Standard Life believes in a value-based, transparent, meritocratic and employee-friendly culture that helps them grow continuously. Their employee initiatives are made keeping in mind the fact that they aspire to be the most respected and preferred player in the industry.

40

BAJAJ CAPITAL LTD.

INDIA HQ: DELHI
EMPLOYEE STRENGTH: 1,087
GENDER RATIO (F TO M): 1:3.61

Bajaj Capital is an organization whose constant endeavor is to be a trustworthy advisor to its clients and to help them achieve their financial goals. It aims at building an amicable environment that accords respect to every individual and permits their personal growth.

Why is it a great workplace?

For the organization, being a great workplace means that people must be happy, willing to be a part of the workplace and satisfied when working in this environment. The HR policies at Bajaj Capital are aimed at meeting the aspirations of the new generation. The performance culture, strong bonding, and an open participative approach make Bajaj Capital an employer of choice.

42

JOHNSON & JOHNSON LTD.

INDIA HQ: MUMBAI
EMPLOYEE STRENGTH: 2,725
GENDER RATIO (F TO M): 1:6.51

The underlying strength of the success and corporate longevity of the organization is the J&J Credo which is a management document authored more than 60 years ago by Robert Wood Johnson, the then Chairman. The Credo is a part of the vocabulary at J&J, from developing 'Credo-based' leaders to 'Credo challenge meetings' to 'Credo surveys'.

Why is it a great workplace?

Employees in J&J admire the organization for its ethical business practices upheld by J&J Credo. They enjoy the higher responsibilities and freedom to work. The organization programs focus around respect for employees and safety at workplace, and these are the qualities that make it a great place.

39

TATA TELESERVICES LTD.

INDIA HQ: MUMBAI
EMPLOYEE STRENGTH: 9,351
GENDER RATIO (F TO M): 1:11.88

Tata Teleservices is a part of the Tata Group, which stands for its heritage, integrity, values and the pioneering spirit which the group has demonstrated for a century. The vision, mission and values articulated by TTSL have been set to provide a clear sense of direction to employees.

Why is it a great workplace?

The mix of heritage and new age is the hallmark of Tata's HR tradition and TTSL continues to hold the flag high. The company stands as ethical in eyes of its employees, with a good brand and corporate image, it finds its top management free and easy to approach, with expectations and responsibilities as clear defined and communicated.

41

BLUE DART EXPRESS LTD.

INDIA HQ: MUMBAI
EMPLOYEE STRENGTH: 6,798
GENDER RATIO (F TO M): 1:16.17

At Blue Dart Express, the employees work as a team to not only to serve their customers but also to delight them. Employees take immense pride in the critical impact that their business has in the day-to-day lives of their customers. They inculcate the culture of not only delivering packages but also smile on the face of the customers.

Why is it a great workplace?

Every employee in the company is treated like a family member which helps create a culture of belongingness and trust amongst team members. They recognize the fact that HR must be flexible in its approach in order to cater to the diverse career aspirations and enhance the happiness quotient for employees at all levels.

43

A large, vibrant peacock with its tail feathers fanned out, displaying a pattern of green, blue, and gold. The peacock's head is turned to the right, showing its blue crest and yellow markings.

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NHRD CONFERENCE 2011

MICROSOFT INDIA

INDIA HQ: GURGAON
EMPLOYEE STRENGTH: 5,512
GENDER RATIO (F TO M): -

Microsoft is the classic example representing the shift of HR from a 'personnel administration' function to one that assists business growth. Employees have played a decisive role in the growth of Microsoft over the years. The key to employee development at Microsoft lies in structuring available work to provide development opportunities.

Why is it a great workplace?

Microsoft employees enjoy the flexibility and work-life balance. The training opportunities and freedom to work without constant supervision and to refuse work if required, makes it a favorable employer. Innovative training methods combined with inclusive HR make Microsoft a great workplace to learn, work and grow.

44

GODREJ CONSUMER PRODUCTS LTD.

INDIA HQ: MUMBAI
EMPLOYEE STRENGTH: 1,968
GENDER RATIO (F TO M): 1:12.77

Godrej Consumer Products Ltd. is an organization in which the voice of the employees matter. From professional development to social fun, the company takes a sincere interest in its employees in all aspects. It is an outstanding example of how employee engagement practices bring about a sense of loyalty amongst the employees.

Why is it a great workplace?

Employees are motivated to express their thoughts and the management is easily approachable and seniors always welcome debates from subordinates. It is a company that truly cares about its employees and stands by their side in times of need.

46

FABINDIA OVERSEAS PVT. LTD.

INDIA HQ: DELHI
EMPLOYEE STRENGTH: 928
GENDER RATIO (F TO M): 1:1.78

Fabindia is the largest private platform for products that derive from traditional crafts and knowledge. Fabindia aims to create sustainable livelihoods in the rural sector where it works closely with the artisans, providing them design inputs, quality control, access to finance and raw material.

Why is it a great workplace?

Fabindia ensures their employees work in an enabling environment and a culture that works on mutual respect and nurtures entrepreneurial spirit. The employees of Fabindia are excited by the simple fact that in some way or the other they are contributing towards keeping the craft of the country alive.

48

TRIDENT GROUP

INDIA HQ: LUDHIANA
EMPLOYEE STRENGTH: 10,345
GENDER RATIO (F TO M): 1:4.67

The Trident Group is committed to build internal competencies and a transparent working environment discussing major initiatives through large scale interactive sessions with the participation of all the members. Trident believes that its total asset is its people who act as a catalyst in the growth of the organization.

Why is it a great workplace?

For Trident, being a great workplace means employees without any hierarchical, gender or regional difference coming together, striving and motivating them to achieve the impossible. The organization's value based leadership is noteworthy and transpires into employee perception of a transparent and open organization.

45

RFCL

INDIA HQ: DELHI
EMPLOYEE STRENGTH: 300
GENDER RATIO (F TO M): 1:13.29

With a vision of nurturing the best talent, RFCL encourages learning & innovation, and empowers its people to deliver exceptional customer value. They believe that a strong organizational character, deep collective aspiration, clear differentiation, and value creation would take it to the next orbit.

Why is it a great workplace?

The organization takes pride in effective employee coaching and clear communication that employee welfare will always be at the forefront. They strive to create an environment that enables work and fun to go hand-in-hand. It accords appreciation and recognition for good work and more importantly, fosters organizational transparency which is driven by its two-way open communication.

47

GUJARAT CEMENT WORKS

INDIA HQ: AMRELI
EMPLOYEE STRENGTH: 759
GENDER RATIO (F TO M): 1:93.88

For Ultra Tech Cement Ltd., the dream of making good concrete even better, got a boost in 1996 when Gujarat Cement Works Plant became operational. The 100% export oriented unit in Amreli, Gujarat Cement Works has created an inspiring workplace and at the same time, has been successful in ensuring a good quality of life for its employees and their families.

Why is it a great workplace?

This organization is characterized by an open culture and an enabling work environment that offers opportunities and gives enough responsibilities to its employees along with empowerment. In a remote location this organization has attempted to create an inspiring workplace along with ensuring a reasonably good quality of life for its employees and their families.

49

50

ERNST & YOUNG PVT. LTD.

INDIA HQ: GURGAON
EMPLOYEE STRENGTH: 6,405
GENDER RATIO (F TO M): 1:1.48

For an organization which helps companies across the globe to identify and capitalize on business opportunities, Ernst & Young's success lies in the quality of people they have, which is the core of a services organization.

Why is it a great workplace?

Emphasis is given on enabling a strong learning and development agenda and stress is laid on engaging people where employees feel their voice is heard, their issues addressed, and a strong communication platform, which together create a sense of pride, belongingness and an emotional connect with the organization.



Confederation of Indian Industry

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Role of Leadership in Building Excellent Organisations

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things right; Leadership is
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- Peter F. Drucker

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INDUSTRY-WISE AWARDS (RANK-WISE)

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- 1 Monsanto India Ltd.

HEALTHCARE

- 1 Claris Lifesciences Ltd.
- 2 Johnson & Johnson Ltd.

TELECOMMUNICATIONS

- 1 Idea Cellular Ltd.
- 2 Qualcomm India Pvt. Ltd.
- 3 Bharti Airtel Ltd.

FMCG

- 1 Godrej Consumer Products Ltd.

FINANCIAL SERVICES

- 1 American Express
- 2 Bajaj Capital Ltd.
- 3 IFCI Ltd.
- 4 Mahindra & Mahindra Financial Services Ltd.

HOTELS & RESORTS

- 1 Marriott Hotels India Pvt. Ltd.
- 2 The Oberoi Group

INFORMATION TECHNOLOGY

- 1 Google India Pvt. Ltd.
- 2 Intel Technology India Pvt. Ltd.
- 3 NetApp India Pvt. Ltd.
- 4 SAS Institute India (Pvt.) Ltd.
- 5 HCL Infosystems Ltd.

MANUFACTURING & PRODUCTION

- 1 Classic Stripes Pvt. Ltd.
- 2 Forbes Marshall Pvt. Ltd.
- 3 NTPC Ltd.
- 4 Indian Oil Corporation Ltd.
- 5 RINL-Visakhapatnam Steel Plant

REAL ESTATE

- 1 Godrej Properties Ltd.
- 2 Brigade Group
- 3 Lodha Group

HOSPITALS

- 1 Apollo Hospitals Enterprise Ltd.

NGO

- 1 Teach For India

BEST COMPANY IN LARGE ORGANIZATIONS

- 1 Intelenet Global Services
- 2 NTPC Ltd.
- 3 Bharti Airtel Ltd.

BEST COMPANY IN VERY LARGE ORGANIZATIONS

- 1 Accenture Services Pvt. Ltd.

BIOTECHNOLOGY & PHARMACEUTICALS

- 1 RFCL
- 2 Lupin Ltd.

EDUCATION & TRAINING

- 1 NIIT Ltd.
- 2 Koenig Solutions Pvt. Ltd.

INSURANCE

- 1 HDFC Standard Life Insurance Company Ltd.
- 2 Apollo Munich Health Insurance Company Ltd.

MICROFINANCE

- 1 Ujjivan Financial Services Pvt. Ltd.

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- 1 MakeMyTrip India Pvt. Ltd.
- 2 Cactus Communications Pvt. Ltd.
- 3 PayPal India Pvt. Ltd.
- 4 Ernst & Young Pvt. Ltd.

BEST COMPANY IN PUBLIC SECTOR

- 1 NTPC Ltd.

ITES

- 1 Scope International Pvt. Ltd.
- 2 Agilent Technologies
- 3 Intelenet Global Services
- 4 Corbus India Pvt. Ltd.
- 5 Firstsource Solutions Ltd.

MEDIA & ENTERTAINMENT

- 1 New Delhi Television Ltd.
- 2 Network18 Media Investments Ltd.
- 3 Music Broadcast Pvt. Ltd.

TRANSPORTATION

- 1 InterGlobe Enterprises Ltd.

RETAIL

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For further details, please contact

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Mr K Jawaharlal, 09910475074, jawahar.k@cii.in

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www.cii.in/CSR-CSOBridge

TRANSPORTATION

#1

InterGlobe
Enterprises Ltd.

CHASE YOUR DREAMS

Be it aviation, travel, technology or hospitality; for InterGlobe Enterprises, the key to business success lies in its indomitable belief in innovation and service leadership. Ever since its inception in 1989, growth for InterGlobe Enterprises has served a dual purpose; besides adding breadth to business it has also been a harbinger of change. At InterGlobe, growth has meant new ventures, new services, and new employees. However despite the transformation fuelled by this three-dimensional (new ventures, services and employees) dynamism, it is the unchanging commitment to integrity, customer orientation, and future mindedness that has held the corporate brand of InterGlobe Enterprises together. In the last two decades of multiplicity and dynamism which has witnessed changing business contours; the ability to 'change without changing' has been the company's unique

differentiator. In its journey, the enterprise has build diverse businesses and today it represents global brands that deliver quality and value, consistently.

True to its philosophy wherein growth also implies new ventures, InterGlobe Enterprises launched InterGlobe Aviation, IndiGo, on August 3rd, 2006, as a low cost airline (LCC). Five years into operations, today besides being the largest domestic low-fare carrier, it is the fastest growing airline in the country. The company has been ranked numero uno in the 'transportation category' by the Great Place to Work® Study 2011. Their core philosophy based on a three-pronged approach is best described by Aditya Ghosh, President, IndiGo, as, "On time performance, low and affordable fares and hassle-free travel experience." This applies in everything they do. Even in their internal functioning, on time performance means on time promotions, on time pay, on time recognition and hassle-free means ease and flexibility for employees to perform their duties. Being part of a customer facing business, the company believes that its true differentiators are its people. And rightly so, for a company which operates 260 flights a day, the credibility of their values is put to test as many times. It is undoubtedly the passion of the people who believe in chasing their dream that sets IndiGo apart from its peers. And statistics supports this phenomenon at IndiGo where while other operators have between 150 - 400 employees per aircraft, IndiGo has less than 100 employees per aircraft who successfully maintain its incredible efficiency because of their passion at work.

HR is a strategic function at IndiGo wherein every employee is an HR manager. The



“I feel I am the luckiest person to be working with such energetic and incredible people”

**- Aditya Ghosh,
President, IndiGo**



Aditya Ghosh, President, IndiGo (in the center) with a few crew members at the IFLY learning center

President of the airline himself spends more than 50% of his time on people issues. What makes IndiGo a great workplace are its 'walk-the-talk' philosophy, approachable leadership team and providing a place where employees can chase their dream. The robust appraisal system, internal job postings, growth opportunities (with approximately 240 more planes to be added) further makes it an employer of choice. The aim of the company is to build a talent pool so that the leadership team is developed from within the ranks and files of its employees. In fact the company rarely hires managers from outside.

In an industry that is plagued with high attrition, IndiGo takes pride in retaining its talent. It believes that employees who leave on a good note are the brand ambassadors of the company. The credit for such a vibrant workplace which allows for flexibility, excellent reward and recognition, and work life balance rests on the people practices in place. For a potential recruit the multi-tier interview culminates with interaction with the leadership

team including the Group Managing Director and President – IndiGo himself. The company looks for 'culture fit' in a potential employee, one who can push the boundaries and believes in chasing one's dreams. The company lays ample emphasis on training and development. Program on change management (which includes modules such as leadership for excellence, leadership at peak, empowering and developing etc) and program on competencies (which includes modules such as lead by example, first time managers, developing personal excellence etc) help IndiGo train and develop the skill sets of its employees.

In just five years, IndiGo has been able to create an organization known to value its employees as being their key differentiators, and provides growth opportunities, invests extensively in training, development and well-being of their employees. The confidence and passion of every employee is reflected in the service experience at IndiGo which is aptly the best airline to fly with and the best airline to work for. **am**

MANUFACTURING
& PRODUCTION

4

**Indian Oil
Corporation Ltd.**

FROM NAVRATNA TO MAHARATNA

The 1964 merger of Indian Refineries Ltd., and Indian Oil Company, led to the establishment of Indian Oil Corporation Ltd., or IndianOil as we know it today. Ever since its inception, the company and its people embarked on a golden journey, fuelled by nothing but the spirit to serve and a passion to excel. Today, IndianOil stands poised, with an ambitious agenda for the next 50 years spanning the entire spectrum of the hydrocarbon chain, focussing on the core values of care, innovation, passion & trust and strengthening India's energy security and resolving to remain as a symbol for a new generation of Indians. In fact, IndianOil, the nation's flagship oil company with business interests straddling the entire hydrocarbon value chain – from refining, pipeline transportation and marketing of petroleum products, to exploration & production of crude oil & gas, marketing of natural gas and petrochemicals, is the leading Indian corporate in the *Fortune* 'Global 500' listing. With revenues worth over USD 68 billion, and a portfolio of powerful energy brands such as Indane LP Gas, *SERVO* lubricants, XtraPremium petrol, XtraMile diesel amongst others, it ranks 98 in the global rankings. In tune with the global dynamics, the company has a new vision, which is based on core values looking at energy in a holistic way with a matrix of identified elements of people, innovation, environment, technology, customers and ethics, backed by the aspiration of becoming a globally admired company.

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- Mr. Devdutt Pattnaik, Chief Belief Officer, Future Group
- Mr. Chip Espinoza, Co-Author, Managing The Millennials, USA
- Mr. Marc Effron, Author, One Page Talent Management
- Mr. Amitabh Chaudhry, Managing Director & CEO, HDFC Standard Life Insurance Co. Ltd
- Mr. Satish Jha, Chairman, One Laptop Per Child India Foundation
- Mr. Dilip Chenoy, CEO & MD, NSDC: National Skill Development Corporation
- Mr. Navin Bhatia, CEO & Director, WorkSkills India Ltd
- Mr. Mathew Jacob, Director, Organization Effectiveness, Boeing USA
- Ms. Lucia Del Moral Haworth, Learning & Development Lead, APAC Region, Pfizer
- Ms. Amrita Bhalla, Executive Vice President, Human Resources, Oberoi Group
- Mr. S Narasimhan, Global Head, Learning & Development, Tata Consultancy Services
- Dr. Prasanth Nair, President and Head HR and Financial Services, Thomas Cook India
- Mr. P M Kumar, Business Chairman - Group Corporate Development, GMR Group
- Mr. T.K. Srirang, Senior General Manager, Human Resources Management Group, ICICI Bank
- Mr. Sanjeev Saxena, Director, Talent and Organization Development, Yahoo
- Mr. Rajdeep Lalvani, Head Learning & Development, Bennett, Coleman & Co. (The Times of India)
- Mr. Gyan Nagpal, Former Head of Talent and Development, Asia Pacific, Deutsche Bank Singapore
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“ We need to build a strong and cohesive team with multi-domain expertise and matchless collective talent in line with our corporate values of care, innovation, passion and trust”

- Sudhir Bhalla, Director (HR), Indian Oil Corporation Ltd.



IndianOil inculcates strong ‘core values’ among the employees and continuously updates skill-sets for full exploitation of the new business opportunities. It takes upon itself an obligation to develop the capabilities of its people and facilitate their career progression through appropriate training and career planning. It is a result of its healthy ‘Industrial Relation’ (IR) practices and sound personnel policies that ranks it amongst the best companies to work for. The HR strategy of the company is aligned with its business vision. IndianOil’s strategy is exclusively focused on seeking out people who have the ‘right fit’ for the oil and gas sector. In fact, it was the first corporate to adopt the Graduate Aptitude Test in Engineering (GATE) scores for recruitment of engineers, which not only simplified the recruitment process but also helped attract truly outstanding talent. IndianOil considers its human resource as assets and has been the first amongst PSUs in introducing many path-breaking HR initiatives such as e-PMS, performance-based reward management, cafeteria, approach for disbursing perquisites, etc. The emphasis on continuous learning and development implies availability of learning opportunities and challenges for its employees.

For more than half a century, IndianOil has been successfully meeting the vital energy needs of the consumers in an efficient, economical, and environment-friendly manner. A market leader in the Indian market accounting for over 48 percent of petroleum products market share, 34.8 percent of national refining capacity and 71 percent of downstream sector pipeline; IndianOil aims to maintain its consistency in terms of leadership while providing the best quality of products and services. As an organization, IndianOil believes in constantly benchmarking itself against peer organizations and the corporate sector in general, thus standing to gain from the best practices of leading and most-admired organizations. This also gives it an opportunity to make others aware of the innovative and best practices followed within the organization. As a leading public sector enterprise, IndianOil has been successful in combining its corporate social responsibility with its business offerings, and meeting the energy needs of millions of people. The prestigious status of a ‘Maharatna’ will further empower the company to chart new and innovative strategies and inspire it to scale greater heights in the future. 

*Sudhir Bhalla, Director (HR),
Indian Oil Corporation Ltd.*

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-

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1. Google India Pvt. Ltd.
2. Marriott Hotels India Pvt. Ltd.



EMPLOYEE INVOLVEMENT & COLLABORATION

1. MakeMyTrip Pvt. Ltd.
-

EMPLOYEE APPEALS AND REDRESSAL

1. Marriott Hotels India Pvt. Ltd.
2. Firstsource Solutions Ltd.



EMPLOYEE RECOGNITION

1. Intel Technology India Pvt. Ltd.
 2. Classic Stripes Pvt. Ltd.
 3. American Express
-



EMPLOYEE DEVELOPMENT

1. Google India Pvt. Ltd.
 2. Microsoft Corporation (India) Pvt. Ltd.
 3. Agilent Technologies India Pvt. Ltd.
-

CELEBRATING AND CREATING FUN AT WORK

1. MakeMyTrip Pvt. Ltd.
 2. Cactus Communications Pvt. Ltd.
-

WORK-LIFE BALANCE

1. Intel Technology India Pvt. Ltd.
2. American Express
3. Indian Oil Corporation Ltd.

WORKPLACE DIVERSITY AND INCLUSION

1. Titan Industries Ltd.
2. American Express



EMPLOYEE PARTICIPATION IN CSR ACTIVITIES

1. RINL-Visakhapatnam Steel Plant
2. Forbes Marshall Pvt. Ltd.
3. Scope International Pvt. Ltd.

UNIQUE COMPANY INITIATIVE (IN ALPHABETICAL ORDER)

- American Express - Healthy Living
- Ashok Leyland Ltd. - Gemba
- Intel Technology India Pvt. Ltd. - CAIR Fair
- Scope International Pvt. Ltd. - eOPS - Rural BPO



Book launch of 'The 50 Best Companies to Work For - India 2011' at the Oberoi, Gurgaon

Dialogue with Winners, 2011

People Matters Conclave: Dialogue with Winners – Great Place to Work® 2011 by Monster.com took place at the Oberoi, Gurgaon on 3rd August 2011. The conclave saw the who's who of India Inc. sharing their insights on their journey of building 'great workplaces'. The event also witnessed the book launch of 'The 50 Best Companies to Work For - India 2011', the yearly book by *People Matters* in collaboration with Great Place to Work® Institute India, which brings an exclusive compilation of the best practices of this year's winners.

The conclave included speakers from across industry who brought their experiences in building sustainable organizations. Speakers at the conclave were Sanjay Modi, MD - Monster India / SEA / ME; Prasenjit Bhattacharya, CEO, Great Place to Work® Institute, India; Sunil Malik, Head HR, Google India; P. Rajendran, Co-founder and COO, NIIT; Dr. Jitendra Kumar Das, Director, FORE School of Management; Jyoti Rai, VP - HR India International Market Centre, American Express; Krish Shankar, Executive Director - HR, Bharti Airtel; Sandeep Kohli, National Director - HR, Ernst & Young; N.S. Rajan, Partner & Global Leader - People & Organization Practice, Ernst & Young; Sunaina Mattoo, Executive VP - HR, Bajaj Capital; Rakesh Arora, VP - HR, BrickRed Technologies; Shyam Sharma, President - HRM & Corporate Communications, Claris Lifesciences; Elizabeth Nanda, Chief of Human Resources & Training, Fabindia; Juhi Mishra, VP - HR, InterGlobe Enterprises; Arjun Balakrishnan, Director Operations, Panasonic India; Manu Rikhye, MD - India Operations, Encore Capital Group; Sushil Mehta, MD, RFCL & Rothin Bhattacharya, CEO - HCL Security Ltd. & EVP, Marketing, HCL Securities.

global and Indian leaders from the HR industry. Understanding that salary structures can be critical in managing pay throughout an organization, this session had some of the leading industry experts providing an overview of best practices for developing externally competitive and internally equitable salary structures. The forum emphasized on the need to align pay grades based on current compensation strategy and workforce, and discussed how to make updates to structures and grade and analyze changes. The session was successful because of many speakers like Athar Siddiquee, Strategic Client Relationship Executive, Kenexa, Praveen Kamath, General Manager & Global Head of Talent Acquisition, Wipro BPO, Kameshwari Rao, Director - People Strategy, Sapient, Shyam Pattabiraman, Principal Consultant, PwC and Aditi Rairkar, Senior Consultant, PwC.

Ron Kaufman: UP Your Service

It was a delight for HR professionals to attend and interact with Ron Kaufman, one of the leading educators and motivators for uplifting customer service and superior service cultures. He is one of the most entertaining speakers and innovative curriculum designers, the same was being appreciated by over 500 Professionals who believed that internal/external customers are core to the business! Ron's dexterity as a speaker, trainer and edutainer were showcased during the master class on 5th July in Chennai and 6th July in Bangalore which was organized by MTHRG where *People Matters* was the media partner for the event.

Strategic HR Leaders Forum 2011

Kenexa, a global provider of business solutions for human resources hosted the 'Strategic HR Leaders Forum 2011' in Bangalore on 21st July, 2011 under the banner 'Kenexa Bangalore HR Exchange' where *People Matters* was the media partner. The forum attracted



Ron Kaufman

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Parmeet Ahuja, K. Achuthan, Aniruddha Limaye, Deep Kalra, Zacharias Cherian at the Best Workplaces Conference by Great Place to Work® Institute, India

Ron spoke about the service basics and how differentiation and value creation is important for creating a perfect service and experience for a client. He also stressed on the importance of culture and the existence of a good team which helps organizations 'up their service standards'.

Best Workplaces Conference

Best Workplaces Conference' by the Great Place to Work® Institute India with *People Matters* as partners, brought together leaders who have built some of the great workplaces in the country and shared their experiences with the larger community that is striving to create and sustain great workplaces. Speakers representing 15 organizations were present at the conferences at Mumbai, Bangalore and New Delhi. The conference was attended by around 500 delegates from across functions and industries. Speakers from various organizations like Agilent Technologies, Forbes Marshall, NetApp, Ernst & Young, Equitas Microfinance, Fabindia, Oberoi Group, Jubilant Food-Works, MakeMyTrip, Idea Cellular, to name a few, represented different shades of complexities, voiced shared insights and established some of the ground rules and drivers of becoming a great workplace.

Most recognized people-centered business strategy as an on-going journey as against being looked at as

an onetime project. Agilent Technologies drives this journey on the wheels of a robust performance management system - MAPS that seeks to enable performance, transparently measure and review it, and not just post-facto measure and evaluate performance.

Talent Acquisition Conclave 2011

People Matters in association with Mancor Consulting Services, Shine.com, DDI, RupeePower.com & Bimtech held the Talent Acquisition Conclave 2011 on 13th July, 2011 at Leela Kempinski, Gurgaon.

The event witnessed path breaking ideas and thoughts from some of the most illustrious speakers and HR thought leaders in the industry. The topics discussed at the conclave were 'The Indian Perspective to Talent Acquisition', 'Identifying & Eliminating "Road Blocks" in Acquiring the RIGHT Talent', 'Innovative Processes & Technologies Adapted for Talent Acquisition', 'Employer Branding' & 'The Trends Ahead'.

The speaker list included S.Y. Siddiqui, Managing Executive Officer – Administration (HR, Finance & IT), Maruti Suzuki & NHRDN President, Yashwant Mahadik, VP – HR (Indian Sub-Continent), Philips, Aquil Busrai, CEO, Aquil Busrai Consulting, Anuraag Maini, Head-HR, DLF Pramerica, Manmohan Kalsy, Executive Director – HR, Xerox, Raghavendra K., Head HR, Infosys BPO, D. Rajiv Krishnan, Managing Director, DDI India, Amit Khurana, EVP – HR, Yes Bank, Aparna Sharma, Director – HR, Deutsche Bank Group, Deepa Mohamed, Head-HR, SMC Group, Nehla Sadaf Azmi, Head-Talent Acquisition(North), TCS, Rajesh Rai, Head-HR, Benetton India, Jatinder Peters, GGM Chief Corporate Affairs, ONGC, K.K. Sinha, Professor & Head HR, BIMTECH, Mahua Chakrabarty, Director -HR, Hilti. [am](#)

Aquil Busrai, Ester Martinez, S.Y. Siddiqui and Yashwant Mahadik at the Talent Acquisition Conclave



Retailers Association of India's
Manning Modern Retailing
MMR - 2011

Retail Skill Development - Bridging the Demand Supply Gap

13th September 2011 | Hotel Westin, Goregaon (E), Mumbai

➡ **Objectives of MMR - 2011**

- Develop ideas and resource capabilities to understand the retail industry's most pressing people issues - shortage of skilled staff particularly at the front end.
- Creating effective convergence between Retail Educational Institutes, various skill development agencies, the Government of India and the Retail Industry.
- The strategic leadership role that HR can play in a firm's business challenges with respect to creating a sustainable talent pool and the business leaders of tomorrow.
- The central theme **"Retail Skill Development – Bridging the Demand Supply Gap"** aims at how to Develop a high-quality skilled workforce in retail relevant to current and emerging employment market needs.

➡ **Key Session at MMR - 2011**

- CEO Panel Discussion - Retail Skills creation - Current status and strategy to meet future needs.
- Session on Skill Development - Panel Discussion with 5 retail CPOs sharing their initiatives on skill development and positioning retail as an attractive career option.
- Academia / Training Institute perspective Panel Discussion on "Successful Stories in Skill Development".
- Zero to Hero - A success story of a retail career from the Bottom of the Pyramid to the top of the ladder.
- McDonald's best practices shared - The Hamburger University Story
- An IT + BPO perspective - Learnings from their success stories

➡ **Who should attend**

- CEO's from Retail Organisations
- CPO's from Retail Organisations
- CPO's from other industries
- Mid Level HR Employees from Retail Organisations
- Trainers & Recruitment Consultants
- B-School Faculty
- HR Service Providers

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 Fax: +91 22 28269536 | events@rai.net.in | www.rainet.in

EVENTS	DATES	LOCATION	ORGANIZED BY
Seminar on "Transforming India- The HR Path"	19 August	New Delhi	NHRDN & TIE New Delhi
People Matters Conclave: Dialogue with Winners Great Place to Work 2011 brought to you by Monster.com	24 August	Mumbai	People Matters
CLO Chief Learning Officers Summit India 2011	25-26 August	Mumbai	Leapvault
CSR-CSO Bridge 2011	29 August	New Delhi	CII
Asia Pacific HRM Congress 2011	2-3 September	Bangalore	Fun & Joy at Work
4th HR Summit 2011	9 September	Mumbai	CII
7th Young HR Managers Conference - 2011	9-10 September	New Delhi	NHRDN, Delhi & NCR Chapter
Asian Leadership Awards 2011	25 September	Dubai	Fun & Joy at Work
HR Leadership Congress 2011	27-29 September	Mumbai	The Ideas Exchange

Note: Please note that this list is not exhaustive. We update this information on a regular basis. Please visit our website www.peoplesmatters.in/events for more information on events. If you wish to share information about upcoming events, please contact Vrishi Malhotra at vrishi.malhotra@peoplesmatters.in

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

TRAINING PROGRAM	DATES	LOCATION	ORGANIZED BY
Workshop on Employee Enhancement and Retention Strategies for SMEs	9 August	Pune	CII
Workshop on Certified Recruitment Analyst	10 August	Kolkata	CII
Workshop on 'Training The Trainer: Honing Corporate Trainers' Skills'	10-11 August	Mumbai	CII
Train the Trainer	10-12 August	Bangalore	Dale Carnegie
Developing the Leader in you	11-12 August	Pune	Dale Carnegie
Key Account Development	18-19 August	Gurgaon	InspireOne
Programme on 'War on Attracting and Retaining Talent in Organisations'	24 August	Mumbai	CII
Time Management for Today's Workplace	25-26 August	Mumbai	Dale Carnegie
Workshop on "HR as a driver of World Class Organizations"	26 August	Mumbai	NHRDN

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



Friday, 9 September 2011
ITC Grand Central, Parel • Mumbai



Confederation of Indian Industry

'Leadership In Action'

CII Western Region's flagship event, the 4th HR Summit 2011, is scheduled to be held on Friday, 9th September 2011 in Mumbai. The theme of the Summit is **'Leadership in Action'** and endeavors to take a fresh look on the leadership challenges confronting organizations in present times.

The theory and practice of leadership and leadership development has been in vogue for over centuries. Today, apart from exercising leadership, leaders are also expected to charter through ambiguity and exercise judgment in the face of inherent paradoxes or contradictions. The accent of the Summit will be on **leadership** as it is exercised by practitioners and the Event aspires to encourage rich and invigorating conversations between eminent leaders from various walks of life – the public and the private sector, civil society, non governmental organizations etc. so as to address ways to leverage India's demographic advantage.

Sessions Highlights

The sub – themes for the summit will be drawn from these diverse leadership challenges:

Session I

Organization Change &
Transformation – Leadership Challenges

Session II

Mergers &
Acquisitions – Leadership Challenges

Session III

Leadership in the Indian
context – A historical perspective

Session IV

Organization Crisis &
Renewal – Leadership Challenges

Session V

Developing Leaders for the Future

Key Speakers Invited

Chanda Kochar
Managing Director & CEO
ICICI Bank Limited

Prabir Jha
Senior Vice President &
Head - Human Resources
Tata Motors Limited

Saugata Gupta
Chief Executive Officer -
Consumer Products
Marico India

Sanjay Tugnait
Managing Partner
Accenture

Leena Nair
Executive Director -
Human Resources
Hindustan Unilever

Bhaskar Chatterjee
Secretary
Department of
Public Enterprises,
Government of India

Sanjay Jog
Head - Human Resources
Future Group

Devdutt Pattanaik
Author, Mythologist
Chief Belief Officer
Future Group

H N Srinivas
Senior Executive Vice
President -
Human Resources
Taj Group of Hotels

Wilton Henriques
Company secretary and
Legal Counsel,
Global Head -
Human Resources,
Crompton Greaves Ltd

Mr K Ramkumar
Group Chief Human Resources
Officer
ICICI Bank Ltd

Radhika Balasubramanian
Chief Operating Officer - India
Domestic BPO Operations
Intelener Global Services

Yogi Sriram
Executive Vice President -
HR and Administrative Services
Larsen & Toubro Limited

Dr Yasho V Verma
Director - HR and MS
LG Electronics India

Registration Details

Participation Fee Per Delegate

For CII Members	Rs.4000/- *
For Non Members	Rs.5000/- *

A discount of 10 % is available on nominations of 3 delegates & above
* Inclusive of Service Tax and Education Cess

For Sponsorship Contact

Ms Sangita Das
Tel: 022 24981790 Extn. 409
Email: sangita.das@cii.in

For Registration Contact

Ms Bijal Gala
Tel: 022 24981790 Extn. 451
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While fun and joy coupled with emotional connect are certainly important in organizations, without the right focus on people performance, the long term sustainability is not possible.

Our Expert, VIVEK PARANJPE, Consultant & Strategic HR Advisor to Reliance Industries

THE COUNSELLOR

Performance-centricity vs. fun and bonding

Q Every year, when we finalize the annual review, we face a similar situation: what do we do with the low-performing group of employees? Even though we have a performance improvement plan and we use it, I am not sure if that is really efficient as we do not take corrective measures if the person does not perform. We have a great culture of fun and people are really attached to each other, and this emotional connect comes in the way when it is time to take decisions for people who are performing consistently low. What is your recommendation? How can we move from a friendly/family culture to a culture where, yes we are all emotionally connected, but if you do not work hard even after being supported by the company, you should be asked to go? We would really appreciate your expert advice on this as, both HR and the senior management, are struggling.

While one side of the pendulum is high performance work culture, the other side of the pendulum is people focus without focus on the performance. It is all about the classic managerial grid wherein one side is a country club environment, full of fun, camaraderie and joy, while on the other end you have a task oriented managerial style with minimal focus on people's needs; it is all about authority and compliance. My experience tells me that both ends are unsustainable on a long term basis.

While fun and joy coupled with emotional connect are certainly important, if you do not have focus on performance, the long term sustainability of any organization is not possible. I guess your work culture, processes and systems, along with the rewards recognition plans, have to focus on both these aspects equitably. A team is a team, only if both these elements are in existence. A team that consistently fails breaks up very fast. A team always has goals, common values, objectives and targets to achieve. A team should have the right mix of skills and capabilities that enable achievement of the stated objectives/goals. Wins lead to motivation and closer bondages in a very positive way. People always want to be part of winning teams. Excellent people, while they like to work in a relaxed fun filled environment, are also looking forward to making contributions and getting a sense of achievement; they want to work for effective capable leaders, and with excellent colleagues from whom they can learn. Therefore, even from the perspective of your own ability to retain highly talented people, your ability to differentiate performers from non-performers is a must. A top performer remains a top performer when he/she sees the differentiated rewards and appropriate dealing with non-performers.

You do not have to change your family-friendly culture that has emotional bonds.



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TIE Delhi-NCR & National HRD Network are pleased to announce their joint one day Seminar on "Transforming India-The HR Path": Learning from organizations of different genre on Friday 19 August 2011 at India Habitat Centre, New Delhi.

Background

As the Indian economy boasts to be the fastest growing economy and dreams of becoming the world's strongest economy by 2020, entrepreneurship and entrepreneurial attitude in large organizations is the way to go forward. Through the series of discussions in this program we shall attempt to build a strong understanding on what it takes to build entrepreneurial organizations, what are the challenges and what we can learn from these organizations.

Discounts:

10% discount for 3 or more nominations from the same organization

Date, Time and Venue:

Date : 19th August, 2011

Timings : 9 am to 6 pm

Venue : Silver Oak, India Habitat Centre, New Delhi

Fee/ Registration:

TIE/NHRDN Members: Rs. 3500

Non Members: Rs. 4000

(The fee includes services tax @ 10.3%)

Methodology

Four interactive panel discussions are planned through the day. In each session, a panel of three to four speakers will discuss the challenges and emerging trends. All the 4 sessions will be moderated by a session chair who will act as a facilitator and a healthy challenger to engage all of the participants in debate, discussion & Q&A.

Interactive Panel Discussion Sessions on:

- Does same size fit all genres of organizations? : Finding commonality in entrepreneurial, SMEs and large organizations – The HR Challenges
- Stumbles and Stars for managing growth-Challenges experienced by growing organizations
- How do different genres of organizations manage growth?
- Innovations in HR Practices

For Registrations & Sponsorships please contact:

Nitin Agarwal, TIE Delhi-NCR at +91 9818477719 or mail to nitin@tienewdelhi.org

Syed Quasim Ali, NHRD Network at +91 9560989534 or mail to quasim.ali@nationalhrd.org

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People matters
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You just have to start focusing on the non-performers. Give them time to improve, coach them, support them, and help them come out of their problems, however at some stage, you have to call a spade a spade and deal with poor performers. Effectiveness is more important than being popular. For effectiveness, while we have to take many nice decisions, we also have to take some tough decisions. If you do not do this, you will be saddled with a bunch of average people who are well bonded emotionally and will have lot of fun at work. When competitive pressures build up or when you get in to difficult times due to normal trade cycles, without performance orientation, you may not remain fit enough to face the crisis. Remember, we need agile, smart, tough teams, which are top performing and at the same time enjoy working for the corporation.

To sum up: Focus on building winning teams that are well bonded. Regular wins are motivating. Creating heroes and rewarding them differentially ensures your improved ability to retain them. Your ability to attract excellent talent in the winning teams is far better that way. If you keep protecting poor performers by avoiding taking tough decisions, you will very soon lose the top performers and eventually you may just start breeding mediocrity.

How can I succeed in the HR function?

I am an MBA in marketing from a reputed university and I have been working for more than five years in sales and customer relationship roles in the insurance sector. From September, I have been asked to try my hand at the HR team and I will be handing the recruitment function for the north region with a complete team of HR professionals. During my discussion with my manager, it was identified that as part of my grooming for future leadership roles, I would be required to rotate in key functions of the organization. What can I do to prepare for this role? I am not an HR professional and I am not sure if I will be able to perform. Your advice and experience will be of great value to ensure that I make the best of this opportunity.

It is not uncommon for non HR people to succeed in HR. What you need is the right aptitude, knowledge and skills. Skills and knowledge are not difficult to acquire as long as you

Job rotation is certainly one of the methods to groom the future leaders and to that extent it is certainly a good idea to spend some time in the HR function

have interest and a compelling internal need. Job rotation is certainly one of the methods to groom the future leaders and to that extent it is certainly a good idea to spend some time in the HR function.

Take one step at a time. Now that you are assigned to lead the recruitment function, try to gain adequate knowledge and develop skills in this HR vertical as early as possible. I am sure your company will be willing to make right investments in you for this. Just surf the net and acquire as much information as possible. Read few relevant books and attend some training programs related to interview and selection skills. Engage with your own team to understand the issues, challenges and the opportunities that exist in the recruitment space of your company.

Some specific knowledge areas for you to focus will be: manpower planning, sourcing strategies, interviewing skills, role of job descriptions, competencies for success, etc. Understand the space of job markets, portals, power of social networks in sourcing, the world of head hunters, placement firms, campus recruitment, etc. As you get deeper into recruitment, you will invariably get exposed to other aspects of the HR function like sign on bonuses, compensation fixation, retention plans, etc. There is no one way to develop. Start networking, become part of HR associations like NHRDN, relevant e-groups, and try to get a mentor/coach. I am sure you will quickly come up to speed.

To sum up: Just fix realistic targets and goals for yourself that are aligned to the business. Based on what is on your hand, plunge into learning the relevant things. Try and get a coach/mentor to help you come up to speed. I am sure you will do well with the right efforts. **PM**

Vivek is a Senior HR professional with over 35 years of experience, ranging several leadership positions, in India and abroad. He leads his consulting practice since 2003 and presently works as a Strategic HR Advisor to Reliance Industries, and is also an independent Director on the Board of Motilal Oswal Financial Services Ltd. Prior to this, he was based at Singapore for several years where he was Director HR - Operations at Hewlett Packard for the Asia Pacific Region.

Allow Vivek to clear your career and professional dilemmas by writing to us at ask@peplematters.in

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Jobs of the week



UST Global
HR Manager
Location: Thiruvananthapuram /
Trivandrum
Job ID: 9207267
Description: Deliver customer focused HR services to the Strategic Business Units that contributes to the attainment of the business objectives.



ADP India
HR Compensation & Benefits Analyst
Location: Hyderabad
Job ID: 10006539
Description: Applicant must have comprehensive knowledge of the principles and practices of Human Resource administration in general and employee compensation and benefits in particular.



Lanco Group
Assistant Manager-HR & Admin
Location: Bilaspur
Job ID: 9364092
Description: The person will take care of all Admin, Legal and HR activities for our site at Korba (Chattisgarh).



Honeywell
Compensation Specialist
Location: Bangalore
Job ID: 9988330
Description: Responsibilities: Implementation of compensation program in alignment with the Honeywell compensation Philosophy.



Ness Technologies (India) Pvt. Ltd
Competency Trainer
Location: Bangalore
Job ID: 9838479
Description: Looking for an L&D Professional with 7+ years of core training experience.



Nous Infosystems
Recruitment - Head/ Mgr
Location: Bangalore
Job ID: 7851178
Description: Resource must have 8+ years of Full Life-Cycle Technical Recruiting (US Staffing) experience; Extensive experience identifying, interviewing, qualifying, evaluating and negotiating rates for applicants.



GlobalLogic India Pvt Ltd
Training & Development - Head/ Mgr
Location: Noida
Job ID: 9869093
Description: Person would be involved in competency mapping, analyzing training needs based on competency gaps for progression of delivery teams.



Raqmilyat LLC
Recruitment - Head/ Mgr
Location: Chennai
Job ID: 9865025
Description: The Recruitment Manager will advise on, develop effective recruitment solutions and ensure effective delivery of the solution for the client.



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Jobs of the week



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HR Manager
Location: Bangalore
Job ID: 9724077
Description: Meeting with clients, Handle An existing Client and getting business from them, distribute the position to the recruiter.



Firstsource Solutions Limited
Assistant Manager
Location: Siliguri
Job ID: 9983748
Description: The holder of this role manages all Employee Engagement & Retention activities of the Aligned Process.



Zensar Technologies Ltd
Associate Manager- Global C&B
Location: Pune
Job ID: 9943938
Description: An Associate Manager creates salary structure, manages and implements the benefits program, interfaces with the internal customer and assists the function head in all initiatives.



Network Appliance Systems (I) Pvt. Ltd
Learning and Development Manager
Location: Bangalore
Job ID: 9810261
Description: Working closely with the Senior Director, Organization Effectiveness, and the global Organization Effectiveness team (OE), the global Leadership & Development team (L&D) and global HR Business Partner.



Thomson Reuters
Compensation Analyst
Location: Bangalore
Job ID: 9991508
Description: Provides reports and fulfills data requests as needed. Be the contact point for HR Advisors/Managers on functional matters or on the interpretation of Reward policies and practices.



Invensys
HR Specialist
Location: Pune
Job ID: 9981351
Description: Screen resumes and applications and interview applicants. Counsel employees concerning work-related problems and conduct termination Interviews, Providing feedback to management when necessary.

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BY ELANGO R

THE TIMELESS GUIDE TO FEEDBACK SURVEYS

While a survey is good and provides insight for employers & customers, we perhaps do not need a survey to tell us everything

In the season of 'Best Employer' surveys, 'Employer of Choice' awards, and 'Service Excellence' galas, here is a tale of survey overload and some self-proclaimed 'timeless ideas' to get feedback and use it too.

*The time – past my bedtime
The place – somewhere over the Atlantic Ocean*

This was it! I was not going to fill another form... I had had enough. This was the fifth survey I was being asked to fill out today and that too, being woken up from deep slumber to do so! If decency permitted, I would have strangled the smiling stewardess for doing this to me. But gratitude for getting me my special meal and other such niceties meant I had to smile, grit my teeth and get down to the task of filling out the four page treatise! My fingers are used to typing, not writing. Suddenly I was having flashbacks to my 12th standard board exams!

Five in a row... did I have 'Ask me' written on my forehead? There were surveys everywhere... from the restaurant we had lunch at to the coffee shop we visited. From the airline we flew to the conference facilities we used. Even the taxi service that got me to the airport asked for feedback! Thankfully theirs required only an 'A' or 'B' response. But what they forgot to

tell me was I would pay six rupees to my telecom provider for texting my response!

I wonder what happens to all the feedback that we provide. I don't get a thank you note from an employee I recommended or an 'appreciate the feedback you provided here is what we changed' follow-up. And I have yet to win the elusive lucky draw for filling out those forms!

It is unfortunate, but over the years, this habit of asking for feedback has turned into a check-in-the-box exercise. Even those coveted best employer award judges just ask...do you run an employee satisfaction survey. No questions on what you do with it once your employees respond.

But it need not be that way, responses from our employees and customers are a treasure trove of information that can help us stay relevant as employers and service providers.

Here are some ideas that I seriously wish management listened to and implemented.

1. *Don't ask if you don't intend to do anything:* If you know you can do nothing or will do nothing, don't ask. If you know you will not increase compensation, change your work timings, serve food on your aircraft, don't ask. Rather than getting points for asking, you will get expletives for wasting people's time.

2. *Celebrate the contributions and inputs:* Just sending an automated thank you note in response to feedback is not good enough. If you made a change as a result of feedback – send a note to the respondent telling them how they influenced the decision. I recently saw an internal communication that acknowledged an employee for his/her contribution and how it impacted the decision on the subject. This mail had the person's picture, what he/she said and what was changed! Wow!
3. *Announce the results:* If you ask for feedback, tell people what the response was. Share a report of trends, important feedback and what you intend to do. That way, they won't feel like everything just goes into some black hole or to a galaxy far, far away.
4. *Keep it simple:* Please, please keep your survey simple, to the point and one that can be finished in 5 minutes or less. Two reasons for this: i) people don't have the time for anything more than that and will lose interest; ii) those who have the time will find other ways of telling you. In fact, they probably already have in those countless hallway conversations they pull you into.

Not to mention, do you really have time to analyse, formulate and extrapolate so many pieces of information?

If not, for the poor people giving you feedback, in the interest of self-preservation, "keep it simple, silly".

Buyer beware

Here's my version of the 'Smoking can be injurious to your health' stamp of surveys.

Surveys can be a terrific tool but can also have their own unintended consequences. In early 2000, when the IT business was just

“*Sending an automated thank you note in response to feedback is not good enough. If you made a change as a result of feedback, let the respondent know how they influenced the decision*”

taking off from the dotcom bust and the BPO business was still a novelty, an otherwise stable process (as work groups are called in the BPO business) was experiencing sudden and rapid attrition.

This process was growing rapidly with little or no customer issues. Alarmed, we spent a lot of sleepless nights peeling the onion to only land up in hysterical tears of laughter and incredulity!

It appeared that what triggered off this attrition was an employee satisfaction survey rolled out by an intern! Most of the employees were happy, engaged and enjoying what they were doing. But they started wondering if they were missing something when their responses for many of the survey questions was 'no'. What were these questions? Here are a few:

'Does your supervisor spend time providing feedback and coaching?'; 'Do you have a written goal sheet?'; 'Do you meet your process head often?'


Employees started wondering, 'if these things were standard and they were not being provided to those, should they be happy?' Some of them discussed this at the water cooler; one decided to check out reality, got a job... and the vicious cycle had set in.

Is this why they say "the road to hell is paved with noble intentions"?

I personally believe while a survey is good and provides insights, we don't need a survey to tell us everything. There are signs everywhere for us to see. Data points like attrition, client reviews, smiles or frowns on faces, and most importantly, the informal channels like social networks, water coolers and blogs!

You don't need an 'award' to tell you that – your customers will vote with their wallet and your employees will vote with their productivity and innovation!

Till then, good luck filling surveys and a six rupee charge for providing feedback!

And while you are at it, would you mind giving me your feedback on this column! 

Elango R. is the Chief Human Resources Officer at MphasiS. He blogs on www.agastyaelango.wordpress.com and follow him on twitter@agastyasays

QUICK VIEW

- Employees and customers are a treasure trove of information that helps stay relevant as employers and service providers
- Unfortunately, over the years, this habit of asking for feedback has turned into a check-in-the-box exercise
- Surveys can be a terrific tool but can also have their own unintended consequences



PRASAD OOMEN KURIAN

OD, Learning & Talent Management Professional

You can read more by Prasad
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BLOGOSPHERE

SIMPLICITY AT THE OTHER SIDE OF COMPLEXITY

Blog on HR, OD and Personal Effectiveness

PLACEBOS, PARADOXES AND PARABLES FOR CULTURE CHANGE

These days, I find myself thinking a lot about 'culture change'. In my previous post (The Culture Lizard), I mentioned that just by changing the way people address one another in office (e.g. calling people by their first names instead of 'Sir' etc.) the underlying (hierarchical) culture is unlikely to change. In general such attempts might do more harm than good (e.g. by creating cognitive dissonance – especially for new entrants). But there are exceptions to this and let us begin by looking at one such scenario.

From my experience across organizations, I have found that new entrants often make incorrect judgments about the 'culture of the organization' and 'what is required to be successful in that culture'. Sometimes, they also 'project' their 'assumptions', 'preferences' and 'fears' into these conclusions. There could be situations where new entrants (because of their assumptions about culture) misjudge the culture to be 'hierarchical' (where it is not actually so). They might also start addressing people as 'Sir' or 'Boss'.

That is where the 'placebo effect' comes in. Placebo effect is the beneficial effect in a patient following a particular treatment that arises from the patient's expectations concerning the treatment rather than from the treatment itself. In a situation where the new entrants have misjudged the culture to be hierarchical and hence started addressing people as 'Sir' or 'Boss', the above intervention (of stipulating that everyone is addressed by their first names in the office) might do the trick. Of course, here the problem was essentially in the minds of the new entrants and that was the primary reason why the placebo (intervention) worked.

In reality, a particular culture is not really 'black' or 'white' (i.e. hierarchical or non-

hierarchical) – it is more like 'shades of gray' (i.e. ranging from 'very hierarchical' to 'very non-hierarchical'). Since placebos often have useful physiological effects, I would speculate that our placebo (i.e. our intervention) might even cure mild cases of 'hierarchical culture'. This happens when the new entrants feel 'empowered' by the intervention and if there are a 'critical mass' of new entrants they might actually end up changing ('curing') mild cases of hierarchical culture!*

This brings in another important issue. One of the methods advocated for culture change is to hire the right people who would help in creating the desired culture. However, implementing such an approach might be more difficult than what it appears to be. It is also possible that if an organization hires someone who is aligned to the desired culture and if the desired culture is very different from the current culture the 'system' (the current organization) might 'reject' the new entrant just like the human body tries to reject a newly transplanted organ. Maybe, the solution is to hire someone who does not disrespect current way of doing things (and hence someone who would not invoke too strong an 'immune response'/ rejection from the existing organization) – but who is committed to the new way of doing things (the desired culture) – and changes the culture in subtle ways, say by introducing subtle modifications to the stories (parables) and the meanings/messages conveyed by the stories, by changing the daily conversations among the members of the organization through which they derive/agree on/make sense of the events in the organization! 

Prasad Kurian, OD, Learning and Talent Management Professional. Developing an idea into a tangible 'product' or solution is what gives him the greatest satisfaction – especially when the 'solution' reflects simplicity at the other side of complexity.



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TEJASVI MOHANRAM
CEO, RupeePower.com
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THE SLIPPING JEWEL IN THE CROWN

With the US market headed for another recession if not terminal decline, Indian IT has to work on diversifying its geographic reach, on its seeming inability to move up the value-chain, on large-scale staffing issues and learn to cope with the double-edged sword of competing with China & exporting to China.

Customer on Life Support & A Slippery Value Slope

IT/ITeS accounts for 25% to 30% of India's export basket, contributing roughly USD 55bn in exports. Of this, the US and UK remain major markets, accounting for 62% and 17% of total IT-BPO exports respectively. On the one hand, that is a testimony of success for the industry - having been able to make deep inroads into the world's largest english-speaking economies in a brief period of 15 years. But it also represents a risk in itself. Both client economies are going through turbulent economic times and will have to take tough measures to bring their heavily consumption-based economies back on track. As long as the Fed continues its easy money policy and cash-flush US corporates continue to be wary of deploying money at home, things will continue to look good for Indian IT. After that, the party may lose steam - and if long-facile US political will asserts itself, the repercussions could be painful.

Geographic diversification represents the first big challenge for Indian IT. The next being its slow pace in moving up the value chain by demonstrating the ability to advice customers on business transformation and strategic technology shifts. Let us face facts - five years ago, Accenture looked like an acquisition target for the likes of an Infosys. Today, it is valued higher than Infosys (in market cap terms) and generates 2.5 times revenue per employee as Infosys - in spite of Accenture having 40% of its workforce in India. The ability for Indian IT to build up a knowledge framework around its software servicing ability is going to be tested over the next couple of years.

Education Reforms – All Talk, More Talk


To be honest about it, India has seen few major policy initiatives in higher education over the last 6 years. Most of the policy reforms announced in the 100-day action plan in 2009 - including the Foreign Universities Bill - are yet to move beyond paperwork and rhetoric. There are nearly 15 bills with the government awaiting approval. It is tough not to sound negative here - do we really expect to attain leadership as a knowledge economy with the outdated education and labour ecosystem we have today? Indian IT and its associated industry bodies have some serious lobbying to do in this regard.

China...Globalization...China

02nd of August 2011 marked a watershed event in the short history of globalization, a day when it became easier to demonstrate the shortcomings of the 'comparative advantage' theory - that the promised upscaling of workers in erstwhile 'rich' countries whose jobs were lost over the last 30 years to low-wage countries, has just not materialized. That it takes a brief look at Armageddon for most of the human race to wake up from its collective slumber is a matter for behavioural economists to ponder over, but one thing is for certain. The Chinese have not been sleeping.

Undoubtedly, China has been the biggest beneficiary of globalization and the ability of Chinese leadership to strategize & execute has catapulted them on the road to becoming a dominant Empire. The recent Chinese 12th five-year plan demonstrates how China's leaders can think beyond taking advantage of global trade, as they plan to engineer shifts in their economy from a predominantly production economy to a healthy mix of production & consumption. Embedded in this thesis is also an emphasis on labor growth and a shift from manufacturing-led to services-led growth.

Unlike in India, the plan articulated by Wen Jiabao in March is well into implementation mode today. Should Indian IT be wary? In the short run, no. China provides an excellent hunting ground for customers and talent - and Indian IT should be piling into both. But strategically, we need to be on the ball. Will the Indian IT sector continue to invest in Indian talent as China forms an increasing chunk of business? While we continue to enjoy the benefits of the Accentures & IBMs investing in Indian talent and helping our economy create long-term moats, are our policy-makers shrewd enough to ensure Indian IT retains leadership without repeating such acts or returning such favours in other parts of the world?

As commendable as it is to achieve a position of strength in a world where globalization was the unquestioned gospel and in an eco-system where educated talent was abundant, retaining & growing from that position in a world whose economic foundations have shifted will determine the grain of India's knowledge sector. But first, can somebody awaken our policy makers out of their long slumber? 



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