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Vol. III, Issue 4, April 2012

Rs. 75

EXECUTIVE EDUCATION

## INVESTING IN TOP GUNS

Companies are increasingly turning to executive education to bolster leadership pipelines. A look into expectations, benefits & returns from their investments



**FM: MEETS EXPECTATIONS**  
ADIL MALIA

**IN PURSUIT OF TALENT**  
APARNA BALLAKUR

**WORK-LIFE BENEFITS**  
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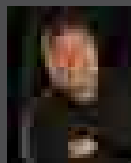
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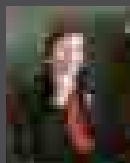
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There are several reasons why companies invest in leadership development; from building a strong talent pipeline, the ability to attract the best talent (best talent gets attracted to the opportunity to work with other talented people), and finally, to invest in a strong employer brand. Most importantly, this investment seems to create a constructive loop of attracting and retaining talented people.

The question is how to measure the return on these investments when the benefits are not confined to the individuals or their functions alone, but has knock-on effect across the organization. The questions organizations need to be able to answer to ensure those investments are justified, include what are they trying to achieve with such investments? Who are they investing in? If there are unintended learning outcomes, like new business lines or new networks, are those to be accounted for in measuring ROI?

This issue’s cover story, *Investing in Top Guns*, answers some of these questions capturing views of academia

across the world and best-practices in organizations in India in the area of Executive Development. With this cover story, we have included the key findings of the *People Matters Executive Development Survey 2012*; for the first time, we surveyed over 100 organizations across Industries to compile factual and relevant data on how much companies are investing in training their CXO & VP level, how is this budget utilized and how do companies measure the return on such investments.

In our constant endeavor to build India-specific research, this issue also includes excerpts of the *Edenred-People Matters Survey on Work-Life Benefits Trends*. This Study highlights the type of non-cash components that organizations are using today as part of their compensation programs and also reveals the ones that are most effective to engage and retain employees.

Additionally, as we do every alternate month, this April issue carries a special buyer’s guide on Learning and Development service providers. This is the time of the year that the annual appraisal is coming to an end and with it, the identification of the learning needs for the organizations. We are sure that you will find it useful in shortlisting partners for your organizations.

As always, we thank you for your continuous encouragement and suggestions, and we look forward to more and more ideas from your side. Do write to us at [editorial@peplematters.in](mailto:editorial@peplematters.in).

Happy Reading!

**Ester Martinez**

[Ester.martinez@peplematters.in](mailto:Ester.martinez@peplematters.in)





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*By Ester Martinez & Rajlakshmi Saikia*

### BEST PRACTICES IN EXECUTIVE DEVELOPMENT

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Director, People Resources, McDon-  
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**RAJEEV DUBEY**  
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Sector, Mahindra & Mahindra

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Competence, MindTree

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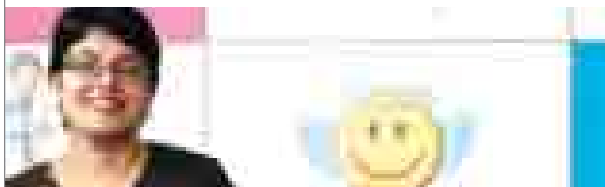
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**Large number of employee queries leaving you with no bandwidth?**

**Is tracking employee attendance a nightmare?**

**Collating payroll inputs making you burn the midnight oil?**



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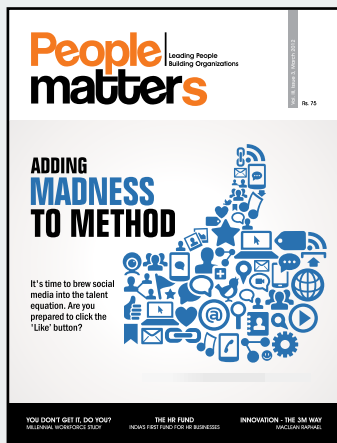
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# LETTERS TO THE EDITOR



## Great cover story & infographic

I wanted to drop a note of congratulations for the cover story on Social Media in the March issue of *People Matters*. It is brilliantly presented (specially the graphic presentation of 'The Social Organization') coupled with best practices from various organizations. I was recommended to read this particular magazine being a part of the HR fraternity and I must say, I did make a good decision in subscribing to it. Please accept my congratulations again.

- Neha Bajaj (via LinkedIn)

## Informative & educative content

At the outset, let me take this opportunity to congratulate the team at *People Matters* for the wonderful quality of insight presented in the magazine. The content is very informative and educative.

- Yadunandan K.V., Manager – Marketing (Corporate Communications), Collabera

## Inspiring column on leadership

As a management academician who is reasonably familiar with writings on leadership over the last hundred years or more. Unfortunately, finding true leadership in real life business organizations is inversely proportional to the amount of these writings. It is in this context that I have been reading the column by Dr. Anil K. Khandelwal in *People Matters* for the last three months. It seems that Dr. Khandelwal has truly lived through a journey of true leadership.

The inputs shared in the column so far show the great amount of courage as he shares the ups and downs during his journey. While on the one hand he inspires HR professionals to dream big, he also points out the ditches and humps on the road. He also calls upon the traveler to face up to his or her fragility in the face of challenges. True leaders acknowledge their fragility but work on it with deter-

mination and with a very high sense of personal integrity, as he suggests. I hope that the readers would use the column for periodic self-reflection. I am eagerly looking forward to the next one.

- Prof. Rajen Gupta, MDI Gurgaon

## Great analogy

I loved reading the lessons drawn by Dr. Tanvi Gautam in the article 'What lies beneath' in the March 2012 issue of *People Matters*. It was very interesting and well-articulated. The analogy drawn between the Titanic and the FWAs which can be a tool for talent management and employee engagement was thought provoking and inspiring!

- Dr. Rekha Shenoy



**Himanshu Kapadia** @HimanshuKapadia  
Hey @nohrgyan - Article on #Feedback in @PeopleMatters2 was insightful! Hope for more enriching reads. Are u planning to feature regularly?

**Manish Pathak** @manish\_pathak  
@PeopleMatters2 @AadilAtDell great to see #Dell story. Social media for enterprise needs to be comprehensive, minimizing silos

**Luis Escoffie** @LuisEscoffie  
#SocialMedia for everyone! Ready Now! Via @PeopleMatters2

**Saikat Saha** @saikatsaha  
@PeopleMatters2 We have to 'connect', 'celebrate', & most importantly mutually 'conquer' each other's mind & heart. #GenY #HR

**Zohdi Rizvi** @zohdi\_rizvi  
Dear HR, what if you could stop and see what you did a day before was significant. Check out your impact on peoplematters.in @PeopleMatters2

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# UPDATE

## Cautious optimism in hiring

According to a survey report by the Ministry of Labor and Employment, the October – December quarter saw employment in the country increase by 2.26 lakh. At the sectoral level, the maximum increase of 1.09 lakh in employment was witnessed in IT/BPO sector followed by an increase of 0.78 lakh in textiles including apparels, 0.34 lakh in transport, 0.13 lakh in handloom/powerloom and 0.10 lakh in gems & jewelry. The report states that the maximum increase in overall employment by 1.94 lakh was in the direct category of workers as compared to 0.32 lakh in the contract category of workers. The latest Employment Trends Survey from Ma Foi Randstad, also shows that most employers are optimistic about their hiring plans for 2012 and all sectors have indicated positive growth. As per the report, an estimated 16 lakh new jobs could be created in the country's organized sector. Healthcare, hospitality IT/ITeS, non-machinery manufacturing, and media & entertainment are most optimistic about hiring activities.

Healthcare is projected to generate over 2.73 lakh jobs, followed by hospitality (over 2.30 lakh) and IT/ITeS (more than 2.27 lakh).


**Inflation and weakening rupee can potentially dampen investor confidence, which may result in cautious hiring in the first quarter**

Among other sectors, manufacturing (non-machinery products such as food and beverages, basic metal, fabricated metal, etc.) is expected to create more than 1.63 lakh jobs, while media & entertainment is expected to generate over 1.62 lakh jobs this year. Real estate & construction is also likely to create over 1.32 lakh jobs in 2012. Inflation and weakening rupee can potentially dampen investor confidence, which may result in cautious hiring in the first quarter. However, the trend might improve in subsequent quarters provided the economy improves. 

## India's Most Admired Companies 2012

For the first time, Hay Group in partnership with Fortune India has announced the list for India's Most Admired Companies across 15 industries in India. The list is based on the survey of executives, directors and analysts, who rated the high performing companies within their industry. The research has used 'peer rating' to determine the top rated companies. The prime sectors from which the companies were chosen were apparel, garment, textiles, auto components, banking & finance, cement, consumer durables, infra development, metals, mining, oil & gas, power, pharmaceutical, health-care and telecom, amongst others.

The Tata Group dominates with three group companies featuring in the top ten list of India's most reputed companies. Tata Steel has emerged triumphant, becoming this year's India's most admired company. Tata Consultancy Services (TCS) ranked top among companies in the IT/ITeS industry, and Tata Motors led in the automotive industry. Hindustan Unilever and Colgate Palmolive are placed at second and third in the list, followed by Cadbury India. PSUs in the oil & gas sector like ONGC, Bharat Petroleum Corporation and IndianOil and Hindustan Petroleum are ranked 16th, 17th, 19th and 20th, respectively in the list.

The companies were rated on nine critical parameters viz. endurance, corporate governance, performance and investment value, financial soundness, innovation, product and service quality, leadership, talent management and corporate social responsibility. The research clearly proves that companies are increasingly focusing on these nine key growth areas to engage their employees and move up the growth ladder. 

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## Incentives: an effective tool for executives

According to Mercer's 2011-12 Asia Executive Remuneration Snapshot Survey – India Report, Indian heads of organizations are expected to get the best salary hikes of 8.3%, much better than most of their Asian counterparts. The report states that along with rapid growth; leadership shortage and high inflation have helped boost executive pay in India.

The Mercer's study stated that 83 percent respondents rate retention of executive talent and succession planning as top talent issues for most Indian companies. This was followed by leadership development for executives, which was pointed out by 68 percent respondents.


The study points out that there exists an evident need for companies to explore innovative ways to manage and reward executive talent. Companies are opting for flexible pay structures which can be adjusted based on business performance. Short-term incentives (STIs) as well as long-term incentives (LTIs) are emerging as strong tools for companies to recognize performance of top executives. 73 percent of Indian companies tend to use long-term incentives with stock options being the most popular (40 percent). Going forward, none of the Indian companies expect to make changes to their LTI plans in 2012.

At the same time progressive companies in India are now trying to link well-defined performance parameters with incentive payouts to recognize and reward performance. Organizations are gradually moving towards other mature LTI vehicles like performance units and time contingent restricted shares. 

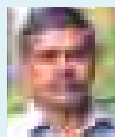
## Double whammy for IT-BPO industry

The combo of US presidential elections and a report by the Hackett Group does not cast a positive light on the \$100 billion Indian IT-BPO industry. First things first, ahead of the US presidential elections in November this year, it is expected that there will be an uptick in the protectionist policies by the presidential candidates. In 2010, Ohio State banned outsourcing of government information technology and back-office projects to India to combat unemployment. All the more, US lawmakers are also reportedly

considering proposals such as curbing tax breaks on firms that outsource or cutting visas for skilled workers from India. To counter the criticism that Indian outsourcing firms are responsible for job losses in the US, NASSCOM came out with a report stating that India's IT outsourcing sector has nearly doubled the number of jobs it has created in the US in the last 5 years. As a matter of fact, the workforce of Indian IT firms in the US was 107,000 in the last fiscal year to March 2011 from 58,000 in 2005-06.

A research report by The Hackett Group states that offshoring of jobs to India will begin to decline starting 2014 and will reach the end of its lifecycle over the next 8 years. The argument, based on examination of 4,700 companies with revenues over \$1 billion and headquartered in the US and Europe, is that the traditional model of US and European companies moving finance, IT and other business jobs offshore will come to an end over the next 8-10 years. The report further states that India's overall share will decline to 38 percent in 2013 from the present level of 40 percent. However, KPMG and AT Kearney disagree with Hackett's research. While truth of such researches will unfold with time, nevertheless it becomes critical for India to develop alternative sources of demand, to maintain growth of their business services industries. 

## CORPORATE APPOINTMENTS



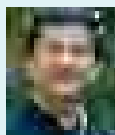
A.V.K. Mohan has been appointed by EXL Services India Pvt Ltd as Global Head – HR, effective March 2012. Prior to this, he was the Group President – Global HR at Spice Global.



PepsiCo has appointed Praveen Someshwar as CEO, PepsiCo India Foods. Prior to this he was the CEO of PepsiCo beverages.



Deepak Brara, Head of Corporate Headquarters Department of Air India, has been appointed as the Commercial Director of the national carrier effective March 2012.



Mindtree announced the appointment of Pankaj Chandra to its Board of Directors effective March 2012. Chandra is a professor of Operations & Technology Management and the Director at the Indian Institute of Management (IIM) Bangalore.



Network18 has appointed Anuj Gandhi as Group Director for distribution and new business development, effective March 2012. Prior to this he was the CEO of Den Networks.



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# FM: Meets Expectations

If the Finance Minister was to be assessed on strategy formulation, human capital development and engagement with stakeholders for nation building, how would he fare?

by **Adil Malia**



**A** government grounded in political bickering for its survival, whilst frantically attempting to energize and fuel a growing economy, has conjured a deficit budget, anchored to global economic pulls, local market pressures and a fractured political mandate.

The buzz as always was - so how is the budget? (a meaningless banter just like wishing all and sundry a 'happy new year' on January 1). Everybody, knowledgeable and not so knowledgeable, imitates economic sounding terms picked up from panel discussions on some television channel they may have surfed in the last hour.

"Budget did not cut fiscal deficit"... "Highly sensitive services will now be taxed and this will lead to insensitivity at the bottom of the pyramid"... "Government's bloated borrowings will crowd out private companies"... "Two-way fungibility of IDRS will encourage global companies to reconsider listing in India"... "Equity markets will react with studious patience". Pheweeew!

I picked up from my archives, old copies of financial media reports dated March 16, circa last two years. You will notice similar phraseology being endorsed by different celebrities and influential voices, every year! Try this exercise for yourself and have a great laugh.

No one sought my views on the Budget!! I am stereotyped more as a professional with a view on management and leadership thoughts than economy and least, the Budget. So, I thought of dissecting this

Budget not with a butcher's knife, but more with the scalpel of a surgeon and give it a corporate twist. What would a corporate CFO, be expected to deliver to the larger system through a budgeting exercise? How does such a leader through, his proposed plans and programs for the organization (country in this case), hope to deliver? And whilst doing so, (remember, it is annual performance appraisal time in corporate India), give a performance rating to our Honorable Finance Minister (FM) for this job done on the nation's Budget.

So, here is my attempt.

## **Performance assessment criteria 1: Strategy formulation and metrics**

Is the Budget prepared on the basis of an in-depth analysis of the macro-economic environment and does the leader articulate the organization's strategy with a suitable roadmap to reach the desirable results?

With a slowdown in GDP at 6.9%, a high headline inflation during the year impacted largely by agricultural supply constraints and global cost-push, having diversified its import and export markets during the year to weather the impact of global (read European) crisis, and a current account deficit impacted by a reduced net capital inflow, the FM has realistically set the specific national targets with GDP growth at 7.6%, current account deficit at lower than 3.6%, average inflation moderated around 8.3%, and enhanced gross tax receipts.

To deliver this target, the FM has laid out a clear five point strategy:

First, focus on growth through internal demand creation; second, build enabling conditions to encourage private investments; third, address supply bottlenecks; fourth, address malnutrition concerns in highly impacted geographies, and lastly, improve efficiency and delivery systems of governance through speed, better co-ordination and transparency.

He has backed his overarching strategy with fiscal consolidation programs, expenditure reforms, subsidies and tax reforms. However, if you evaluate the entire financial outlays of these supporting programs, you will see the FM's stated budget strategy and his recommended plans and programs, do not appear to be fully aligned.

*Performance rating on KRA 1: I would personally, on an assessment panel, rate the Finance Minister's strategy formulation and his supporting roadmap at a 4 on a scale of 5: 'Exceeds Expectation'.*

## **Performance assessment criteria 2: Human capital development**

Is the stated strategy, backed up and supported by plans and investments to develop potential of its human capital?

The FM has planned investments for programs like agricultural credit, providing protein and other food supplements, investments in program for food security, supporting specific education programs, continuance of the mid-day meals, empowerment of adolescent girls through SABLA and for providing primary healthcare through national rural and urban health missions.

He has proposed subsidies to institutions to foster a modern nation through research and creation of new knowledge. He has also recommended enacting public procurement legislation, amongst other things.

However, considering the criticality of developing human capital for the future of India, our commitments and investments do not appear to be adequate.

India is sitting on a huge pool of potential talent, waiting to be developed for the future. To that extent, our investments do not seem to match, considering the outlay on other agenda items of the strategy. Nor do the proposed programs show anything more than a lackluster desire and a weak attempt to deliver on some of these initiatives and programs.

Considering the seriousness with which the country needs to make investments to develop and augment its human capital, the budgeted programs do not evoke confidence of delivery on the strategy. One sees meaningless extensions of some of the fuddy-duddy programs and schemes sponsored in earlier Budgets by the FM, despite these having failed to deliver. All these are continued in the name of consistency - consistently repeating failure!

The total financial outlay in the Budget is meager and does not suffice for human capital development and capability building of a country of several people, which is destined to be the world's youngest country within a decade.

*Performance rating on KRA 2: I would personally, on an assessment panel, rate the FM for his proposed programs on developing the critical national human capital, on this particular KRA as 2 on a scale of 5: 'Could Do Better'.*

### **IN BRIEF**

Drawing parallels on how a CFO would budget to grow the business, here's the author's personal take on how the nation's CFO fared in the recent Budget

**Considering the criticality of developing human capital for the future of India, our commitments and investments do not appear to be adequate**

## **Performance assessment criteria 3: Engagement of internal stakeholders**

Does the Budget facilitate an enabling environment that keeps the internal stakeholders positively engaged through adequate programs for return on their investments and wealth creation for the nation?

I believe the FM has strategized and planned well for this. He has made programs to ensure flow of savings in financial instruments, deepened capital market reforms and encouraged investments in infrastructure sector. The FM has encouraged a disinvestment policy and put up programs for suitable changes in laws to support financial sectors. Another serious program the FM has mooted is the idea of recapitalization of banks through a financial holding company using the Singapore model, to raise resources of public sector banks particularly to tap funds in overseas markets. However, the Indian investors will remain skeptic initially about

Sir, in the given market context, economic reality and a fractured political mandate, a corporate citizen rates your Budget for our dear country as 'Meets Expectations'

the government's ability to meet the targets it has set through the proposed programs. They will initially be on the selling side until they see the other collaterals impacting the markets through FII inflows.

On a sectoral front, the FM has presented a Budget that supports most sectors other than oil exploration and certain segments of pharma. With the international oil prices at \$128 a barrel, this will contribute to inflation numbers moving northwards. Whilst one understands the market compulsions, the Budget does not provide any motivation or incentives for Indian investors to look at our economy as a favorite investment opportunity. Focus of the Budget seems to be more in the form of penalties for investing elsewhere; it attempts to reach its goals through the savings route, which is slow and not the best impetus for India's economic aspirations.

*Performance rating on KRA 3: I would personally rate the FM for his proposed programs to facilitate an enabling environment and keep the internal stakeholders positively engaged, as 3 on a scale of 5: 'Meets Expectations'.*

#### **Performance assessment criteria 4: Corporate brand building**

Position the corporate brand (read India) such that it attracts potential external stakeholders and investors to partner in the future growth of the organization.

India at a brand level has taken a severe beating in light of the current political paralysis, corpo-political legal issues, etc. We have not managed our international investor relations effectively. There are alternate investment options comparable to India on a net ROCE basis at the global level. The Budget has not provided any incentives to attract these investments into our growth story.

*Performance rating on KRA 4: I would personally rate the FM for his proposed*

*programs on positioning the corporate brand (read India) to attract potential external stakeholders and investors to partner in the future growth, as 3 on a scale of 5: 'Meets Expectations'.*

#### **Performance assessment criteria 5**

##### **- Building confidence through governance and transparency**


Does the Budget create confidence in the general environment by adhering to high governance norms and insulating the system against security and other risks?

Let us quickly look at the budget offerings: *Panchayati Raj* philosophy further strengthened; security and defense budgets enhanced; UID *Aadhaar* additional capital expenditure Rs.79,579 crores; 5 point program to handle malaise of generation and circulation of black money; double taxation norms tightened; and programs to strengthen security and fight militancy in states with a strong defense budget in the current growth focused globonomy, seems adequate. However, whether the country is prepared against the Chinese dragon and its other friendly insurgents from neighboring countries, leaves a lot to desire.

*Performance rating against KRA 5: I would personally rate the FM for his proposed programs to create confidence in the general environment by adhering to high governance norms and insulating the system against likely risks, as 3 on a scale of 5: 'Meets Expectations'.*

Our individual growth as corporate professionals is closely linked to the success of corporates and economic growth and development of our country. So, if Sir, you were, with humility, a corporate CFO and were to be subjected to a classical appraisal for this Budget exercise, I would, as a citizen of India, rate you as a 3 on 5.

Sir, in the given market context, economic reality and a fractured political mandate, a corporate citizen rates your Budget for our dear country as 'Meets Expectations'.

On a five point appraisal rating, '3' is measured as "Meets Expectations", '4' as "Performance Exceeds Expectations" and '5' as "Performance Significantly Redefines Standards". '2' is rated as "Performance Below Expected Norms" and '1' as "Does Not Meet Expected Levels". 

**Adil Malia** is Group President – HR, at Essar Group.



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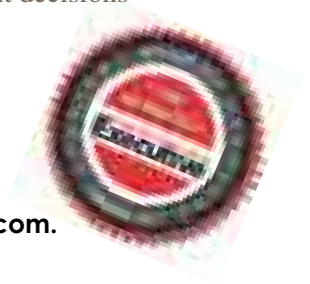
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The Talent Management Expert





Being an Internet business that is constantly evolving makes Yahoo! an exciting workplace. Aparna Ballakur, VP-HR elucidates, "The kind of talent that is attracted to an Internet company adds to its excitement as they are dramatically different from people who want to work in a packaged software environment." The difference lies in the fact that in an Internet company, what was super cool last year is *passé* this year.

Drawing parallels of Yahoo!'s business to that of high fashion, Aparna explains, "What was in season before, is no more in season now. Just as it is so hard to keep up with what is 'in' in fashion, the Internet business too sees things evolving very quickly. And we constantly need to focus on looking at what would be 'in' in the future." At Yahoo!, they strive towards building products today, which consumers would love in 2013. This unique business need makes attracting super talented people very critical, because it takes both creativity & intellectual horsepower to change the future.

# In Pursuit of Talent

**Aparna Ballakur** shares the talent challenges facing a business that demands very niche skills to address evolving customer needs



### The Yahoo! culture

Fun is a core value at Yahoo!, as the company believes in creating an environment where people can enjoy their work and be most productive. The open culture allows all Yahoos (as employees are called) full access to the Internet as long as it is appropriate content. Employees are free to use social media sites outside of Yahoo!'s platforms, keeping with the new-age workforce need to stay connected and engaged.

The inclusive and fun work culture helps to effectively integrate the diverse set of people. There are minimal rules and policies at work as it fosters a culture of 'trust'. Thus, there is no attendance system to track the number of hours worked in the office and employees are allowed unlimited sick leaves. This rests on the belief that the organization's environment is strongly self regulated where 99 percent of the people

#### IN BRIEF

The niche talent pool at Yahoo! is driven by the inclusive and fun work culture that brings together people who are relevant to the Internet business

experienced Yahoos make sure that the products are built to be used at a phenomenal scale of 700 million users on a regular basis.

There are three distinct sets of people hired – scientists with Ph.Ds in computer science and specialization in Internet-related technology; product development engineers; and product managers or user experience designers, who are hired in the product development group. All of these being niche skills and there being a huge shortage of scientists in India, makes talent acquisition for Yahoo! Labs a challenge. Therefore, scientists are

## Fun is a core value at Yahoo!, as the company believes in creating an environment where people can enjoy their work and be most productive

do not abuse it. This approach aims to deal with the 1% population, who might abuse office policies instead of penalizing the 99 percent who do not. The open environment is also reflective in the internal distribution list within Yahoo!, which is self moderated, and employees are encouraged to voice their opinions on various subjects. This forms a great ongoing feedback process which enables continuous improvement.

### The talent supply chain

To cater to 700 million users, there is a combination of young employees with varied experiences and experienced people from different generations. While the energy and enthusiasm of a young workforce is important to bring in new product ideas, the more

often hired from the US universities and that poses a greater challenge in attracting talent to work in India. Most scientists worry about the quality of research done in India and are therefore reluctant to explore working here. The 'International Intern Program' allows prospective candidates to work in India as part of the Labs organization for 3 to 6 months and this enables them to experience the work environment in India. Many who have worked for 3-6 months, have been given an offer to work with Yahoo! India.

The unique skill requirement and the niche talent pool that an Internet company requires, has forced Yahoo! to step into a backward integration mode and work towards developing a talent supply chain that is relevant to the business. This is done through



## Growing leaders from within is a great retention tool that has led to 95 percent of the leadership team today being homegrown

various initiatives that follow an outside-in approach towards talent development as a macro agenda.

### Partnering with the academia

There is a clear intention to promote a culture of open collaboration between industry and academia in India. Some initiatives like 'HACK U' is a university hack day event, which encourages innovation in campuses. The Yahoo! Key Scientific Challenge Program (KSC) is a competition that encourages top graduate students globally to collaborate with the company and help invent the future of Internet. Further, the PhD Coop Program is designed to directly bridge the gap of PhDs in India by encouraging qualifying employees to undertake their PhD program by providing financial support.

### Yahoo! summer school


The summer school creates an ecosystem that stimulates the exchange of ideas among industry and academia to jointly develop revolutionary approaches to shape the future of the Internet. The recent initiative was a partnership between Yahoo! India Research & Development and the Indian Institute of Science (IISc) which focused on 'Information Retrieval'.

### WiT – Women in Technology

The Yahoo! Women in Technology aims to provide inspiration and support to women across the talent pipeline and enables women on campuses to successfully enter the IT workforce. This group also seeks to address the issue of decreasing number of women finding their way into the IT workforce, with particular focus on women with

engineering qualifications in tier 2 and tier 3 cities. The third focus of WiT is to retain women who are going through different life stages in the workforce. Thus, the effort is on building the required support system such as a day care facility, flexible work hours and counseling services to women who want to pursue their career despite the challenges in their personal lives.

Further, keeping with the increasing focus on diversity and inclusion, Yahoo! has been a pioneer in creating websites that are fully accessible for the differently abled. These websites are created to allow plug-ins that read out the information on the webpage as one browses through it.

The talent strategy at Yahoo! stems from the belief that people are inherently good and must be trusted. The fresh recruits hired every year go through a 3 day boot camp, which does not grill them on the Yahoo culture, because they believe in them to be the right profile. The focus is not on creating a monitoring culture, but on ensuring that people deliver on their promises and commitments. As Aparna explains, "It is not about measuring efforts, but it is about measuring results. So, I may be the super brilliant person who gets it done in half an hour, but so be it, because then I have saved my time. The emphasis on growing leaders from within is a great retention tool that has led to 95 percent of the leadership team today being homegrown. This is aligned to the business, as when we are looking for talent for senior leadership positions from outside, finding the right culture fit is an even bigger challenge than at the entry-level or middle management level." 

**Aparna Ballakur** is Vice President-HR at Yahoo! in India



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# INVESTING IN TOP GUNS

**Companies are increasingly turning to Executive Education to bolster leadership pipelines. A look into expectations, benefits & returns from their investments**

by Ester Martinez & Rajlakshmi Saikia







**G**lobal pressures on talent and capital have resulted in a competitive and fast-changing business environment; further the short supply of talent, and specifically, of leadership talent has begun to affect growth plans and strategies. Companies in every country and every industry are exploring new ways to develop a critical mass of leaders to take their organizations to the next level. In response, universities and education service providers across the world are innovating their approach and techniques for executive development, and aiming to build stronger relationships with industry to offer relevant programs. Both companies and universities have tried to measure the value of these programs and financially validate this significant investment. The buyers seem to have come to terms with the fact that there are immense long-term benefits in building a strong leadership pipeline, which easily offset the high costs involved. *People Matters* spoke to representatives from industry and academia, and further collated over 100 responses from heads of HR in a nationwide survey to explore the “5 Ws” of executive development education in India.

**I**ncreasing globalization, technological advances, and changing dynamics of the marketplace are making continuous learning a must at every level in the organization, more so at the senior level. While mentoring, coaching and job rotation continue to play a crucial role in leadership development, this story seeks to draw close to the aspect of leadership development that is addressed through formal and structured programs.

Businesses in India have an opportunity to capitalize on the high competitive scenario created by the 7% growth rate, as compared to the gloomy prospects facing businesses in the West. Thus, the difference between companies that will thrive and those that will perish will be defined by its people. "Having the right people, particularly on the senior management team, who are aligned to the corporate culture and strategy is the keystone to growth," shares Carol Stephenson, O.C. Dean, Richard Ivey School of Business.

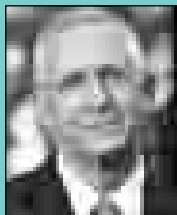
The need to invest in people has moved beyond the numbers. According to the Global Talent Risk Report, 2011 by the World Economic Forum, there is compelling evidence that talent crisis will affect every region in the coming years. The talent demand-supply analysis shows that a widespread talent scarcity will persist for decades to come, and this scarcity will redefine human capital practices adopted by organizations. And add to this, the economic crisis and the on-going social

and political unrest that will continue over the next few years will require organizations to focus on senior talent development ever more. A clear alignment of people strategy to business strategy will become all the more critical. Hence the need for an increased focus on developing senior leaders who are better prepared to tackle these testing waters and can turn these challenges into opportunities.

Investment in senior management development is helping organizations create bench strength, align management teams and enhance individual skills. Executive education and other formal programs focused towards senior leadership development are increasingly seen as tools for organizations to enable the much required alignment between people, culture, business plans and organizational processes.

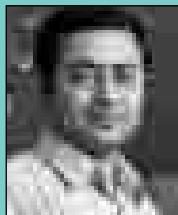
### Investment on the rise

The numbers show a trend in companies spending more on executive education. According to the UNICON<sup>1</sup> State of Executive Education Survey, 2011, 65 percent of survey respondents predicted increased participation in their open enrollment programs in 2011. Additionally, an impressive 78 percent of schools projected an increase in customized executive education programs during 2011. Nearly half of the schools indicated an increase in program days, with 39 weeks in open enrollment programs and an average of 49 weeks in customized programs. Slightly more than



THERE IS A NEED TO PROVIDE PEOPLE THE SKILLS TO BE POLITICALLY SMART AND MANAGERIALLY COMPETENT

**Samuel B. Bacharach**, McKelvey-Grant Professor & Director, Institute for Workplace Studies & Smithers Institute, ILR, Cornell University



IN ADDITION TO THE TRADITIONAL MODELS OF MEASURING ROI, BLENDED LEARNING IN EXECUTIVE EDUCATION IS OPENING NEWER WAYS OF MEASURING OUTCOMES

**Vivek Chachra**, Director - Corporate Learning (India & Middle East), Harvard Business Publishing



BUSINESS COMPLEXITIES DEMAND DECISION MAKING THAT NEEDS TO INCORPORATE OTHER FUNCTIONS, THE CEO'S PERSPECTIVE AND THE EXTERNAL MARKET PERSPECTIVE

**Dr. Deepak Chandra**, Deputy Dean, Indian School of Business



TO ENERGIZE, ENABLE, ENGAGE AND EMPOWER VALUABLE HUMAN RESOURCES, COMPANIES NEED TO ENCOURAGE EXECUTIVE EDUCATION PROGRAMMES, FOR ACHIEVING BUSINESS GOALS

**Dr. H. Chaturvedi**, Director, Birla Institute of Management Technology

half also reported an increase in the number of days of educational programs offered to executives.

Companies are turning to business schools and other service providers to enable senior managers to acquire, a new range of skills, greater exposure, and enhanced knowledge base. This, in turn, takes them out of their comfort zone enabling greater productivity. Executive development opportunities are avenues for senior professionals to hunt for the latest in ideas, trends, and management techniques.

### The 5Ws of Executive Development

For investment in senior leadership development to result in the required alignment between people, culture, business plans and organizational processes, companies must first answer the critical questions.

### Driving investments – The ‘Why’

Development of senior executives can no longer be clubbed under ‘nice to have’ perk, it is more than simply sending employees off to commercially advertised courses and programs. Organizations invest in executive development as a long-term strategy to build its leadership pipeline, as well as to meet its short-term need to upgrade senior managers with new business competencies. Either ways, such investments have a knock-on effect on the overall organization’s performance.

A strong internal development program can add to the external reputation and

## A strong internal development program can add to the external reputation and attract potential candidates to join the organization

attract potential candidates to join the organization. It further increases talent retention, as employees see career development opportunities within the organization.

Further, the young talent that is fast finding its way into the leadership pipeline of organizations has changing expectations from their employers. For example, the three reasons why Googlers prefer Google are its mission, quality of people they work with and the opportunity to build on skills set to become better leaders or entrepreneurs. There is a clear shift in what the younger generations seek when choosing their employers - even more than compensation, they seek a culture of continuous learning and development.

The importance of leadership development can be gauged from Bersin & Associates research<sup>2</sup> which found that companies with strategic approaches to leadership development are: 84 percent more effective at increasing the quality of their leadership pipeline; 73 percent more effective at



ORGANIZATIONS WANT THEIR SENIOR LEADERS TO UNDERSTAND HOW SOCIAL, ENVIRONMENTAL, REGULATORY AND CULTURAL DYNAMICS IMPACT THEIR INDUSTRY AND MARKETS

**Valerie Hausman**, Assistant Dean, Global Executive Education, Fuqua School of Business, Duke University



THE PARTICIPATION LEVEL OF EXECUTIVES IN ANY PROGRAM IS THE FIRST POINTER TO MEASURE ROI

**Karthik KS**, CEO, 24x7 Learning



WELL DESIGNED PROGRAMS AND USE OF TECHNOLOGY HAS SUBSTANTIALLY INCREASED THE DEMAND FOR EXECUTIVE EDUCATION EVEN FROM TRADITIONALLY UNMARKED CLUSTERS

**Vijay Kohli**, Executive Senior Vice President, NIS Sparta



THE CHALLENGE IS TO IDENTIFY MEASURES OF RETURN THAT CAN BE CAUSALLY LINKED TO TRAINING INTERVENTIONS RATHER THAN CONFOUNDING FACTORS

**Dr. Lee I Newman**, Dean, IE School of Social & Behavioral Sciences, IE University and IE Business School

# EXECUTIVE DEVELOPMENT IN INDIA THE 5Ws



## WHY DO WE INVEST?

Investment in executive development leads to:



- 85% Broader understanding of business complexities
- 83% Higher engagement and motivation
- 82% Better leadership & management of people
- 62% Readiness for promotion to higher roles
- 61% Global leadership outlook

## WHO DO WE SEND?

Senior managers considered for executive development

CXOs  
Business Heads  
Vice Presidents  
Functional Heads



....Selected on the basis of

**76%** Potential level



**69%** Performance level

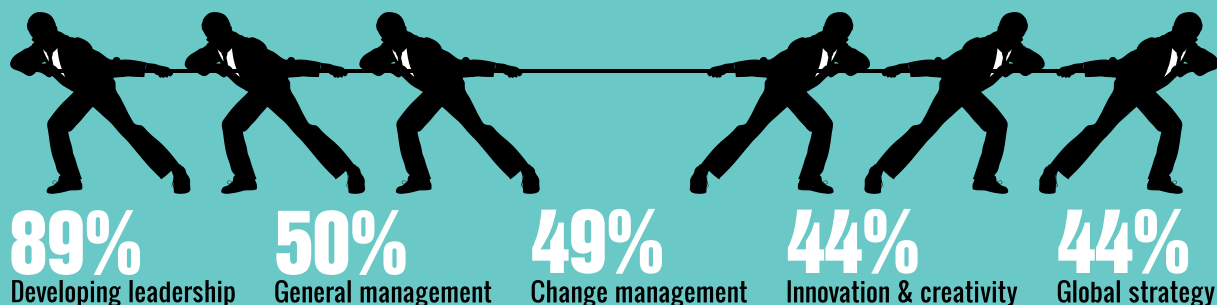


**46%** Tenure in the company



## WHAT DO WE WANT?

Companies' expectation from executive development

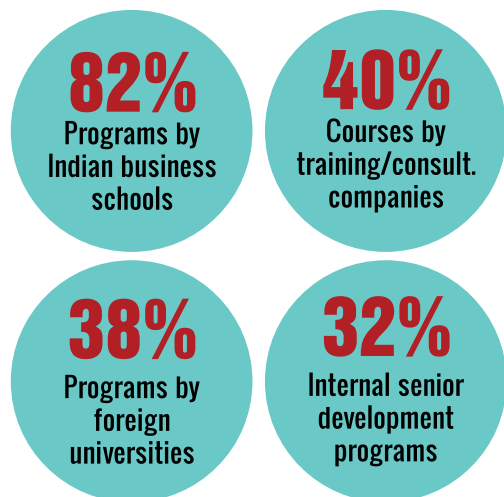


## WHO DO WE PARTNER WITH?

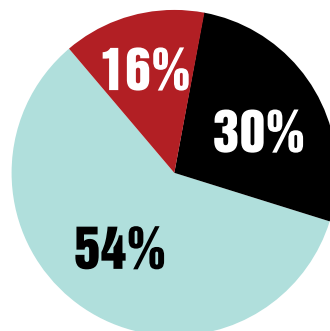
Preferred channels and duration



### Channels of delivery



### Program duration

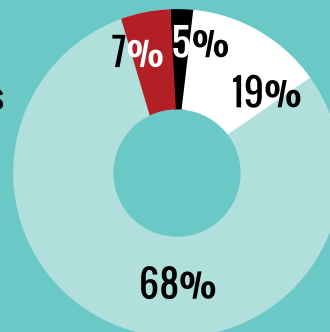


Less than one year - 54%  
One year - 30%  
More than 1 year - 16%

## WHAT IS THE SPEND?

Budget allocation for executive development programs

- 7% spend more than 50 lakh per annum per person
- 5% spend between 20-35 lakhs per annum per person
- 19% spend between 10-20 lakhs per annum per employee
- 68% respondents spend less than 10 lakhs per annum per employee on executive development programs



## There is a clear shift in what the younger generations seek when choosing their employers - even more than compensation, they seek a culture of continuous learning and development

improving overall employee retention and 67 percent more effective at increasing the engagement, retention and teamwork of leader. Other research by Bersin & Associates shows that providing leadership development for internal staff and grooming talent from within is more effective than hiring externally.

### What I really want – The What

Professional networks, relevant content, training ground for the board room, learning to deal with business complexities, execution through cross-functional teams, deeper understanding on corporate-wide strategy, and many more, can be part of the wish lists that drive the need for executive development programs. Mostly, the objective of the program depends on the current organizational challenges, the maturity of the leadership team and the long term objectives.

The *People Matters Executive Development Survey 2012* reflects that companies are investing most on developing leadership skills, as confirmed by 89 percent respondents; business strategy according to 75 percent respondents; and change management and general management

skills as opted by 50 percent of the surveyed respondents.

These skills are taught both in the context of the function and the overall organization because business complexities demand decision making to incorporate cross-functional knowledge, the CEO's perspective and the external market perspective. For example, a Sales Head must be able to take into consideration the HR and finance implications in order to become a good decision maker and prepare for future roles.

### 'Who' is the deserving candidate?

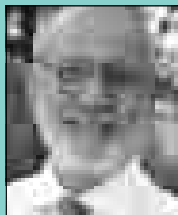
The talent targeted for executive development interventions includes CXOs, VPs and functional heads selected based on performance, potential and tenure in the organization. Over 70 percent of the respondents in the Survey base their decision on who qualifies for such programs on a combination of potential and performance level. Other parameters that are considered when creating the eligible pool are years of functional and management experience.

Organizations use different methodologies for assessing employee performance and potential to identify the talent pool for



IN INDIA, LEADERSHIP, BESIDES OTHER THINGS, IS AN EMOTIONAL CONNECT. FOREIGN SCHOLARS HAVE LIMITATIONS IN UNDERSTANDING AND TRAINING LEADERS FOR INDIAN CORPORATIONS

**Dr. TV Rao**, Chairman, TVRLS, Founder President, NHRDN



MOST OF THE B-SCHOOLS IN INDIA FOCUS ON MIDDLE AND LOWER MIDDLE LEVEL MANAGERS IN THE NAME OF EXECUTIVE EDUCATION

**Dr. Pritam Singh**, Dean & Director General, IMI



COMPANIES ARE NOW BEGINNING TO BE MORE SKEPTICAL ABOUT THE OFF-THE-SHELF OPEN MANAGEMENT DEVELOPMENT PROGRAMS OFFERED BY LEADING BUSINESS SCHOOLS

**Manish Singhal**, Associate Professor, OB, XLRI Jamshedpur - School of Business & HR



ON A SUPERFICIAL LEVEL, ROI IS WHAT PEOPLE LEARN; BUT IT IS HOW PEOPLE DEVELOP THROUGH EXECUTIVE EDUCATION WHICH IS CRITICAL

**Carol Stephenson**, O.C., Dean, Richard Ivey School of Business





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- ▶ **11th AMP on "Towards the Next Orbit: Indian Banking Sector":**  
11-26 February, 2013, New Delhi & Europe

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17-19 December, 2012, IMI Campus, New Delhi
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17-19 January, 2013, IMI Campus, New Delhi

### OPERATIONS MANAGEMENT

- ▶ **Strategic Project Management :**  
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### STRATEGY

- ▶ **Strategic Thinking for Competitive Edge :**  
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## Strategic approach to leadership development leads to...

**85%** Build better leadership pipeline

**73%** Enjoyed higher retention

**73%** Experienced higher engagement

Source: Bersin & Associates Study - Why Leadership Development Matters in Difficult Times (2008)



executive development interventions. From among the popular methods, the nine-box model is used to plot key individuals on leadership competencies, followed by 360 degree assessments, and further validated by an independent senior panel. These processes increase effectiveness and fairness of the selection process.

### 'Who' do we partner with?

The range of available offerings on executive education in India is amass, which in itself makes the task of choosing the right partner for executive development complex for the management and HR teams. The options include top American, European and Asian schools, domestic b-schools, large consulting firms, and independent providers of executive development. The top international and Indian business schools offer advanced management programs, short-term MDPs as well as tailor-made courses specific to the organizations' requirements.

The Survey affirms that 82 percent of the respondents opt for programs run by Indian business schools for educating and developing their leadership teams; and close to 40 percent opt for programs from foreign universities.

Alongside the off-the-shelf offerings on executive education, companies are increasingly looking at customized interventions

for their leadership teams. This requirement is driving a change in the way buyers and providers view executive development, leading to more innovative partnerships with companies. These relationships are less transactional and more strategic, collaborative, and long-term in nature. While classroom instruction involves tools and techniques such as lectures, case studies, and simulations, more and more courses are integrating experiential and action learning methodologies that allow participants to immediately apply what they learn to real business problems.

### To buy or to build, that is the question

The logic of investing in an internal academy is that the unique business needs may demand a customized approach, and the need to develop a large talent pool may make this an economically viable option.

Companies like Aircel, Infosys, Aditya Birla Group and Lanco Group, have opted for in-house academies to meet their development requirements, including leadership development. While most of these companies still partner with academic institutions, their internal programs focus on building competencies that the organization has identified as critical success factors for the future.

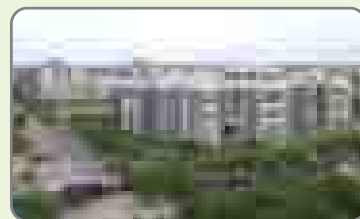
While keeping executive development in-house has its benefits, these companies also leverage on the benefits of academia-

**Today, the relationship between companies and service providers is less transactional, more strategic, and long-term in nature**



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## Cost is not the key determinant when selecting an executive program. Expected benefits, caliber of the faculty and flexibility are considered first

driven executive education. There is a huge value in providing employees the opportunity for peer-learning and exposure outside the company. This enhances their understanding of the business context and helps them network with other professionals and faculties from across the globe, thereby adding a renewed perspective.

### Show me the money – The How Much

Executive development doesn't come cheap. Tuition for a single open-enrollment course at a top US business school ranges from \$4,500 to upward of \$12,000 per person. For example, a 3-day-program on leadership in a top Indian business school

ranges between INR 1,00,000 to INR 2,00,000. Then there are the travel and stay expenses and most importantly, the opportunity cost of a high performing executive's time away from the job. Customized programs, depending on the school and the number of participants, can run into the hundreds of thousands too.

But the cost involved is not the key determinant when selecting a program. The Survey results indicate that the relevance of the program and its expected benefits are the most important factors when selecting a program, as confirmed by 69 percent of the respondents; caliber of the faculty also plays a crucial role, with 67 percent respondents rating this factor as high; flexibility in course design and delivery is also critical, affirmed by 56 percent respondents. Cost emerged as an important consideration only to 24 percent of the respondents.

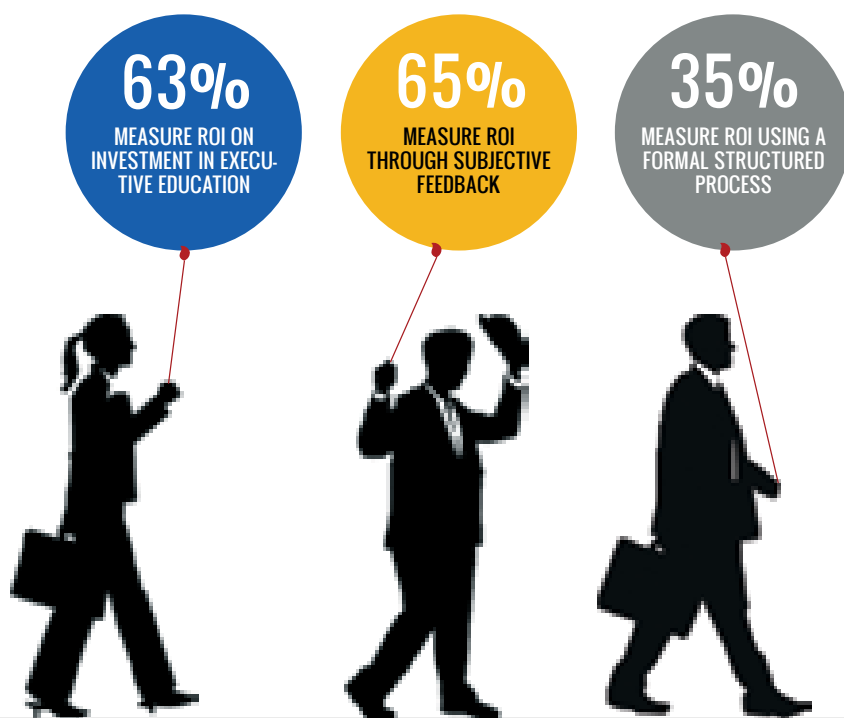
Nearly 70 percent of the surveyed respondents invest less than INR 10 lakh per annum per person, while 20 percent set aside between INR 10 to 20 lakh per annum per person. 7% of respondents budget more than INR 50 lakh per annum per person. This budget allocation correlates with the preferred choice of providers, as majority of Indian companies utilize their budgets with domestic players.

### Can we 'count' everything that counts?

According to the survey, 63 percent respondents affirm that they measure ROI on executive development interventions. Lacking a more precise method of measurement, 2 out of 3 companies which participated in the Survey use interviews to collate subjective feedback from participants and their managers, while 1 out of 3 claims to have a formal process in place to measure return on such investments.

From our interactions with senior professionals, it is evident that while companies continue to aim at building methods to measure the return on investment for executive education, specially as the quantum and frequency of these programs keep growing, the attitude towards what that measure

## Do you measure the ROI?



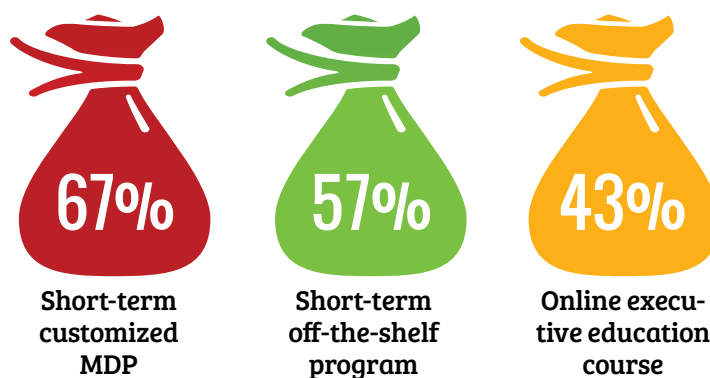
Source: People Matters Survey on Executive Development, 2012

can achieve has dramatically changed. Dr. Santrupt Misra of Aditya Birla Group affirms that seeking a quantitative ROI on senior leadership development is not always accurate. As a matter of fact, the investment in leadership development is intangible and cannot always be measured in economic terms. "Peer learning that takes place on such interventions also lead to process improvement; employer brand is also an indicator of return on investment made on executive education," adds Dr. Misra. The effectiveness of such investments must be assessed against the macro indicators emerging as a result of those investments. For example, effectiveness is measured in terms of increased level of engagement in the senior management team; reduced attrition at the executive level; and whether or not it has resulted in the business outperforming its competitors.

The traditional measures of ROI on executive development programs include Dr.

## Preferred Programs

### Where is the money going?



Source: *People Matters* Survey on Executive Development, 2012

## The best executive education program will not pay back at work if the environment does not encourage development and the organization does not have a solid process for continuous learning

Donald Kirkpatrick's Learning Evaluation Model, and Dr. Jack Phillips's ROI Measurement Model. Organizations seek to gauge such programs based on the relevance of the content to the context of the business, the application of this content and the benefit derived from its application. As Deepak Chandra, Deputy Dean, ISB says, "today, a majority of organizations seek to measure the effectiveness of the program basis its contextual content and application, and few are actually attempting to measure the ROI in terms of the benefit derived from its application."

Respondents in the Survey have shared their expected benefits from investment in executive development as being a broader understanding of the business complexities (85 percent), ability to manage and lead people better post intervention (83 percent) and more engaged and motivated executives (82 percent). Trying to put a rupee number on this can be misleading as most of these observable benefits are rather difficult to quantify.

Benefits of executive development are not dependent on the courses alone. Columbia University researchers show that alumni who had supportive bosses were more successful after taking the program than those whose bosses were unsupportive, uninterested or otherwise, disengaged. The best executive education program will not pay back at work if the environment does not encourage development and the organization does not have a solid process for continuous learning, succession planning and career path. Even as companies will have to find answers to the critical "Ws", they will also need to focus on ensuring that they do not leave money on the table. There is an equal need to ensure that they build the required support, culture and environment, to extract the maximum benefits from those interventions. **PM**

#### Footnotes

- 1 UNICON is a consortium of business schools including Columbia, Harvard Business School, Stanford GSB, Wharton, ISB and London Business School, to name a few.
- 2 Bersin & Associate Study cited in a Centre for Creative Leadership report: Driving Performance: Why Leadership Development Matters in Difficult Times (2008)



## Skills for life

**SEEMA ARORA NAMBIAR**, Director, People Resources, McDonald's India (West & South)



On an average, about 20 percent of the management positions across the organization go through **executive programs**

A defined leadership pipeline is a critical focus in a high-growth business like ours. The primary competency we address is improvement of managerial decision-making. Those in positions upwards from restaurant manager at McDonald's, oversee multiple processes, which demand skills like people management and interpersonal relationships for smooth running of the business. The ability to work more effectively towards the larger business goal and react on multiple levels becomes very important, and executive education plays an important role in building these abilities.

We focus on giving all our employees 'skills for life' and hence, budgets are flexible based on the needs

identified both at the group level and the individual level. The number of employees qualifying for these programs is variable as it depends on the performance gap assessment of the employees. On an average, about 20 percent of the management positions across the organization go through some executive programs.

McDonald's has tied up with RAI Institute for BBA programs in retail management, and with Symbiosis and Welingkar for MBA programs. The partnership with Welingkar also includes special programs that give credit for the McDonald's training. We are also in talks with institutes like ISB and the Richard Ivey School of Business for our senior teams in order to provide our employees with the best education.

## Leadership, Entrepreneurship & Ownership

**DEEPAK BHARARA**, Director - Corporate HR, Lanco Group

At Lanco Group, the development of the top two strategic layers is catered to through the Lanco Leadership Framework. The Lanco LEO includes three dimensions of Leadership, Entrepreneurship, and Ownership that defines a leader at Lanco. Each dimension has a set of 8 elements, which is a combination of competencies, values and behaviors that a Lanco leader must manifest.

The LEO assessment of leadership potential helps identify the gaps between the minimum level and the desired level. This is done through a two-fold process that includes multi-source feedback and an appraisal by the top management. This metrics helps in creating IDPs (Individual Development Plans) to bridge the gap.

The Lanco Academy facilitates the process of learning, keeping with its core value of continuous learning. The set

of internal trainers as well as tie-ups with external experts, further contribute to developing leadership through customized programs. The Academy focuses on three pillars - firstly, to promote the vision, mission, values and desired culture by way of assimilation and induction, and secondly, to build sustainable business capability, which cuts across boundaries. The identified business capabilities, like business acumen, project management, procurement negotiation, legal agreements, etc., aim at building capability for all senior people. And lastly, the LEO aims at developing the 24 identified elements. Further, the effectiveness, of such initiatives is measured based on how the individual is conducting her/himself and the improvement in the scores on the performance parameters.



The LEO assessment of leadership potential helps identify the gaps between the **minimum level and the desired level**

## Need you always measure?

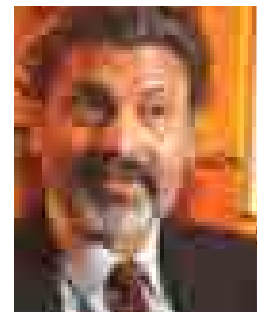
**RAJEEV DUBEY**, President, Group HR & Aftermarket Sector, Mahindra & Mahindra

At Mahindra, unleashing of human potential is at the core of what we do and the same is well represented in the executive education programs. Focus on pre-training, during-training and post-training assessment becomes absolutely important to understand the benefits derived from these interventions. Mahindra has a ready approach towards executive education and a major part refers to customized programs. We focus on getting answers on the why, where, who and what, before we think about investing in executive education.

Executive education at Mahindra is just one part of the whole leadership development ecosystem. And while clarity about executive education is

important, what is really critical is what you do with that education and how you implement it. Therefore, customization based on expected outcomes, use of action learning and making it fun and exciting, are the big contributors to what makes an effective executive education program.

Since time and money are being pumped into developing leaders, and executive education is an important part of it, we would like to have a return on this investment. While there is a need to measure and be specific, there is also a huge value, from time-to-time, in letting things remain undefined, and letting the process of osmosis take over to help release greater value.



**Mahindra has a ready approach towards executive education and a major part refers to customized programs**

## Self-interest, business needs & budgets matter

**KRISHNAN K.S.**, General Manager and Head - Culture and Competence, MindTree

As one's role and the world changes over time, it is necessary to stay up to date, thus making continuous learning a way of life today. While continuous learning can happen by oneself, via training or on-the-job experience, there is a need to understand the fundamentals from external experts and that is where executive education plays a role.

Senior level managers are nominated by the management for executive education programs. A three week mini MBA program with premium management institutes has been rolled out for certain people from a technical background moving into a business/management role at leadership level. Another program offered to our top performers is a 1 year full-time MBA sabbatical in a premium management institute in Europe.



The number of employees qualifying for such programs can vary year-on-year, since this depends on business needs and budget availability. Some of the measures that we use to study the impact on business outcomes are comparing the performance of a candidate on critical business parameters pre and post the program and looking at how executive education has helped candidates in and during a role change.

**While continuous learning can happen by oneself, via training or on-the-job, there is a need to understand the fundamentals from external experts and that is where executive education plays a role**

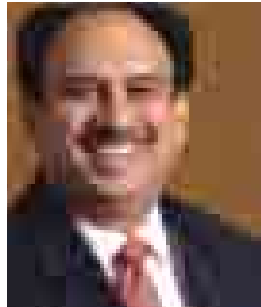


## ROI is not just a number

**DR. SANRUPT MISRA**, Chief Executive Officer Carbon Black Business & Group HR Director, Aditya Birla Group

The world of knowledge is continuously moving and our executives are stepping into new waters and therefore, they need to gain new knowledge, new experiences and new skills. Executive education creates an opportunity for peer learning - when people come together, they have the opportunity to learn from each other.

We review our courses, our learning associates and where we send our people to. For example, we may find that increasing knowledge on geopolitics is important in today's scenario, so we find appropriate associations where our managers can learn more about geopolitics. For senior managers, we educate them on 'future of work' as it would be relevant in the years to come. When finalizing on the institution, the



**Executive education creates an opportunity for peer learning - when people come together, they have the opportunity to learn from each other**

content is of primary relevance and the reputation of the institution also influences our decision.

The ROI in this case is not just a quantitative number. But the return on such investments must be measured against what is the objective of executive education. Or does it help in building bench strength to meet the future market needs? Therefore, the effectiveness is reflected in the level of engagement seen in the senior management team; what the executive level attrition is; and whether or not it has resulted in the business outperforming its competitors. Thus, when there are many such macro indicators emerging, we can confirm that there is a return on investment.

## Client feedback is a critical input

**SRIKANTAN MOORTHY**, Senior Vice President and Head - Education and Research, Infosys



**While doing a real ROI calculation is tough, client feedback is a critical input to assess the effectiveness of these programs**

Education at Infosys includes all components like content creation, content delivery, knowledge assessment and knowledge management. The charter for the Education and Research department is competency development, and a large part of the competency development for experienced people happens in-house through continuous education programs; though some of our people do go for external programs. Anybody with over 6-8 years of experience can be sent for a short intervention or long intervention in a business school. For the experienced people, competence requirement is assessed on four dimensions - technology, business domain, processes and soft skills. There is a framework which allows people to earn credit points for the competencies they acquire by

attending several programs on project risk management, communication skills, architecture, and strategy that are run in-house. We also co-create and co-deliver programs in partnership with business schools and universities, for example, with the Singapore Management University and joint programs with the University of Coventry in the UK.

Around 70,000-75,000 people go through such interventions internally, whereas the number of people who go outside for a program would be in hundreds. There is a 'train the trainer' program as well, where internal people are trained to deliver content developed by the university in our in-house facilities. While doing a real ROI calculation is tough, client feedback is a critical input to assess the effectiveness of these programs.



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# Measuring the immeasurable

Investing in executive education is more than writing a cheque; it requires managers to engage with the learning and disengage from their everyday

by **Dr. Ariff Kachra**

## IN BRIEF

Breaking down the measurement of ROI on executive development in the design, delivery and post-program stages, allows organizations to understand the value of such investments

When I was growing up, my parents were persistently subtle about their expectations regarding my education. They wanted me to be a medical doctor. Recently I spoke to my father and asked him if he was disappointed that I never became a doctor. He quickly replied, “Well, you are a doctor, just not the kind I thought you would be – and frankly, I am glad.”

I was a bit shocked when he added ‘and frankly I am glad’. How can the key buyer of my education be glad that things didn’t turn out as expected? My medical doctor friends make more money than I do with my Ph.D. So, how can my father be glad that the return on his investment did not pan out as planned?

When we educate our children, we do not measure the value of that education by focusing solely on tangible outcomes. So, why then do we want to measure the benefits of executive education as though we are calculating the return on investment on a piece of machinery?

## What is education – what is investment – what is return?

To answer the question of ROI on executive education, we need to revisit three words - education, investment and return. Measuring the return on training has a long time track record of success. You can



measure employee output, skill acquisition, skill application, and individual performance. But, training is very different from education. When an executive level manager goes through executive education offered by a world-class institution, the expected return is to emerge with new, value creating ways of thinking about their business

and bring change in the way the executive thinks. However, measuring this return is next to impossible.

Many of us take a narrow approach in how we think about investment in executive education; limiting our definition of investment to the number on the invoice that is given by the delivering institution. However, investment is far deeper and complex. Investing in executive education is more than writing a cheque; it requires your managers to engage with the learning and disengage from their everyday.

Most of you at this point are thinking that if we define the ‘return’ as intangible and the ‘investment’ as equally intangible, then why does not that make the entire idea of measuring ROI moot? That is not the goal; the goal is to lay out the practical realities of the challenge in measuring return on investment of executive development. Among executive development institutions and their clients, there is a bias to measuring ROI only post program. In order to have a robust measurement of ROI, we must look



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beyond post program measures; in fact, ROI on executive development should be measured at all three stages of the process – design, delivery, and post-program.

### Measuring ROI in the design phase

The global trend in executive education is moving towards more customized company-specific programs. For such programs – design, which is the first phase of executive education, is crucial. To measure ROI during the design phase, we have to pay attention to the four Ps of design - PhDs, practice, publications and proficiency. The basic message is that you get what you pay for! If you want your executives to truly benefit from an executive education program by emerging as more creative thinkers than before, you need to expose them to world-class faculty.

Faculty should be experts in the field; have real-life, practical business experience; and be active in building a body of knowledge that is contextual to India.

**If clients of executive education do not think about ROI at the design & delivery stage, they are unlikely to see meaningful results when using post-program measures**

### Measuring ROI in the in-class delivery phase

Buyers of executive education have to focus on 3 elements of in-class delivery when measuring ROI – the methodology, content and application opportunities.

Traditional lecture methodologies are *passé*; they are based on the flawed assumption that the expert in executive education is situated at the front of the room. The truth is that in a transformative executive education experience, the meeting of the mindsets must emerge between participants and between the participants and the faculty. Therefore, discussion methodologies like the case method and simulations are the best ways to educate executives.

As a buyer of executive education, you must also determine if the content will give you the right return. The strongest content is one that balances relevance, with world-

class best practices and creativity. Certainly some content has to be Indian based – but a great deal of it has to tap into global best practices.


Finally, the measure of ROI in the in-class delivery phase is to ask: how much time will be spent in the executive education program on application? Will the faculty remain a faculty member discussing concepts and ideas or will they actually play the role of consultants uncovering and dealing with real issues faced by the executives in the room? Without this level of application and engagement, value is difficult to create.

### Measuring ROI in the post-program phase

Finally, we get to the phase where most people have focused their efforts on measuring ROI, i.e. post-program. The current methods of measuring ROI at this stage include measures like participant reaction via a survey after a particular program; ranking participation reaction to this program vs. others; quantifying performance results of the participants after the training; and so on.

While these are good measures, they are certainly not perfect. However, if clients of executive education do not think about ROI at the design and delivery stage, they are unlikely to see meaningful results when using these typical post-program measures.

For those readers looking to find a causal relationship between executive education and performance, the search may never prove fruitful.

So where does this leave us? Well, back to my father – I didn't just worry about his comments about my being or not being a medical doctor – I called and asked him: "So Dad, do you think - as the key buyer of my education – it was all worth it?" He replied, "So, it only cost me money – it cost you time – do you think it was worth it?" I thought about my reply for a long time... basically I have no real regrets. I have never debated the value of education. But, it took me years after my formal education to understand that good quality education is the only one that stays with you over time and the only one that creates true return on investment. 

**Dr. Ariff Kachra** is a Strategy Professor and Managing Director – India at Richard Ivey School of Business. He is also the Founding Editor of the Ivey Business Review



# Enterprise Contract Labour Management

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# Work-Life Benefits

## What's #trending?

The Edenred-*People Matters* Survey on Work-Life Benefit Trends 2012

### IN BRIEF

Survey reveals that organizations are leveraging work-life benefits to drive attraction, engagement & retention

The influx of diverse demographic groups joining the workplace has triggered a revised approach to work-life balance and its related benefits

**N**inety two percent of organizations allocate 20 percent of the rewards basket to non-cash components as a part of their benefits program. The Edenred-*People Matters* survey reveals how organizations are leveraging the work-life benefits of these non-cash components to build a holistic employer value proposition.

Work-life benefits bring the right prioritization of work and life, which is integral to both employers and employees alike in driving business growth. With the influx of diverse demographic groups in the work-

place, a revised approach to work-life balance is required along with benefit offerings. These benefits are designed to bring more flexibility at the workplace so as to facilitate employees in achieving their best while at work and balance their personal lives without one having any adverse affects on the other.

### The non-cash component

Organizations are providing relevant non-cash rewards, which are in line with employee needs and aspirations, the strategic direction of the business and what the business values from its employees. In more





## KEY FINDINGS

- 92% of the respondents allocate 20% of the rewards budget to non-cash components
- 80% believe that rewards & incentives help to engage & retain employees
- ESOPs, rewards, insurance and wellness score highest in strategic importance
- 50% use company policies to communicate non-cash benefits at the time of joining
- 41% expect an increase this year in the budget allocated to non-cash benefits

than 80 percent of the organizations surveyed, rewards and recognition is a critical component of the rewards basket, whereas 79 percent give relevance to insurance and 70 percent promote meal benefits.

### Budget allocation on non-cash components

Nearly 45 percent of the respondents stated that the budgets allocated to non-cash components of the rewards basket, range between 10-20 percent of the overall employee budget. 15 percent of respondents said that their allocated budget is over 20 percent, while the remaining allocated less than 10 percent to non-cash components.

Many organizations try to offset the cost involved in outsourcing non-cash benefits by investing on internal practices and policies that are

designed to meet the aspirations of the organization, but there are organizations that have opted to outsource. 62 percent of the respondents confirmed that they outsource meal benefits, while 53 percent outsource insurance to a third party in the absence of any in-house capabilities to administer such non-cash benefits.

### Are your employees aware?

It is imperative to communicate these benefits to employees so that these programs are perceived to be consistent and transparent. The survey states that almost 50 percent of the respondents communicate their benefits through policies that are signed by employees at the time of joining, 23 percent use induction programs as a platform and approximately 13 percent convey the same through regular mailers or in HR meetings.

### What lies ahead

While it is clear that non-cash benefits help in promoting talent retention and engagement, 54 percent of the respondents believe that the budget allocation for the non-cash benefits will remain pretty much the same in the coming financial year, whereas 41 percent of the respondents expect an increase in the budget allocation.

## Methodology

Responses to the questionnaire were sought from 117 senior HR professionals who belonged to diverse sectors including BPO/IT/ITeS, BFSI, telecom, construction/engineering, retail, manufacturing, pharmaceutical/healthcare and professional services.

## LEVERAGE ON THE INTANGIBLES



**Sandeep Banerjee**  
MD & CEO, Edenred

Organizations across the world are constantly reinventing themselves to provide the best possible work-life benefits for their employees to help them improve their performance and keep them motivated. Recent trends in employee loyalty and benefits show that a structured rewards and recognition program, together with a well thought out work-life benefits package, goes a long way in retaining talent and nurturing loyalty. Insights from the study showcase the importance of non-cash components in the rewards basket (including work-life benefits like meal vouchers, health benefits, child-care benefits, etc.) and how using the intangibles creatively can help companies drive employee engagement and retention.





TO MANAGE OUR YOUNG TEAM MEMBERS, WE IMBIBE A CULTURE OF OPENNESS, TRANSPARENCY AND FUN

**Basab Bordoloi**, VP-HR, Admin & Corp Affairs, Jubilant Food-Works (Dominos Pizza Division)



HOSPITALIZATION INSURANCE FACILITY FOR SELF AND FAMILY, ESPECIALLY PARENTS, IS VERY WELL REGARDED BY EMPLOYEES

**Anuraag Maini**, Executive VP - HR & Training, DLF Pramerica Life Insurance Company



IT IS INTEGRAL TO LEVERAGE THE DIFFERENT CAPABILITIES AND PERSONALITIES THAT PEOPLE HAVE AS INDIVIDUALS

**Saikat Chatterjee**, Manager HR, South West Asia, InterContinental Hotels Group



EMPLOYEES LOOK AT ESOPS AS MEANS TO WEALTH CREATION & VALUE ITS REWARD MECHANISM

**Elizabeth Nanda**, Chief of Human Resources & Training, Fabindia



WE INVEST IN OUR PEOPLE TO DEVELOP THE SKILLS THEY NEED TO TAKE ON BIGGER ROLES

**Deepa Kapoor**, Vice President - Diversity and CSR, Genpact



TWO MAJOR COMPONENTS THAT ARE NON-CASH IN OUR SYSTEM ARE RETIRALS AND INSURANCE

**Dr. Anadi Pande**, VP, HRM, Corporate Planning & Strategy, Hero MotoCorp

## 3 MOST POPULAR NON-CASH COMPONENTS



## BUDGET ALLOCATION FOR NON-CASH COMPONENTS



## HOW IMPORTANT ARE NON-CASH COMPONENTS

**10/10**  
Consider rewards and recognition, insurance cover & health & well-being as most important

## COMMUNICATING THE BENEFITS



Use policies at the time of joining



Use the induction program

## ADMINISTERING BENEFITS: WHAT'S PREFERRED?

**62%**

outsource  
their benefits  
programs to a  
third party vendor

**38%**

have an in-house  
manual process or an  
enabled technology to  
administer benefits

## WILL THE BUDGET MOVE?

**41%**

expect an increase  
in the budget  
allocated

**5%**

foresee a decrease  
in the allocated  
budget towards non-  
cash components

**14%**



Use the internal  
communication team

**13%**



Use regular mailers  
or HR meetings



A ROBUST CULTURE OF FUN,  
CELEBRATION, INDEPENDENCE,  
CARE AND TRUST AT WORK  
KEEPS EMPLOYEES ENGAGED

**Rajesh Rai**, Director (HR),  
United Colors of Benetton, India



TOTAL REWARDS AND PERFOR-  
MANCE DEVELOPMENT UTILIZE  
CASH AND NON-CASH INCEN-  
TIVES TO REINFORCE DESIRED  
EMPLOYEE BEHAVIORS

**Sangeeta Singh**, Partner -  
Human Resources, KPMG



ONCE YOU ACKNOWLEDGE  
THE CONTRIBUTION OF AN  
EMPLOYEE, HE/SHE FEELS  
VALUED, RECOGNIZED AND  
REWARDED

**Sanjay Rawat**, Vice President  
& Head-Academics, Aegis  
Global Academy, Aegis Limited



OUR PHILOSOPHY OF ICARE  
TAKES CARE OF INCLUSION,  
COACHING, APPRECIATION,  
RESPECT AND EMPATHY FOR  
EMPLOYEES

**Yuvaraj Srivastava**, Vice  
President-HR, PepsiCo India  
Holdings



PROVIDING EMPLOYEES WITH  
FUN IN BETWEEN WORK TAKES  
AWAY THE BOREDOM AND  
KEEPS THEM ENGAGED

**Gokul Santhanam**, Senior VP &  
Head - Global Compensation &  
Benefits, Mphasis



RECOGNITION OF AN INDIV-  
IDUAL IN FRONT OF PEERS  
& TEAM CELEBRATIONS  
ENHANCE MOTIVATION

**Vivek Tripathi**, Chief Human  
Resource Officer, Lava  
International

email us at [research@peplematters.in](mailto:research@peplematters.in) for the complete report



**B**usiness in the globalized economy is a civilized version of war. Companies, not countries, are battlefield rivals and we have entered the era of total competition. There is a battle-ready competitor somewhere, who is busy thinking how to beat you. The ancient Chinese Strategist Sun Tzu who wrote 'The Art of War' said "Rules of the war never change only weapons change". Many methods used in sales campaigns, marketing strategies and competitive tactics, are in fact based on military analogies. So, what lessons can business leaders today learn from the history of warfare?

### World War I, II, & Defeat of Hitler

The scale of the slaughter of soldiers in World War I was appalling. After the great successes in the early part of the war, Hitler was convinced that he was a military genius and the German race could overcome any obstacle. When he attacked Russia in the summer of 1941, he was so confident of victory that there were no plans for a winter campaign; no winter coats for the soldiers and no winter oil for the tanks. He ignored the advice of his Generals and pushed his forces down towards Stalingrad and then

refused to allow them to withdraw or regroup when the communication lines became over-extended. His arrogance and overconfidence built a barrier to criticism and thus he never used the full talent of his team. Eventually, Germany was overwhelmed by the weight of Russian, American and British forces.

**Lesson 1** - A narcissist CEO will lead the business to disaster. Strong vision and belief are essential, but a leader who blocks constructive criticism and ignores the input of his team is doomed.

**Lesson 2** - One of the best ways to beat an established competitor is with a new technology. Amazon used Internet technology to directly address the needs of book buyers.

**Lesson 3** - Assuming that new contests will be similar to previous ones is dangerous. The best way to combat an opponent, who has a strong defensive position and barriers to entry in a market, is to go around those barriers and find a new way into the market.

**Lesson 4** - Effort, courage and hard work are not enough. When competing with a well-entrenched opponent, you need a new technology or approach to achieve a breakthrough. A long war of attrition debilitates both sides.

# A Leader's Combat Zone

In the life-or-death quest for strategic change, the battlefield has much to teach businesses today

by **Prof. (Col.) Sudhir Rajee**



## India China War - 1962

The hub of Sino-Indian difference on border continued to be the Aksai-China plateau. It was of vital strategic significance to the Chinese, as it was only through this area that China could establish a road link to Tibet. Aksai-China on the other hand held no such advantage to India and was of no strategic significance for defence. For India, it was a question of national sentiments aroused by loss of territory. But this admirable sentiment was not tempered by military logic. Vociferous media and opposition parties forced reluctant Nehru on a confrontation course. The Battle of 'Namka Chu' is a classic example where the decisions made by a pacifist Prime Minister, an arrogant Defence Minister and a politically connected General, caused the rout of a proud brigade with many of its men dying like animals in a cage. Chinese army supported by its massive manpower, overpowered the Indian Army, which was ill-equipped and ill-trained to fight in mountainous terrain. Chinese used superior tactics and strategy to defeat India. They moved swiftly and completely surprised India as our leaders were still advocating the 'India-China Bhai-Bhai' policy.

**Lesson 1** - In tough conditions, winning CEOs are those who have a clear vision and can communicate it to their people.

**Lesson 2** - If you do not have a superior force or technology, then try a different tactic, and surprise your opponent.

**Lesson 3** - It is no use going up against someone who has an 8-ft spear with a 4-ft spear. You need a different weapon. If your competitor is the giant in the market, you need a radical approach, so that you can strike rapidly and accurately.

## India-Pak War 1965, 71 & Kargil

The Indo-Pakistan War of 1965, 71 and Kargil were a culmination of skirmishes that took place between Pakistan and India over the disputed region of Kashmir, the first having been fought in 1947. The war began following Pakistan's 'Operation Gibraltar', which was designed to infiltrate forces into

Jammu and Kashmir to precipitate an insurgency against rule by India.


Pakistan was comparatively weak and used the war against India to overcome their internal difficulties without coherent policy or goals. As a result, Pakistani Army did not have a winning attitude and suffered heavy losses to their men and materials. Operations undertaken by the Pakistan Army in Bangladesh or Kargil did not have any tenacity of purpose. The combination of a competent and highly motivated army with a clear goal and mission was simply unbeatable by the Pakistan Army.

**Strong vision and belief are essential, but a leader who blocks constructive criticism and ignores the input of his team is doomed**

**Lesson 1** - Dynamic leadership can withstand competitors' continuous efforts to dislodge the opponent.

**Lesson 2** - Corporate stalwarts should have the capability to effectively transmit their organization into a winning position and inspire them to learn, adapt, and adopt in order to achieve desired goals.

**Lesson 3** - The tenacity of purpose and the will to close-in with the competitor, are essential for the success of the enterprise. Objectives are not fate; they are not commands; they are commitments.

In a life-or-death quest for strategic change, business has much to learn from war. Both are about the same thing - succeeding in competition. Even more basic, both can be distilled to four words: informed choice and timely action. The key objective in competition - whether business or war - is to improve the organization's performance by generating better information than the rival, analyzing information quickly, making sound choices, and converting strategic choices into decisive action. 

### IN BRIEF

War strategies from the World War, Indo-China War and India-Pakistan War can teach business leaders to perform in the competitive scenario

Col. Sudhir Raje is Professor at Atharva Institute of Management Studies



## IN BRIEF

Often, it is the CEO's inability to energize and excite the Board that makes them mere passengers in the bus

Recently, a member of the Board of a large company told me that a Board member is like a passenger in a bus of which the CEO is the driver. Startled by this, I asked him 'why he felt so?' He narrated that the key role of a CEO is to drive the company and if he does not engage the Directors and use their expertise, they are as good as passengers in a bus. The metaphor of the passenger used for Directors is not without significance.

Apart from providing leadership to the management team, the CEOs (whether they are designated as Chairman or Managing Director) are also expected to provide leadership to the Board. In my professional life, I have come across some companies, even with celebrated individuals on the Board, languishing for performance. A deeper analysis reveals that where the CEO is not able to engage the Board and use the expertise of the individual Directors, the company may be on the course to decline. Whenever a company does not perform, we tend to attribute it to market forces, competition and even lack of motivation in employees. We tend to ignore that the decline has possibly set in because of the disengaged Board.

A synergistic Board, where the CEO builds a symbiotic partnership with the Board, is possibly what every stakeholder expects from the company's leadership structure.

As a member of the Board of some companies, I could discern that effective CEOs always endeavor to discuss long-term issues like vision for the future, technology, customer centric innovations, economic environment, strategies of the competitors for business growth, capability gaps, leadership and succession issue, analysts' reports on the company, etc. They are able to seek the Board's ideas, inputs and perspectives on many of the qualitative issues including soft issues. Their keenness and enthusiasm to discover and get the best out of the talent in the Board is widely known. Contrary to this, an ineffective leader keeps the Board busy and occupied with compliance related issues or for rubber stamping decisions.

It is said that a Board is as effective as its CEO or more aptly, as the CEO wants it or allows it to be. How the CEO walks an extra mile and proactively takes the initiative to encash on the specialist knowledge and expertise of its members, how truly he bares his chest on the serious problems confronting the company, how

# BOARD LEADERSHIP

A CEO's leadership in steering the Board or the lack of it, is a strong influence in the long-term success of the organization

by **Dr. Anil K. Khandelwal**





does he balance between certain unethical practices prevalent in the industry and his own company's ethos and value systems, will all be testing a CEO's nerves. He can initiate a few open-ended knowledge sessions involving agenda less discussions, raising and seeking to find collective answers to the most fundamental questions concerning his business. In such sessions, he can bring in industry experts or domain specialists to share their perspectives and influence the thinking of the Board.

It is extremely crucial for a CEO to understand the power structure within the Board and strive towards building cohesion. Personal chemistry between the CEO and the Board is a key factor contributing to the overall effectiveness of an organization. Different Board members have different orientation and it is necessary for the CEO to help them see the larger picture.

In March 2005, when I took over as CMD of Bank of Baroda, the analysts' reports adversely commented on the Bank's performance and especially about its poor credit growth (at 2% against growth of other PSBs ranging from 25 to 30 percent). The Bank also lagged behind in implementation of technology compared to its peer banks and the ranking of the Bank and its market share had fallen considerably.

We had some eminent people as Board members who brought special expertise from their respective fields. I had several one-to-one sessions with some of the Directors to understand their perspectives on a turnaround strategy for the bank. The Directors readily agreed to spend 2 full days to discuss strategies to leapfrog the bank to new growth levels through planned transformational programs. We invited late Dr. Udai Pareek, a well-known HR/OD academician, to attend the Board meeting and help in processing multiple view points to give us a distilled view of the discussions. This meeting, where the Directors shared their views about the problems in various functional areas laid the foundation for the new vision of the Bank. Subsequently, it also helped us in getting the Board's nod on some critical issues to transform the vision into action.

Vinod Rai (currently CAG) – a Masters in Public Administration from Harvard University – always helped the Board to see the bigger picture with emphasis on the role of the bank in promoting development of social sectors. Pradip Khandwala, former Director,

IIM Ahmedabad and an expert in organizational behavior helped us finalize the consultants for business strategy and HR. As member of the steering committee on HR, his contribution to the deliberations in framing a long-term HR strategy in the context of the transformation program was valuable. His knowledge and expertise in the area of management helped in triggering insightful discussions in the Board.

Another Director, Dr. Deepak Phatak, Professor of IT at IIT, Mumbai gave us immense confidence in handling the vital project on 'Core Banking' as none in the management had the technical expertise of handling a technology project of this size and scale.


Much of our success in developing a new identity for the Bank and achieving extra ordinary business results was attrib-

**It is said that a Board is as effective as its CEO or more aptly, as the CEO wants it or allows it to be**

utable to an engaged Board who passionately guided the Bank during its journey of transformation.

In modern corporations operating in a global environment, the CEO has to keep the Board on centre-stage and provide leadership to energize, excite and engage the Board members.

The CEO is a strategic individual and a Board is always as effective as the CEO. Leadership of CEO or lack of it can influence the long-term success of the organization.

Finally, it all boils down to the reality that some potential leaders may be best qualified for a CEO role on paper on the basis of their academic qualifications and result orientation. But lack of specific leadership skills in mobilizing human effort, absence of a long-term vision and team building abilities may not qualify them for a CEO role more so when the role at the top is to mobilize the energies of the Board as well as that of the management team. Leadership grooming for CEO position is a serious business that requires rigor and vision at the top. 

**Dr. Anil K. Khandelwal** is an HR professional who made it to CEO of Bank of Baroda (BOB), a staid large public sector bank and turned it out in a short tenure of 3 years. His book *Dare to Lead* (Sage 2011) captures his experience of the turnaround. Dr. Anil Khandelwal can be contacted at [akk1948@gmail.com](mailto:akk1948@gmail.com)





What is the appropriate 'HR-to-employee' ratio across industries? What are the best practices in maintaining confidentiality of performance rating? What are the critical factors in selecting the right HRIS software?

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

## THE COUNSELLOR

### Role of HR in the performance appraisal process

**T**his being the time for the annual appraisal, the question is whether HR be allowed to see all details on how employees rate each other in annual reviews or should they be restricted to only access to the overall scores? Can you share some best practices in how HR can facilitate the performance process while maintaining confidentiality of feedback?

In your company, it seems there is a practice wherein employees rate each other. Honestly, I have no idea as to what is the purpose of such a practice and what is achieved as a result; hence, it is very difficult to comment on the role of HR.

In normal course, the managers do the performance evaluation, rate the employees and set the targets for the next year. In this process, HR certainly has an important role of facilitating the process, ensuring fair play, ensuring the performance is well distributed, and the performance rating scores are utilized for the rewards and recognition. HR also plays an important role in the target setting exercise for the next year. This role is mainly that of a facilitator, ensuring full alignment and existence of SMART objectives that are well articulated with minimal ambiguity.

\*\*\*

### How many HR people? What should be the HR-to-employee ratios?

**W**hat is the right 'HR-to-employee' ratio? Are there any benchmarks to refer to and is it the same in all industries?

HR-to-employee ratio is a somewhat controversial metric that can help establish HR staffing levels. There is nothing called a right employee ratio. To determine the right ratio, you may consider various factors illustrated below:

1. Benchmark companies of similar size and in similar business to figure out what may be right for your company.
2. Ratio will also be determined by the life stage of your company. Are you in a major growth mode, stable or on downturn? The extent of HR involvement will be determined by what is happening in the company today.
3. Are your employees concentrated in few major pockets or are they widely distributed.
4. Quality of workforce you deploy will also be a factor that will determine the appropriateness of the ratio.
5. Size of your workforce will also be one of the determinants. If you are a small company employing say 300 people, the right ratio may be as high as 1:75.
6. What are the expected deliverables from HR function will be another factor that will determine the right ratio.
7. Level of automation, what is done in-house, what is outsourced, etc., will be another factor that will determine the number of HR people that you will employ.


The right ratio in normal course on an overall basis can be anywhere between 1:75 to 1:150, depending on various factors illustrated above.

**HRIS platform – Which one to buy?**

**W**e are a pharmaceutical company based out of Gurgaon. We have 250 employees, mostly in sales who are spread across the regions we operate in. We are looking at investing in a HRIS system but are quite confused on how to go about it. What is the best SaaS Talent Management Software available for SMEs? Can you share your thoughts on how to decide on the right product and what is needed to achieve a successful implementation?

It will be difficult for me to recommend any specific software for your company. In one of the previous issues, I did answer a similar question which you may refer to. It really depends on multiple factors. Some of them are illustrated below:

1. What are the objectives that you have in mind for making investments in HRIS?
2. You may be having only 250 people today; however, what are the manpower projections for next 4/5 years? The system that you buy today should be scalable.
3. What is your budget?
4. What is the current ERP in the company? Since most of the people that you engage are sales personnel, consider your sales management applications, if any, ERP and other related applications. Look for the possibilities of integration.

Size, scale, expected functionalities, expected levels of automation, budgets, cost benefits analysis, etc., will be the major factors that will determine the type of HRIS platform that you should invest in. 

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](mailto:ask@peplematters.in)

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# Spin it Right

**Dipali Goenka**, MD, Welspun Global Brands shares with Basuri Dutta the essence of people in its journey from being a family-owned business to becoming a global leader

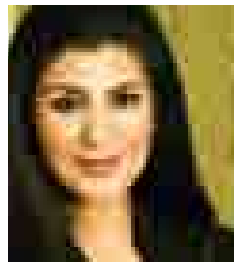
## How has the role of HR evolved in the journey of Welspun?

Welspun began as a compact family-owned business where people would stay with the organization for a long time. Gradually, as the organization grew and got publicly listed, there was a need to gravitate towards 'professionalism', and getting the right kind of people onboard to grow at the required scale. Today, every vertical has its own CEO and is being professionally managed.

The journey has helped us realize that people are our key assets and we have worked towards empowering them and developing them to think on their own, so they can be groomed as future leaders in the organization. Keeping with this, the HR journey has evolved to understand the essence of the emotional quotient in the success of the business.

## What are the top three needs and expectations of employees today?

It is empowerment, more empowerment and yet more empowerment all the way. All individuals have their thirst and aspirations built around the person they want to be. What we have seen is that people want to know their career and growth path within the organization. There are many examples of people who have joined us as trainees, and are today in the positions of General Manager and even likely to become the Presidents of their respective businesses. They just need a certain kind of direction, grooming and empowerment. If these people are going to be the future



brains driving the business, it is of quintessential importance for them to know that they can take decisions which will hold and that they have the ear of the management. Further, they must be groomed and evolved as human beings so that they do not plateau.

The second big focus is communication from the top to create alignment. People who are engaged in the business need to communicate effectively, be it the vision of the organization or the goals that one has set as a company. At Welspun, 'Disha' is an initiative that enables the company to revisit its vision every 4 or 5 years to take stock of where they are heading as an organization. Now, we have set an ambitious target of being a 10 billion dollar company by 2015-16. And this is possible because we and our people are communicated clearly on the target and the plan to reach the goal. There are town-halls where all the sites, locations and plants connect through VC and we communicate to our people on the business plan and involve them right from the beginning. In the upper echelons of the organization, people have a clear view of things because there is a day-to-day connect with the top leadership, but it is critical to ensure continuous communication even as we go down the hierarchy. Hence, deliberate investment of time and effort in communicating down the lines is of significant importance.

The third focus is a sense of pride in how the organization contributes to the society. We have an internal magazine called 'Well-

### IN BRIEF

The Welspun story of how a strong psychological contract with its people helped in growing the business



# building india inc.

## the people agenda



### THE SILVER JUBILEE CONFERENCE

building india inc - the people agenda

The Hyatt Regency, May 25 - 26, 2012, Kolkata

#### Background

In the year 1985, the concept of having a common platform for HR Professionals working in various cities in India was first mooted and under the able guidance of Dr. TV Rao, Founder President of NHRDN, Late Dr. Uday Pareek and HR professionals from L&T, Bank of Baroda, TVS, SAIL and academicians from IIMA and XLRI, National Human Resource Development Network (NHRDN) was formed on 6th December 1986. NHRDN has completed its 25 years in December 2011 leading the movement of transition from personnel management to Human Resource Development.

#### Context

While the western economy is experiencing a trying phase, India's and China's rise offers reassurance, especially India's belief in democracy with renewed focus on market forces. For the right reasons, India Inc. today is poised to take the centre stage. One of the critical enablers to the growth of our nation is our people. Indian corporate houses need to leverage on the human resource and nurture managers with global mindsets as well as create sustainable Inclusive businesses. India Inc. today needs to sketch an inclusive growth path and make the bottom of the pyramid a part of the success story.

The NHRDN has been focusing on topical initiatives from time to time. Keeping the above imperatives in mind, NHRDN is presenting its Silver Jubilee Conference on the theme building india inc - the people agenda on the 25th and 26th of May, 2012 at Hotel Hyatt Regency, Kolkata.

#### Speakers Invited

NHRDN conferences have always seen an influx of great speakers over the years. For the silver jubilee celebration, eminent dignitaries, leading business leaders, prominent media personalities and HR thought leaders have been invited to share their thoughts.

Few speakers who have confirmed their presence are Mr SY Siddiqui, MEO- Admn (HR, IT, Finance & COSL), Maruti Suzuki India Ltd, Mr Peter Wilson, President, AHRI, Dr TV Rao, Founder President, NHRDN, Dr Arvind Agarwal, President, Corporate Development & HR, RPG Enterprises, Mr Rajeev Dubey, President (HR, After Market & Corporate Services) & Member of the GMC, M&M, Mr P Dwarakanath, Director, Group Human Capital, Max India, Mr Aquil Busrai, CEO, Aquil Busrai Consulting, Dr Santrupt Misra, CEO, Carbon Black Business & Director - Group HR, Aditya Birla Management Corporation Pvt Ltd, Dr Sanjeev Chowdhury, President & CEO, SRL Religare and Swami Sarwapriyananda of Ramakrishna Mission.

#### Focus Area & Key Takeaways

The two day conference will have panel discussions on various relevant HR topics like:

- ▶ The journey and evolution of HR in India
- ▶ Leveraging India's human capital in current global economic scenario
- ▶ Building sustainable & inclusive businesses
- ▶ Understanding the framework for enabling India growth story
- ▶ Understanding the paradigm shift in developing talent
- ▶ Understanding the role of skilling youth and aligning with inclusive growth in Indian multinational corporations
- ▶ Developing the global Indian managers

#### Who should attend?

The Conference is meant for both young and senior managers/ professionals, CEOs and HR/ Strategic Business Heads from both public and private sectors and Academicians.

#### Registration Fees

Non Member .....	Rs 4500/-
Members .....	Rs 4000/-
Students .....	Rs 2000/-
Group of 3+ .....	10% off

#### Contact

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Wisher', which gives employees complete insight into all the businesses and the way it contributes to the community. As an organization, we have realized the importance of giving back to the society. For instance, Welspun contributes towards promoting education at the basic level in Gujarat by setting up schools in the local community as well as running vocational training courses. Given the low standards in basic education, our focus has been to promote basic education in various places we operate in.

### **What is the one characteristic that every people manager must possess and why?**

Leaders should be very good listeners and listen without prejudices. Challenges in the form of perception of favoritism at the time of appraisal, etc. often surface in organizations in absence of leaders who are good listeners. I encourage my people to come back and give me the harshest of feed-

**People who are engaged in the business need to communicate effectively, be it the vision of the organization or the goals that one has set as a company**

back that will pinch me because I need to know where I stand as a leader. Along with being an unbiased listener, a leader must have a bigger vision of his/her role in the organization. Grooming people that leaders earmark as their own successors in the organization, is a part of the leader's role. Unless leaders have a broader vision and acknowledge that grooming the people who are going to inherit the mantle from them is a necessary role that they have to play, they are not setting up their successors.

### **What change have you witnessed in the employer-employee relationship?**

The employer-employee relationship has undergone a change for sure and it is going to change further. I completely endorse what I read in the book 'Workforce 2020'. It clarified that respect does not come with a position or designation; rather it comes because of one's actions. A workplace environment

which facilitates this will sustain a healthy employer-employee relationship in the long run. Today, I see younger people coming up to me and talking more freely as compared to the senior generations.

### **Please share an example of managing people, which has been personally rewarding and meaningful for you.**

One significant change I have witnessed at Welspun in the last 5 to 7 years is the sizable increase in the number of women joining the organization. Today, 30 percent of the workforce is women. In the textile industry, a large section of the end consumers are women and quite a few designers and merchandisers are women. Of late, there has been an active focus on gender diversity at Welspun to cater to an increasing representation of women in the talent pool.

There is evidence that women are indeed capable of doing certain things better and they bring something unique to the workplace. On our factory shop floor at Anjar in Gujarat, traditionally we had all men and we experienced high attrition because of various factors like migration, etc. Then we started getting women on to the weaving floor. Women who undergo the vocational courses in the local community get absorbed in the organization once they complete the training. It was seen that the commitment level of women was very high and attrition was lower. We are now trying to get some hostels made for women from other places who want to work in our organization. For these women, their jobs are very valuable, which translates into their commitment and that brings further stability in the organization. This has been a heartening change in our organization, which is truly fulfilling and satisfying.

### **What is your elevator pitch to justify investment in people practices?**

People are our assets and it is not just their IQ, but also their EQ that enables them to work effectively. An employee spends 8 to 10 hours at work and therefore, when people are taken on board they must be given a growth plan that caters to their career and personal aspirations in life. Investing in people can result in strengthening and enhancing the psychological contract that they have with the organization. **PM**

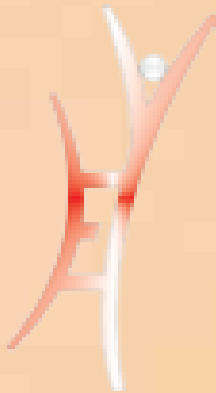


Confederation of Indian Industry

# CII Announces the Application Process for 3<sup>RD</sup> CII NATIONAL HR EXCELLENCE AWARD 2012

**T**he Confederation of Indian Industry (CII) realizes the value of Human Resource and its contribution in making Indian industry competitive. It is CII's endeavour to partner with the industry in this journey and collaborate with HR thought leaders to establish a credible precedence along with a set of benchmarks and best practices that can be emulated across organisations over time.

*Last date for Application  
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# Reverse Innovation:

## Create Far From Home, Win Everywhere


**Reverse Innovation** by Vijay Govindarajan and Chris Trimble, offers a framework for leaders to innovate and extract opportunities in today's emerging markets

**R**everse Innovation – Create Far From Home, Win Everywhere', puts forward the fact that one needs to innovate in order to tap the humungous growth opportunities existing in the developing markets. The stakes in these economies are global and ignoring these glaring opportunities would result in a formidable competition in their home markets in the near future.

The book is a remarkable account of trials and tribulations of the world's leading organizations including GE, Deere & Company, P&G, and PepsiCo. It highlights what exactly works and what does not, in these cases, and creates a framework for senior leaders and managers to generate innovation in emerging markets and utilize these innovations to dig out opportunities worldwide. The book says that it is always wise to initially develop in emerging markets instead of following the herd in scaling down rich world products. There is a huge world of opportunities for companies which are looking at leveraging long-term benefits from these developing markets.

The term 'reverse innovation' in the words of the author means any innovation that is adopted first in the developing world. In the past, reverse innovations were the rare exception to the rule, but the phenomenon is becoming ever more common, and the implications for multinationals are profound.

There is an intense focus on the fact that organizations need to learn new tricks in order to succeed and sustain in the growing economies of today. As the gap has been on the decline between the rich nations and the developing economies, innovations will not necessarily flow from developed to emerging economies; there will be reverse innovation. The authors also state that this is the right time to apply reverse innovation and create new products and strategies for emerging markets. As quoted in the book, "Reverse innovation is a potent force that will transform the global economy over the next few decades. It will redistribute power and wealth to countries and companies who understand it and diminish those who do not."

The basic essence of reverse innovation has been successfully captured and portrayed by the authors in a highly creative and interesting manner. There is not a single point when the attention of the reader will fluctuate, as the content maintains a strong grasp throughout. The book is truly a culmination of decades of in-depth research done by the authors, which easily come across to the reader. Whether one is a student, a manager, a senior leader or a CEO, understanding the phenomenon of reverse innovation is integral in unfolding the innumerable opportunities that emerging markets have to offer. 



**Reverse Innovation: Create Far From Home, Win Everywhere**

Authored by:  
Vijay Govindarajan  
Chris Trimble

Published by:  
Harvard Business Review Press





# MUMBAI HR SUMMIT On May 25 & 26 2012



**Venue:** The Westin Mumbai Garden City, Goregaon (E), Mumbai-63.

**Theme:** Technology for HRM Effectiveness



## Speakers 2012



**Mr. Anand Pillai**

Chief Learning Officer, Reliance Industries Ltd.



**Dr. Sujaya Banerjee**

Chief Learning Officer, Essar Group



**Dr. Shalini Kamath**

MD & VP-HR, Ambit Holding



**Dr. Dan Harrison**

Founder & CEO, Harrison Assessment International



**Dr. Ritu Anand**

Deputy Head Global HR, TCS



**Mr. Sakaar Anand**

VP-HR, CA Technologies Ltd.



**Mr. Dhruv Desai**

Sr. VP-HR & Leadership Academy, Angel Broking



**Mr. Praveen Kamath**

Global Head-Talent Acquisition, Wipro BPO



**Ms. Saagarika Ghoshal**

Chief People Officer, Reliance Big entertainment



**Mr. Arindam Nath**

Consulting Partner, Planman HR



**Mr. Bharat Grover**

Partner, Vernalis



**Ms. Surabhi Gandhi**

Vice President, Teamlease



**Mr. Prithvi Shergill**

Lead HR, Accenture Services.

## Sub-themes

- ▶ Technology for Performance Management
- ▶ Technology for Learning & Development
- ▶ Technology for Recruitment Process Management
- ▶ Technology for Assessments
- ▶ Technology for Talent Management
- ▶ Technology for Social Learning & Knowledge Management.
- ▶ Talent Acquisition through Social Media.

## Registration Fee

**Indian Corporate Delegate(s):** ₹.8742/- Per Participant.

**International Delegate(s):**

Package I: US\$1764/- Per Participant. (With Five Star hotel Accommodation)

Package II: US\$ 992/- Per Participant. (With Budget hotel Accommodation)

## HR Summit Particulars



**Dates:** May 25-26, 2012 (Fri & Sat)

**Time :** 9:30a.m- 5:30p.m

**Venue:** The Westin Mumbai Garden City,  
International Business Park,  
Oberoi GradenCity,  
Goregaon (E), Mumbai-63, India.

## Pre HR Summit Events on May 24, 2012

- ▶ HR Strategy Forum
- ▶ Competencies for HR Professionals
- ▶ Coaching Skills for HR Professionals

For more details please contact : [hr@ihrd.in](mailto:hr@ihrd.in)

For registration details about the HR summit please visit [www.hrsummit.in](http://www.hrsummit.in) or contact D.J. Reuben: +91-80-65617338 , 23549645 or send a mail to: [hr@hrsummit.in](mailto:hr@hrsummit.in)

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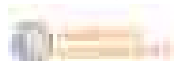


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## Jobs of the week



**Syntel Limited**  
Assistant Manager  
Location: Mumbai  
Job ID: 11202525  
**Description:** Candidate must have experience in end to end recruitment (Resume sourcing, Screening, and Coordinating with Business Managers, Salary negotiations & On boarding)



**Sapient**  
Senior Manager HR  
Location: Gurgaon  
Job ID: 10978297  
**Description:** The Global Performance & People Growth function is a key function of the People Success team (HR in most organizations) and contributes towards designing and deploying the Talent Management & Talent Strategy programs.



**CedarCrestone Software India Pvt Ltd**  
HR Manager  
Location: Hyderabad  
Job ID: 10580260  
**Description:** Minimum of 6-8 years generalist HR experience in a growth oriented organization with at least 4 years with the IT industry.



**Capgemini Business Services India Limited**  
Training & Development Executive  
Location: Chennai  
Job ID: 10991548  
**Description:** Deliver/ Manage New Hire, Induction, Foundation training, Transition and other generic accounting/ (Tools & Apps for accounting) training for the organization.



**TechMahindra Limited**  
HR Manager  
Location: Chennai  
Job ID: 11128500  
**Description:** Will be involved in performance management, Disciplinary actions on floor. Engagement activities on floor- bringing up the motivation.



**iGATE Patni**  
US Recruiter  
Location: Bangalore  
Job ID: 10955785  
**Description:** Thorough understanding of US recruitment practices.



**Teradata**  
HR Manager  
Location: Pune  
Job ID: 10735814  
**Description:** 5+ years of Generalist HR experience in Employee Relations, C&B, Performance Management, Payroll Interface, Compliance, Policies and Procedures, Change Management, HR Operations etc.



**Freescale Semiconductor**  
India HR Operation Lead  
Location: Noida  
Job ID: 11197507  
**Description:** 4-6 years experience in relevant areas (HR, Process Improvement, and HRIS).



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## Jobs of the week



**Jindal Steel & Power Limited**  
HR Manager  
**Location:** Tatanagar, Raigarh, CG  
**Job ID:** 9111335  
**Description:** Asst. General Manager in HR (15 to 25 years relevant experience).



**Oracle India Private Limited**  
Payroll/ Compensation - Head/ Mgr  
**Location:** Bangalore  
**Job ID:** 11135311  
**Description:** 5-8 years HR Experience and minimum 3 years C&B experience.



**ADP Pvt. LTD**  
HR Manager  
**Location:** Hyderabad  
**Job ID:** 10006539  
**Description:** Candidate must have comprehensive knowledge of the principles and practices of Human Resource administration in general and employee compensation & benefits in particular.



**CIBER INC.**  
Training & Development - Head/ Mgr  
**Location:** Bangalore  
**Job ID:** 10953177  
**Description:** Ensure instructional integrity of Training material by ensuring alignment with learning and performance Objectives.



**Amazon Development Centre India Private Limited**  
Training & Development Executive  
**Location:** Hyderabad  
**Job ID:** 11127562  
**Description:** Looking for Training Specialist who will be responsible for soft skills training and facilitation of other training programs.



**Firstsource Solutions Limited**  
Training & Development Executive  
**Location:** Mumbai  
**Job ID:** 11197981  
**Description:** Responsible for improving communication of agents through managing calls/ evaluating emails, coaching and giving feedback to agents

### Jobseekers - To apply for above jobs

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2. Type the Job ID in the Search Jobs box

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(R-L) Aquil Busrai, Ravi Venkatesan and Rekha Sethi at the AIMA Conference, Bangalore

## Managing Human Resources in a Globalized Economy

The All India Management Association (AIMA) organized a conference on Managing Human Resources in a Globalized Economy: Building for the Future, in Bangalore on 15th March, 2012, to reflect and debate on HR issues that are staring at organizations. The theme of the conference focused on how human resource management is considered to play a pivotal role in the growth of any organization. At the event Rekha Sethi, Director General, AIMA expressed her thoughts on identifying and developing talent in rural areas as a significant HR challenge and the disconnect between rural upbringing and the extreme requirements of modern economic life.

Delivering the keynote address, Ravi Venkatesan, Independent Director, Infosys, Padmaja Alaganandan, Executive Director -Consulting, PwC India and Aquil Busrai, CEO, Aquil Busrai Consulting & Conference Chairman, expressed their thoughts on the sizeable amount of talent crisis in India. They expressed that HR must focus on offering three kinds of value - the strategic ability to find and motivate the right talent, the know-how to correctly keep employees as engaged resources at the right economic equation and transnational workforce to be a reality.

The other eminent speakers included Ashok Reddy, Managing Director and Co-Founder, TeamLease Services; R. U.

Srinivas, CEO, Caliber Point; R. R. Nair, Formerly HR Director, Unilever Subsidiary Companies; P. Dwarakanath, Director-Group Human Capital, Max India; Harish Devarajan, Leadership Coach and Organization Consultant, People Unlimited; Arundhati Bhattacharya, Deputy Managing Director & Corporate Development Officer, State Bank of India; Pratik Kumar, Executive Vice President - HR, Wipro and President, Wipro Infrastructure Engineering; Saugata Mitra, Chief People Officer & Group HR Head, Mother Dairy Fruit & Vegetable; Joji Gill, Director, Microsoft India; amongst others. *People Matters* was the magazine partner for this event.

## Making L&D a Strategic Imperative

Skillment & *People Matters* organized a breakfast roundtable on 13th March, 2012 at The Leela Kempinski, Gurgaon. The event focused on making L&D a strategic imperative. The shift from being transactional to strategic has happened in pockets while many organizations are still struggling to give the learning function its due place in achieving business success. The discussion brought forth answers to questions like what is the business case for the L&D function, what are the L&D best practices that can effectively support business goals, how do we measure the L&D initiatives and many more. Uday Punj, MD, Chimes Group & Founder, Skillment along with Krish Shankar, Executive Director - Human Resources, Bharti Airtel were the eminent speakers who led this roundtable session.

Uday Punj, MD, Chimes Group & Founder, Skillment, during the roundtable







James Thomas and Vikas Shirodkar at the *People Matters-Kronos* Roundtable in Pune



James Thomas and Jacob Jacob at the *People Matters-Kronos* Roundtable in Chennai

## Critical Role of HR in Increasing Workforce Productivity

**K**ronos & *People Matters* organized a series of breakfast roundtables on the theme "Critical Role of HR in Increasing Workforce Productivity". The event focused on improving productivity, which is one of the most crucial challenges that organizations face today. Labor costs remain the largest controllable expense for most organizations. In this context, the discussion touched on the points of how organizations measure and improve workforce productivity, what role can HR play in realizing significant bottom line results and what are the tools and systems available to reduce staffing, compliance and payroll costs. The event was held across five cities of Chennai, Gurgaon, Mumbai, Pune and Vadodara on 8th, 15th, 23rd Feb and 2nd & 6th March respectively. The roundtables were led by renowned industry veterans and speakers like Jacob Jacob, Chief People Officer, Apollo Hospitals, Dr. Anadi Pande, Vice President, Human Resource Management, Corporate Planning & Strategy, Hero MotoCorp; Bartanu Das, Senior Vice-President and Head - Human Resources, Blue Dart Express; Krishnamohan Rao, Head - HR, Adani Enterprises and Vikas Shirodkar, Vice-President, Human Resources, General Motors India.

## UPCOMING EVENTS

EVENTS	DATES	LOCATION	ORGANIZED BY
The Role of Facebook in Finding & Hiring Great People	3 April	Online Webinar	People Matters & Summit HR
Mining Human Potential for Creating Great Organizations	20-21 April	Lonavala	NIPM
Techniques for Using Goals to Drive Business Execution	26 April	Online Webinar	Success Factors & People Matters
Assessment & Talent Management Conclave	3 May	New Delhi	YOMA Multinational Solutions
HR Outsourcing Conclave	4 May	New Delhi	NHRDN & TIE
HR Summit 2012	9-10 May	Singapore	Key Media
The Silver Jubilee Conference	25-26 May	Kolkata	NHRDN
Mumbai HR Summit	25-26 May	Mumbai	IHRD

**Note:** Please note that this list is not exhaustive. We update this information on a regular basis. Please visit our website [www.peoplematters.in/events](http://www.peoplematters.in/events) for more information on events. If you wish to share information about upcoming events, please contact Pushkaraj Bidwai at [pushkar.b@peoplematters.in](mailto:pushkar.b@peoplematters.in)

# Harnessing Talent

Hindustan Times Shine HR Summit on how to make India a great place to work

The first Hindustan Times Shine HR Summit, held on March 7, 2012, aimed at creating a platform to power a conversation around the Indian workplace so that policy and corporate leaders could examine how to drive productivity in the workplace by harnessing individual and organizational productivity. The summit deliberated upon key issues with respect to productivity, organizational culture, the impediments to making India a great place to work and the action plan that addresses the existing skill gap and recruitment & retention strategies. The event experienced an elite panel of speakers from the corporate world and the discussion gained more relevance because of the participation of a diverse group of people, both as attendees and panelists.


Setting the tone, Vasantha Angamuthu, Editor Special Projects, Hindustan Times, dwelt upon how

human capital as a component is becoming increasingly complex to manage. She stressed upon the fact that as business is changing, managing human resources is being transformed along with it. No longer can any business afford to ignore the role of the human resource department in taking the business forward. HR is gradually moving from its pre-defined role of a support function and has now become a partner in all aspect of business.

**HR is gradually moving from its pre-defined role of a support function and has now become a partner in all aspect of business**

Harnessing talent was the central theme of the first panel discussion moderated by Gautam Chikarmane, Executive Editor- Business, Hindustan Times. Dwelling upon the demographic dividend in India, Ashok Reddy, MD and Co-founder, TeamLease, highlighted the challenge of translating the quantity or availability problem into the aspect of a quality and productive workforce. He opined, "The labor migration that happens from school to work should be able to address the industry problem." Emphasizing that knowledge for knowledge sake is not enough, he argued upon the ability to create the corridor effect, wherein education or training leads to a job. Sharing the 2022 vision, Dilip Chenoy, Managing Director and CEO, National Skill Development Corporation (NSDC), said, "Skill development should be a CEO agenda."

Talent crunch is a global phenomenon, which gets all the more acute as one moves up the organizational ladder. As to why the talent crunch despite the availability of a large pool of talent, Vikram Chhachhi, EVP, DHR India, reasoned the focus of organizations on capital, information and lastly, people. While organizations may take recourse to the rhetoric, 'people are our greatest asset', the fact as stated by Chhachhi is that, "We haven't actually ever had human capital or people at the center of any business strategy." Sharing thoughts on how can organizations retain the mobile talent, he stated that organizations can do so by endearing talent. Organizations need to have in place a simple articulation of a compelling vision, wherein employees clearly comprehend 'what is in it for me' proposition. Vineet Nayar, Vice Chairman and CEO, HCL Technologies, said, "We should be in the business of enthusing, encouraging and enabling people," and this according to him would help organizations acquire and retain the best talent.

The summit succeeded in bringing thought provoking elements to light and the key differentiator was the intense focus on converting all these thoughts into actions ultimately. 



Ashok Reddy, TeamLease; Dilip Chenoy, NSDC; Gautam Chikarmane, HT; Vineet Nayar, HCL & Vikram Chhachhi, DHR India at the HT Shine HR Summit





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Present

# HR Outsourcing Conclave

## "Value Added HR Outsourcing for Market Leadership"

**Friday 1st May 2014 | Sector One | India Centre | Gurgaon | Haryana**

### PROGRAM OBJECTIVE:

This unique Conclave focused on the evolving & existing trends and patterns emerging rapidly worldwide and the skills & approach needed to make business success. The focus throughout the day would be to explore in depth, the understanding of the emerging trends in various sub domains of HR Outsourcing as it is evolving Transactional or the emerging Transformational HR Outsourcing services. Each of the Speakers will focus on the global trends which are emerging in the space in an interactive and engaging manner.

### METHODOLOGY

Four interactive panel discussion sessions 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 would be moderated by a Session Chairman who would act as a facilitator and a healthy challenger to engage all participants in debate & discussion.

### WHO SHOULD ATTEND?

- HR Heads, Managers and Team Members
- Representatives from HR Outsourcing Organisations
- HR Researchers
- SME - CMO's, Promoters, Business Leaders
- Large Corporates
- Students

### KEY DISCUSSIONS ON:

- Change in business requirement, change in business leadership countries
- HRD not only to manage cost but also to manage competitiveness of business
- The 3R's of HRD - Why to Outsource? What to outsource, When to outsource?
- Types of HRD - Transformational HRD and Transactional HRD
- Transformational HR Outsourcing / Adding Value in HR Outsourcing for emerging Organisations
- Keys to a successful HRD partnership

### TIMINGS:

- Registrations & Tea/Coffee 8:30 am - 9:30 am
- Session 9:30 am - 5:30 pm

### PARTICIPATION FEE (Per Participant)

Category	Amount	Discount & Payment
Corporate & HR Members	Rs. 2500/-	10 % discount on 2 or more days attendance from the same organization
Non Members	Rs. 1000/-	

**Seats are available on first come first served basis.**

For more details on Registrations & Sponsorship Opportunities please contact:

**Syed Qasim Ali on:**

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More details also available on:

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**M**y favorite question to folks I was interviewing both internally and externally was - "How much time have you invested in yourself in the last 2 months?"

Most of the time, I received blank looks. Some brave ones ventured with a "oh! Yes I took Christmas and New Year to be with the family" and the smart alecs piped in saying "every day is an investment...!"

The real answer after some posturing is; most hadn't even attended a day's training, leave alone read a book in their career area.

The answer that kept coming up was "oh! I am so busy I don't have the time to go for training or attend that seminar."

Clearly, investing in ourselves, reskilling or just getting a fresh perspective was not on many of our priority list.

I am no saint either... I ran down the same path. I was too busy to take time out to invest in myself. I was too busy to attend training or take time off to just read a book or meet someone in my career area.

As a consequence, I hit a wall a few years ago.

My style of management and decision making that I had developed over years of trial and error, and by role modeling had not kept up with the growth and demand that my expanded role demanded from me.

The result was that my thinking was the same, my approach to problems assumed a certain predictability that the law of diminishing returns started kicking in.

However hard I worked, my results were not changing. It was almost like banging against a wall - the wall wouldn't give in and I was hurting myself.

Fortunately for me, my manager realized this and suggested I take a study break! My first thought was he was trying to get me out of the system the easy way!

The truth remains, I had played the game, I had played it well, and won many, but was now finding it difficult because the level of the game had changed. I needed to retool myself to play the game at a new level and be prepared to even change the game.

I took the timely offer, to do my advanced management program at INSEAD. I am glad I did this because it allowed me to step back from the daily grind in an environment that facilitated guided introspection and gave me a peer group that was doing the same.

The result: I returned to the workplace with renewed vigor, clear purpose, new perspectives and a solid network to rely on. My colleagues commented that I was approaching problems differently; I was suddenly being pulled into projects, asked to get on the investment committee... and most importantly, I was having fun and feeling good about myself.

Since that experience, I am clear I will spend at least 2 days in a year investing in myself. It could be a training program, a networking event, or a coaching conversation. I mandatorily set aside a certain amount, and time each year as investment in myself.

My suggestion to each one of us would be the same - don't wait to run into a wall to figure out a path around it. Our workplace is competitive and changing rapidly, it is important we retool ourselves, refresh our networks and update ourselves with new perspectives.

To help you as you think through how to make that investment I am narrating a few



# Have you invested in YOU?

Refresh your skills and perspectives, lest it hits the tail end of the law of diminishing returns

by **Elango R.**

examples of friends and colleagues who I know made the investment.

### Want to move to a general management role

Currently Vice President with GE, he is doing a weekend management certification course with IIM – Lucknow through a combination of contact and on campus programs. The objective is to learn frameworks and concepts to help strengthen his decision making process which is largely intuitive and based on past experience. This is also to give him the bigger picture; and help him look beyond operations – He is now exploring finance, HR, marketing, sales etc... He would like to move from core operations to a general management role after this.

### Need global perspective and a broader network

Currently CXO in an Indian retail company – he did a 2 month Advanced Management Program at Wharton. Objective - refresh concepts, build a global perspective and nurture a broader network. He already had a BE, MS and a MBA before this. BTW he paid the entire fee himself and the company only gave him paid leave and travel.

Of course there are many others who started but did not go the full route. Many of them paid the fees, attended a few classes and then just dropped out!

Here are a few tips from, the ones who made it and those who didn't, on how to stay the course and not drop out.

1. Make sure your family is part of the decision - they need to understand & sign up to weekends away, and late night assignments. Many of them had their spouses as active partners in this pursuit. One of the participants said it took a while but once they realized that it was short term pain for long term gain they got on board.
2. Discuss at work with your manager, their manager and your HR, the reason for doing this and seek their support. Actually I was going to say just manager but one of the successful ones said that it is good to have a broader safety net as managers may change and then commitments will be forgotten.
3. Remember a commitment from family or the company is not permanent - you have to constantly make them a part of the learning else they will lose interest and forget the initial enthusiasm.

#### IN BRIEF

Investing in self can help retool ourselves, refresh our networks and acquire new perspectives to meet new demands in the competitive world

**Don't wait to run into a wall to figure out a path around it. Our workplace is competitive and changing rapidly, it is important we retool ourselves, refresh our networks and update ourselves with new perspectives**

### Mid career shift

Currently, a mid-level executive in an event management company - is pursuing the HR certification program at XLRI. Wants to make a move to HR, either within the company or outside.

### Build domain expertise in chosen profession

The deputy editor of this magazine, Rajlakshmi Saikia, is balancing family, editorial commitments and her newly minted social media diva status to pursue the XLRI HR certification program over the weekend.

### Break the glass ceiling

A senior executive balanced a sales job, family and an executive MBA from Chicago Booth. He moved from New York to Chicago with family, took a pay cut, paid for the program himself, busted weekends and is now on the Executive Council of a billion dollar size Service Company. By his own admission he wouldn't have broken through the glass ceiling if not for this investment.


4. Write out why you are doing this on a piece of paper and stick it on your bathroom so you know 'the WHY' every time you are brushing, shaving or just want to know why!

No advice is ever good enough unless you have the burning desire. Each one of those I spoke with had a burning desire to get that extra learning.

If you don't have it, don't bother! You probably need a jolt like a redundancy or a missed promotion or a glass ceiling to get that drive.

While all my stories are around long-term courses you can even just take time off to do day long to week long courses. I have for instance signed up for a course on valuations that is for two days and now lugging Damodaran's tome on Valuations as reminder of commitment.

Good luck and don't forget to write your comments even if it is just a wish! Sometimes writing it may get you to do something about it!

Happy investing in yourself! 

**Elango R**, is the Chief Human Resources Officer at Mphasis and author of the book "You Don't Need a Godfather". You can read his blog on [www.ElangoR.com](http://www.ElangoR.com) and follow him on Twitter @agastyasays



LISA ROSENDAHL

www.lisarosendahl.com

## Performance Reviews & Leadership: Questions for Raters

**A**s I spent most of the past week preparing performance reviews, it struck me that this is the very thing I was taking a break from doing, 5 years ago when I decided to start up this blog and write my first post, It's So Hard.

Let's talk about hard. It's all relative. It's not the mechanics of reviews that are hard; it's the leadership reflection that can come with it. Writing a review is much more than crafting words for a page. At times <for me> it is nothing less than a review of my leadership.

### What does that look like?

Not really. Nor is it a crazy-haired psycho reliving each and every exchange or complete calm sitting cross-legged on a pillow with incense in the background.

It is more often me, with a cup of coffee and something Panera, asking a bunch of questions, questions I would ask myself, regardless of whether or not performance reviews live or die:

- Did I set clear expectations or did I expect others to read my mind?
- Did I address performance issues at the right time or did I get to them much too late? Was my response appropriate or did it bear the weight of a compilation of small indiscretions that no one was holding on to but me?
- What issues did I avoid? Why? Did I mistake warning signs for nothing more than the drama of the moment?


- Was I too focused on issues external to the department, expecting the department to run on autopilot and surprised when it ran aground? Do I have enough checks, balances and internal controls to protect all of us?
- Did I recognize achievement during the year? Did I provide the resources, guidance and room for others to excel? Did I hold others accountable for their own performance?

There are always things each year that, if given the chance, I would do very differently. Sometimes I suck, sometimes not. Honestly, you would think I would have it down to a science by now. But I don't.

But that's the thing.

Leadership is not a science. It is not a laundry list of leadership courses, a degree from a prestigious college, the right car or anything wrapped in an ego. No hubris allowed.

Leadership is not about 'knowing all the answers', it is about asking the right questions and listening to the answers. Hint: that means not defending or denying what you are hearing and, above all, not attacking the messenger.

What questions would you add to the list? 

**Leadership is not about 'knowing all the answers', it is about asking the right questions and listening to the answers**

**Lisa Rosendahl**, SPHR is an astute HR leader with more than 18 years of professional HR experience. A former Army officer, Lisa has provided leadership and expertise to full-cycle strategic HR operations in manufacturing and now, in federal healthcare.

# LEARNING AND DEVELOPMENT

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Learning and development is a critical lever for organizations to equip their talent with the required skills for sustainable performance. This supplement presents a list of service providers in the L&D space as a ready reference for short-listing the right partners.



## OFFICES IN INDIA

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Founded in 1912, **Dale Carnegie Training** has evolved from one man's belief in the power of self-improvement to a globally present, performance-based training company. A pioneer in public speaking and personality development, Dale Carnegie is the author of the best-selling book, "How to Win Friends and Influence People."

Headquartered in Hauppauge, New York, Dale Carnegie Training is dedicated to serving the business and corporate sectors. Over 8 million people have experienced Dale Carnegie Programs and India alone has more than 113,000 Dale Carnegie Training graduates.

Dale Carnegie Training is proud of the legacy, work and principles, which have stood the test of time for an entire century.

### Buyer's profile

In India, we have around 2000 corporate clients including Wipro, Oracle, Yahoo, SAP, Mahindra & Mahindra, Bajaj Auto, Airtel, Vodafone, Nokia, SBI, Axis Bank, Citibank, LIC, TV 18, Viacom, Novartis, Lupin Laboratories, Ernst & Young, ITC, Walmart, ONGC, BPCL, HPCL, Maharashtra Police, etc.

In the education sector, some of the many institutes that we have worked with include Vidyalankar Institutes, Tata Institute of Fundamental Research, Symbiosis Institute of Operations Management, NIIT, Institute of Business Management, etc.

### Training delivery capabilities

We have a team of over 100 corporate professionals in our India offices located in Mumbai, Gurgaon, Bangalore and Pune. Servicing training mandates across the country, all our trainers bring to the table varied industry and business experiences that help add value to business needs.

### Training specialization

Dale Carnegie Training India offers 'Talent Development Solutions' in the areas of leadership, presentations, sales, customer service, team member engagement, and process improvement. Customized or standard solutions are delivered in the form of classroom training, outdoor training or executive coaching.

### Other services

We offer media training, HR consulting and competency assessments as well.

### Key differentiators

*We have a 100-year history of sustained success. We understand your needs*

Dale Carnegie has been in the business of improving performance of companies and individuals for 100 years. During this time, we've had to constantly re-invent ourselves and our offerings to ensure we stay successful and competitive

*Dedicated coaches and outstanding trainers: Best in the world*

Our trainer/coaches are business professionals who have real-world business experience. They undergo a minimum of 250 hours of in-house development before becoming certified under our trainer development process that is ISO 9001:2000 accredited.

*Global network and standards: Best practices of global training*

We have offices in over 84 countries and deliver in more than 30 languages. As we work with many globally successful organizations including 400 of the fortune 500 companies, we bring to you world's best practices with local expertise.

*How to Win Friends and Influence People: The Classic – First book of self help*

With that book, Mr. Carnegie pioneered the work place learning industry. He recognized that in order to change a person's performance you must engage them in the process and coach them towards a more successful pattern.

The book "How to Win Friends and Influence People in the Digital Age" only reinforces our belief in constantly re-inventing ourselves to be successful and competitive in changing times.

### Pricing

We customize our pricing depending upon the nature and complexity of the assignment, the extent of pre-work and research required, scale and size of delivery and the duration of the agreement.





*"I remember a 100-year-old man came out to greet me at lunch and smiling when public speaking he told me public speaking is the way to success and freedom." - Warren Buffet*

### **PUBLIC SPEAKING MASTERY**

- Deliver professional presentations with confidence
- Determine and prepare the purpose and structure for presentations
- Practice techniques for dynamic openings and closings
- Use evidence to convey credibility and minimize fear
- Plan appropriate visuals and effectively lead Q & A

### **DEVELOPING THE LEADER IN YOU**

- To differentiate between leadership and management core competencies and how they impact business today
- To further develop process and people skills to increase our leadership sphere of influence
- To develop additional skills within the key drivers of business success
- To examine our own leadership styles and tendencies to maximize our strengths while minimizing our weaknesses

### **HIGH IMPACT PRESENTATIONS**

- Plan and organize professional presentations
- Create and maintain positive impressions
- Be more natural and relaxed when making presentations
- Communicate ideas with clarity and force
- Sell ideas and inspire others

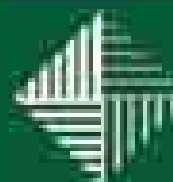
### **DALE CARNEGIE SEMINAR IN EFFECTIVE COMMUNICATION & HUMAN RELATION SKILLS**

- Build greater self-confidence
- Strengthen people skills
- Enhance Communication skills
- Develop Leadership skills
- Reduce stress and improve our attitude

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**DALE CARNEGIE TRAINING  
INDIA**

Your Global Engagement Partner

Go social with us.





**Blanchard Research & Training India LLP** is the licensed affiliate of Ken Blanchard Group of companies, USA. The Ken Blanchard Companies is a global leader in workplace learning, productivity, performance, and leadership effectiveness solutions. Ken Blanchard Companies has been in the training industry for over 30 years and is a pioneer in providing leadership solutions.

#### **Buyer's profile**

- Worked with over 300 of the fortune 500 companies globally
- Working with Airtel, Vodafone, Amway, MetLife, Lanco, Barclays and other major organizations across industries in India
- Serving global clients such as American Express, Coke, Pepsi, Nokia, etc.
- Worked with clients from various industries and sectors

#### **Training delivery capabilities**

- Support offices in Gurgaon, Pune & Mumbai, besides partner support across India
- Trainers present across these locations who travel across India for delivery

#### **Training specialization**

- Leadership solution at self, one-to-one, team and organization level
- Also focuses on change management, trust, team work, work culture, etc.

#### **Other services**

- Coaching is a strong focus area
- Behavioral assessments
- Executive coaching

#### **Key differentiators**

- Proven, propriety and research based content such as Situational Leadership II, Whale Done, Coaching Essential, Leading People through Change
- Proprietary leadership technology - SLII- The most widely used concept to develop leadership skills
- Single company which can deliver the entire program
- Common language and integrated curriculum- A complete leadership operating system
- Culturally adaptable and translated content
- Experienced and qualified team
- A global partner with a strong local presence
- Sustainability methods that maximize your training investment

#### **Pricing**

On request

#### **Testimonial**

"We love our partnership with Blanchard, their programs have allowed us to move the needle on leadership performance. Our work together has resulted in a worldwide application of leadership consistency" - *Pfizer Inc.*

"Blanchard helped us create a positive corporate culture that drives performance, behaviors, results, and profits"  
- *Banta Consulting Group*

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# LEADERSHIP IS A JOURNEY.

Having an experienced guide can make all the difference.

**Blanchard**  
INTERNATIONAL  
*The Leadership Difference.™*  
BLANCHARD RESEARCH AND TRAINING INDIA LLP

## WHAT'S THE DIFFERENCE BETWEEN A LEADER AND A FOLLOWER?

A FEW MOVES: 1. TRAINING 2.DEVELOPMENT 3.DESIRE

**MAKE YOUR FIRST MOVE.** For more than 25 years, The Ken Blanchard Companies has been helping world class companies become higher performing. Behind every best selling book, we have a training program that delivers lasting change, facilitated by the best organizational development consultants in the industry. Our **Situational Leadership® II** program is the most widely taught leadership model in the world.



Core Leadership Skills   Coaching Essentials for Leaders  
**Results**   One Minute Manager  
Situational Leadership® II   **through**  
**People**   Whale Done!  
**improving**  
**workplace cultures**   Leading People Through Change  
**building**   **developing**  
**effective teams**   **management talent**  
**across 5 continents**   Situational Self Leadership  
Building High Performance Teams

Contact us for open program details/ corporate solutions

**Call** 18001021345

**E-mail** Eshan@blanchardinternational.co.in

**Visit** www.blanchardinternational.co.in

**Blanchard Research and Training India LLP.**

A-203, Iris Tech Park, Sohna Road, Sector - 48, Gurgaon - 122018, Haryana. Tel: 0124 4511970

Interested to work with us? Call/e-mail



## InspireOne

**InspireOne** was founded in 1999 under the name TMI Associates Pvt. Ltd. InspireOne is a part of three global networks: TMI International, Kenexa USA and TACK, UK. The name reflects the Company's commitment to create and enhance corporate value for organizations by: INSPIRING and unlocking the potential of their human capital and being their ONE preferred partner for all people development needs.

InspireOne is committed to its mission of inspiring change in the personal and professional life of people worldwide.

InspireOne offers solutions in the areas of:

- Performance Enhancement
- Organizational development
- Leadership Assessment and Development
- Sales capability assessment & development

### Buyer's profile

InspireOne Consultants has a strong client base comprising of the leading organizations from across industry segments including: Banking, Financial Services and Insurance; IT/ITeS; FMCG; Telecom; Retail & others.

### Training delivery capabilities

Our success is tied closely to the contributions of every single person at the company; however we wouldn't be nearly as successful without our consultants. Their expertise, inspiration and commitment to customer focus continue to inspire us and our customers.

InspireOne has a strong pool of over 20 consultants from diverse backgrounds and experiences. Our consultants are based out of three locations – Delhi, Mumbai and Bangalore.

### Training specialization

InspireOne creates and customizes solutions that enable organizations to deal with people and organization development challenges in the areas of:

- Leadership assessment and development to build and enable High Performing Leadership teams
- Productivity enhancement for High performing individuals and teams
- Operationalizing service and enhancing customer experience by building Customer Centric and Branded Service cultures
- Sales capability assessment & development

### Other services

Strong element of assessment (pre and post or for creating development paths)

### • Leadership

- Personal EQ Meter™
- Leadership Orientation Questionnaire and High Performance Motivation Questionnaire
- Leadership Preference Indicator
- 360 degree Multi-Rater Feedback
- Sentio™
- Sentio™ Rapid
- Assessment and Development Centres

### • Sales and sales management

- TACK OMG:
  - o Sales Person Assessment
  - o Sales Manager Assessment
  - o Sales Team Assessment
  - o Hiring sales people

### • Performance

- Personal Performance Audit
- Workplace effectiveness survey

### • Service

- Complaints Culture survey
- Shaping a Customer Centric culture audit

### • Consulting

- Since the solutions are designed to create performance linked value and impact they are supported with consulting
  - Diagnostics
  - Creating learning journeys
  - OD solutions
  - 1:1 Executive Coaching

### Key differentiators

1. ONE partner for people development
2. Designed to create performance and business impact
3. Solutions that INSPIRE the hearts and minds to propel sustainable change
4. Supernova™, an online platform to aid post workshop integration
5. Ability to deliver consistent quality solutions in India and across the globe in local languages
6. Globally relevant researched knowhow
7. Internationally certified consultants

### Testimonial

"Our success is a large part because of our partnership with you. We have truly enjoyed working with you and believe that there is a strong ownership for excellence in your team which has ensured that our initiatives have also got flawlessly executed. We appreciate the insights that you bring to the table and ideas to make each intervention bigger and better."  
– Suchitra Rajendra, Director Organization Capability, PepsiCo India

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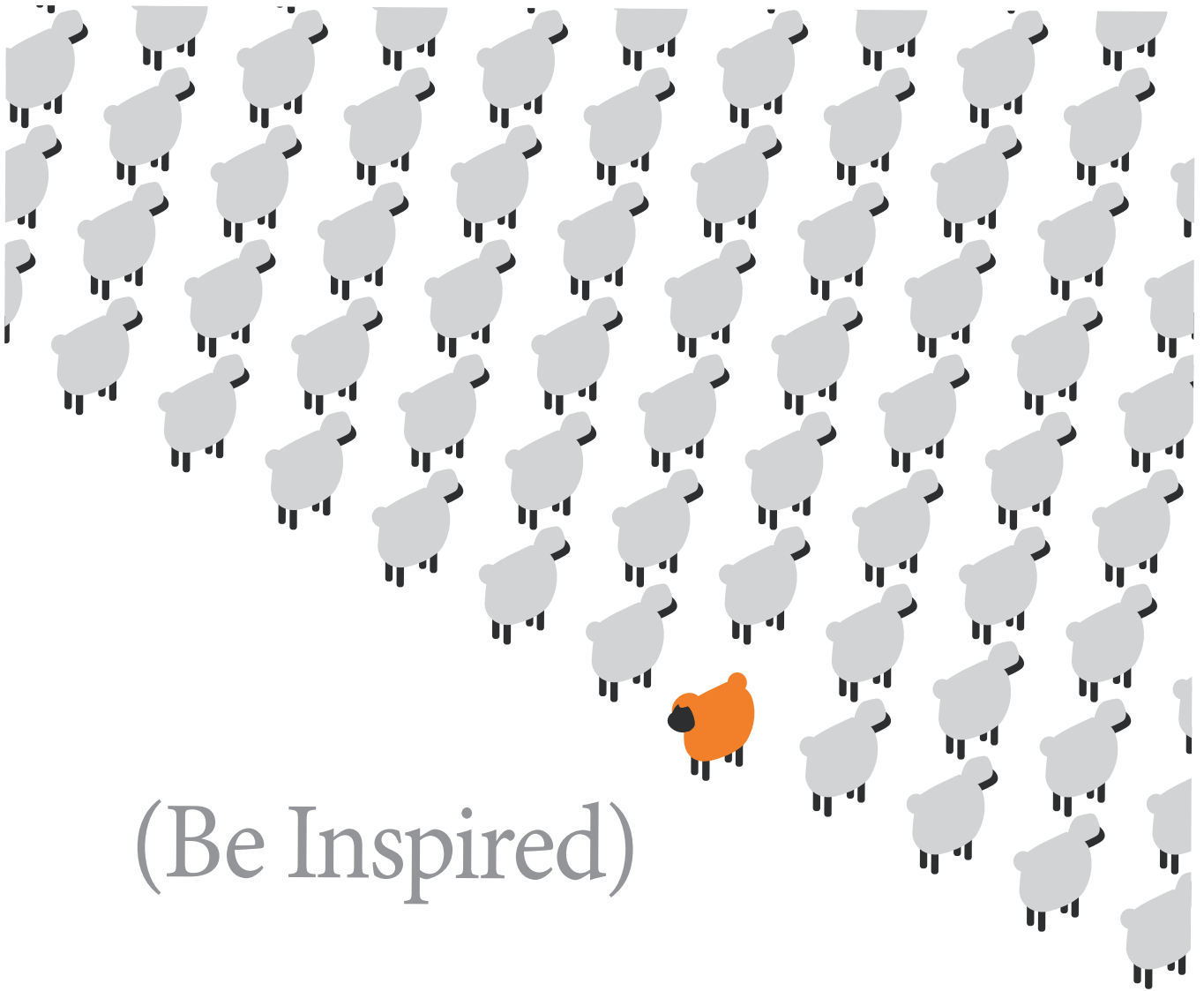
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# (Be Inspired)



**InspireOne**

InspireOne is a leading people development, leadership training and consulting firm; part of 3 global networks: **TMI**, **Kenexa** and **TACK**. We provide customized solutions in the areas of Leadership Development, Organization Development, Performance Management, Enhancing Service Experience and Sales Assessment and Development.



**Kenexa**





## OFFICE IN INDIA

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**Skillment Edu Private Limited** offers end-to-end training services by bringing together a bouquet of trainers with rich experience in the corporate environment and in academic institutions.

Skillment conducts the Engineers' Employability Program, which is for duration of three months and is aimed at creating the relevant skills in fresh engineers, so that they may contribute effectively and efficiently towards the execution of large construction projects. Skillment recruits fresh engineers from the civil, mechanical, electrical and EEE branches. The program includes classroom training on technical skills, project execution management and soft skills to create a fully-rounded professional, ready for employment. The classroom training is bulwarked by regular site visits.

Skillment also partners with organizations to design, adapt and deliver relevant training interventions to help the companies address their training needs. Skillment's corporate training division conducts various onsite behavioral training programs.

### Our methodology

The Skillment Methodology is a distillation of years of experience and learning from the track. Adult learning has its own nuances that must be kept in mind before tailoring a program. Therefore, all Skillment programs address these major learning buckets.

**Awareness:** This creates a basic awareness of the theme and its relevance for the employee and career progression.

**Knowledge Acquisition:** This part of the program imparts information about the concepts and skills required for productivity enhancement and achievement of goals.

**Skills Observation:** The part of the program exposes the participants to samples of highly

effective as well as highly non-effective modes of skill application.

**Skill Practice & Integration:** Practice and rehearsal of behavior is carried out through role plays and games, which leads to the integration of knowledge, skills and observation.

### Buyer's profile

Skillment's corporate training clients include a wide spectrum of businesses ranging from Fortune 500 companies to home grown enterprises.

### Training delivery capabilities

Pan India

### Training specialization

- Technical training: Construction & infrastructure
- Project execution management

### Other services

Custom content development for L&D interventions

### Key differentiators

- Unique methodology
- Scalable training programs
- Quick customization from a vast library of packaged training programs

### Pricing

Trainer fees on a per training day basis

### Testimonial

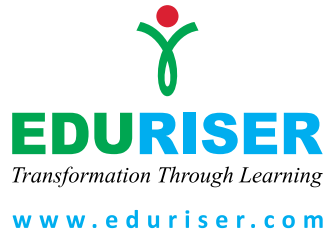
"The overall knowledge of the trainer and the enthusiasm and good approach was what kept the audience alert and bound."

- Dr Lalit Mohan Gupta, Senior Resident,  
Maulana Azad Medical College

"The presentation, the trainer's expression and the ability to elaborate concepts with appropriate examples."

- Harshal S. Kharwade, Ballarpur Industries





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**EduRiser Learning solutions** is a Global Learning and Development Organization which focuses on Custom Content Development & Delivery of Instructor Led Training (ILT), Business Simulations, e-learning and Blended Learning across domains and across business functions enabling transformation through learning.

EduRiser believes in giving companies, large or small, a fighting chance to better organizational performance when it matters. We develop customized end-to-end learning solutions that impact business performance through improved employee productivity, client profitability and effective skill transformation. Our focus is on clients having an avid interest in the continual growth of key professionals on higher levels as well as development of the "bottom of the pyramid". EduRiser is based out of Mumbai, India.

#### Buyer's profile

Our clients are leaders from their respective domains which include sectors like Manufacturing, BFSI, FMCG, Pharma and more. Our training solutions employ multiple delivery modalities and have been used from CXO levels to the Front liners.

#### Training delivery capabilities

EduRiser's pan India training capabilities

include 200 trainers, empanelled as well as in-house. EduRiser has got a state-of-the-art development center with an in-house content and e-learning production team.

#### Training specialization

- Developing technical content for product, process and systems.
- Soft-skills & behavioural training.
- Delivering Business Simulations

#### Other services

Tie-up with PMC based out of the U.S. as the APAC partners to sell and deliver the business simulation "The search for the Lost Dutchman's Gold Mine" and "Square Wheels" – Tools for Organizational Improvement

#### Key differentiators

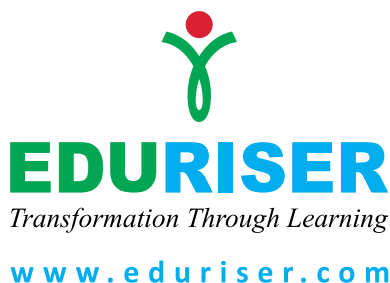
- Robust Content Development Services
- Multi-modal Learning Delivery
- Pan India Training deployment
- Multilingual and Vernacular Delivery
- Faculty Strength and Expert Leadership

#### Pricing

Varies as per complexity of client requirement.

#### Testimonial

Available on our website – [www.eduriser.com](http://www.eduriser.com)



## Transforming Corporate Training for a Transforming World

Business Simulations • ILT • e-learning • Custom Content Development



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**Idam Learning's** focus is facilitating change, growth and performance in organizations through developing people. We partner with organizations in developing end-to-end solutions for talent development that includes diagnosis, customization, content development, delivery, personality profiling, assessment and development centres for employees across the organization. We have worked with 50 organizations and 7000 people in 7 countries.

Uma Arora, the founder member of Idam Learning is a learner, coach & facilitator who plays the role of chief facilitator at Idam Learning. She is an accredited practitioner of MBTI, FACET 5, Appreciative Inquiry, has a degree in law and MBA and has certifications in the areas of Organization Development and Behaviour Science acquired in India, US, Singapore and UK. She has delivered several interventions in India, Asia & Europe to a diverse range of multicultural audiences.

## Training delivery capabilities

Top Management Interventions - Vision, Mission, Values  
Working with senior management and facilitating the development of vision, mission and values of the organization  
Assist the senior leaders with tools and technologies to implement, manage and assimilate change

Customized corporate learning solutions:

1. Leadership skill building programs to prepare managers for next level
2. Customer relationship

We believe that happy employees keep customers happy. We ensure internal buy-in of the company's products and values by the participants before building skills, which is followed by post program support

3. Team building and large group facilitation

We also conduct large group interventions to engage, inspire and energize teams for implementing large scale change. One of the tools we have used successfully is Appreciative

Inquiry, which engages people in a meaningful way and kick starts a culture building process that results in higher employee branding and therefore performance.

## Training specialization

- Large group facilitation
- Small group facilitation
- Executive coaching
- Select customized HR consultancy services
- Top management intervention – vision, mission and values
- Change management
- Culture building
- Leadership development

## Other services

We provide consulting services like recruitment process outsourcing, talent engagement and 'leadership capability development' solutions, HR outsourcing for start-up and emerging companies and customer intimacy solutions.

## Key differentiators

We believe in training that impacts results. We support our learning with carefully chosen research work and models (behavioral, psychological, leadership and management). Our work is based on sound organizational behavior principles.

## Pricing

Our pricing is moderate and affordable

## Testimonial

"I had always experienced negativity all my life. My father told me what I lacked...my teacher told me what I lacked, I told my children what they lacked...it is a vicious circle. Never thought there was another way. Thanks for showing a positive way. I could never believe that so much change can come in just 5 days..."

- *Director, Country Operations of a large multinational company*

"The program cleared a great deal about people, culture and behavior that was previously either unknown or poorly understood."

- *Managing Director of an East European company*



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With a team of 28 full time associates and 15+ senior industry professionals; NIMSPL has become one of the most preferred service providers in L&D and HR consulting space in Western India.

## Buyer's profile

More than 200 manufacturing, project, EPC and service organizations from India, Singapore & UAE viz. L&T, Alstom, Bombardier, Sanofi, ABB, CGL, UPL, RIL, Apollo Tyres, ERDA, Linde, FMIL, DEWA, HDFC Life, GMI, TDW, Torrent, Saint-Gobain, Zydus, Atul, UCB, Vodafone, IDEA, TAM Media, etc.

## Training delivery capabilities

Duration, competency focus, modules, methods and facilitators are selected/customized to suit specific objectives, participants' needs & handle contextual challenges.

Training design based on ENGAGE model uses case studies, psychometric tests, simulation exercises and group activities. All programs are having pre-work and post-training hand-holding options.

## Training specialization

**BOLT™** (Blending Ownership & Leadership for Transformation) is a flagship program. It's a long-term leadership development intervention that guarantees transfer of learning from classroom to work place.

**DISHA** for developing capabilities of pharma field force. More than 1200 employees have given strong ROI to companies through DISHA.

**I-MAX™** delivers short-term competency focused training programs on all soft skills/ behaviors. 98% organizations have opted for repeat assignments of I-MAX™.

**OBTP** delivers outbound experiences at places like Mount Abu, Goa, Pune, Jayalgarh, etc.

## Other services

HR solutions for Greenfield Projects, OD Intervention, Compensation Surveys & Restructuring, Assessment Centers, Competency Mapping and RPO Solutions.



## BOLT™ - Blending Ownership and Leadership for Transformation

uses combination of experiential, action and clinical learning tools to increase participants' proficiency level on specific competencies.

BOLT™ is offered to middle/ senior/ top level executives & entrepreneurs.

### Phase - I Introspection

- ▶ Psychometric assessment
- ▶ 360° feedback
- ▶ Outbound training with behavior facilitation
- ▶ One-to-one report sharing

### Phase - II Transformation

- ▶ Competencies' driven workshops
- ▶ One-to-one PDP sessions
- ▶ Dovetailing training workshops with one-to-one PDP sessions

### Phase - III Realization

- ▶ Follow-up session
- ▶ Live projects/ assignments
- ▶ BOLT™ assessment center
- ▶ Graduation ceremony

## BOLT™ Facts:

- ▶ 29 inter & intra company interventions
- ▶ 580 executives from 46 companies benefitted
- ▶ Four months to one year long intervention

**Next intercompany BOLT™:**

**@ Vadodara - 27<sup>th</sup> June 2012**

**@ Mumbai - 20<sup>th</sup> September 2012**

**Contact @ +91 9909028770**  
inquiry@nimspl.com

"Right from the initial outbound session till the feedback session, the methods employed were very novel and ensured 100% participation from all. This program surely has given great insight, in terms of self analysis for all the participating leaders through the "Ruthless Self Scrutiny" - BOLT™ Participant

# Training Calendar 2012-13

Courses	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan-13	Feb	Mar
<b>Electrical/Electronics/Instrumentation</b>												
PLC Programming	23-27			02-06		10-14		26-30		07-11	04-08	
PLC Networking					06-08					21-23	26-28	
PLC Advanced				10-12			16-18				19-21	
MMI & SCADA	09-13			02-06		05-09		26-30	03-07			04-08
AC Drives				02-04					17-19			
AC Drive for Crane Control Applications							29-31			21-23		
AC/DC Drives	09-13		11-15		27-31	03-07		05-09				
Electronics Maintenance		14-18				10-14		19-23			11-15	
Electrical Controls & Relay Logic Appl.	23-27	21-25			27-31	10-14	08-12		17-21		04-08	25-29
Transformer & Switchgear Maintenance									03-05			
Field Instrumentation				23-27		17-21		05-09		14-18		18-22
VLSI Design		14-18				10-14			03-07	28-01		
Embedded System Design		21-25				03-07			10-14			18-22
Sinamics S120								08-10				
Simotion System & Programming									10-12			
Energy Conservation										09-11		
<b>Mechanical</b>												
Industrial Hydraulics	23-27			02-06		03-07			03-07		04-08	
Proportional Hydraulics			18-22					19-23			18-22	
Industrial Pneumatics		07-11				24-28				21-25		11-15
Mechanical Maintenance *	19-20 EOT Cranes	30-31 Bearings & Lubrication	06-07 TPM	23-27 Mechanical Maint.	22-23 Compressors	27-28 RCM	17-18 Vibration Analysis	19-23 Mechanical Maint.	11 & 12 Condition Monitoring	07-11 Mechanical Maint.	18 - 22 Mechanical Maint.	19th Alignment & Installation
Mechatronics *						10-20			03-13		04-14	
AutoCAD		07-11		18-20			15-19		10-14		11-15	
CAD/CAM (Pro-E)	16-20			09-13		10-14		26-30				11-15
CAD/CAM (UniGraphics)	16-20			16-20			08-12					11-15
CAD/CAM (CATIA)		07-11				03-07			03-07		11-15	
CNC (Turning)	09-13			23-27		17-21			03-07		04-08	
CNC (Milling)	16-20	21-25			06-10		15-19			07-11		18-22
<b>Computer &amp; IT</b>												
Computer Networking				16-20					10-14		11-15	
Multimedia Presentation Development			11-15							14-18		
Graphic Designing for Presentations						24-28						04-08
MS-Project					21-25							

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**FEE**

Rs. 11,000\*/- per participant (Non-Residential)  
Rs. 16,000\*/- per participant (Residential)  
Rs. 25,000\*/- per day (On-Site Training)

\* (Service Tax as applicable)

For more information please contact:

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Website: [www.mindskillz.in](http://www.mindskillz.in)  
and [www.innotiimi.fi](http://www.innotiimi.fi)

Since inception in 2008, Mindskillz has grown to be a trusted partner per excellence across industry verticals. We induce a LEARNING ENVIRONMENT that nurtures people development. We design and roll the right training intervention that fosters self enhancement initiatives.

Our partnership with Innotiimi, Finland, enhances our specialized portfolio of training with increased years of experience and global perspective. We have workshops to cater to the behavioral skills and people development requirements at entry, mid and senior levels. Our client base covers the medical, IT/ITES, pharmaceutical, real estate, retail, banking and insurance, manufacturing, government services, automobiles, education, infrastructure, logistics & telecom sectors.

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- Facilitating change
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### Contact us:

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