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Vol. IV, Issue 1, January 2013

Rs. 75



THE TURNING POINT

A PROMISING OUTLOOK FOR THE INDIAN
HR INDUSTRY

TOP 13 HR TRENDS
THE STRATEGIST & PEOPLE MATTERS

THE CRUCIBLE PROJECT
DR. ROBERT J. THOMAS

BEST BET HIRING 2013
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LEAPFROGGING INTO THE FUTURE



Organizations start to look for efficiencies in their people processes by automating their administrative layers, like payroll, benefits administration, and routine transactions. The efficiencies that companies achieve from these exercises are just the foundation; the second stage is to go beyond cost saving alone and to look at deriving insights to drive talent management processes. This stage is not only about obtaining cost efficiencies but also about hiring the right people, ensuring they are placed in roles that they are most likely to be successful at, and using data analytics at all levels of talent management across the employee life-cycle. The third stage is where the real efficiencies are. This stage integrates the administrative efficiencies and the talent management process effectiveness with the motivational alignment that makes everybody in the organization 'participate' in the success of the company. This allows performance to be clear across the organization, facilitates learning and enables information to move across very quickly. Talent management processes powered by technology that enable standardization, intelligence & insights, build a layer of motivation and connect for innovation and value creation.

When organizations get the third level right, that is where the real value is. John Sumser, Principal Analyst, HRxAnalysts and Founder & Editor-in-Chief, HRExaminer, argues that getting to that level of value is really hard. The investment won't populate like the normal ROI, "if you get the motivational layer right, companies can do things that are unimaginable, because people are able to solve radically different problems and companies are able to manage radically different things."

Experts suggest that most organizations in western countries today have reached the potential that the second stage can provide, which is true for most MNCs in India and for some Indian multinationals too. In this cover story, *The Turning Point*, we provide a comprehensive snapshot of how organizations look at building value from their people processes and the role of the HR service providers in driving this transformation, through in-depth interviews with most of the important players in the Indian HR Industry.

This story has also given us an opportunity to understand the buyers' perspective and how they view HR as a lever to build efficiency, effectiveness and ultimately, competitive advantage.

The reality is that the great majority of companies in India are still struggling to leverage the efficiencies that automation and standardization can bring, let alone using talent analytics and integrating insights from different talent processes for decision-making in hiring, promotion, performance etc. The reasons are both the lack of maturity from the HR professionals to build the business case for investment in people processes and technology, and also the lack of sufficient experienced and contextually relevant service providers to support that journey. Today, many CEOs in India see the business case of investing in enhancing people productivity and it is for the HR community to take forward the conversation on how their organizations can benefit from those investments in terms of attracting the best talent, making them more productive and scaling learning and sharing.

The HR industry in the West evolved from administrative standardization to talent management processes integration, to bringing the layer of motivational alignment. The rising pressure for productivity, the challenges to manage people across locations, the imperative of leveraging technology while keeping the culture 'high touch', coupled with the access to technology and the demands of a younger population, makes India a great case for moving straight to the third layer of evolution, thus leapfrogging into the future.

A warning from the experts though: the third layer requires a great deal of work and commitment from all levels in the organization. As Sumser concludes, "You can get efficiencies from payroll and benefits without getting it hundred percent right, but at the top level you have to get it hundred percent right."

We hope you enjoy this story as much as we enjoyed putting it together. As always, we would love to hear your views, suggestions, criticism and comments; do write to us at editorial@peoplematters.in

Wishing you all a fabulous year ahead.

Ester Martinez
Managing Editor

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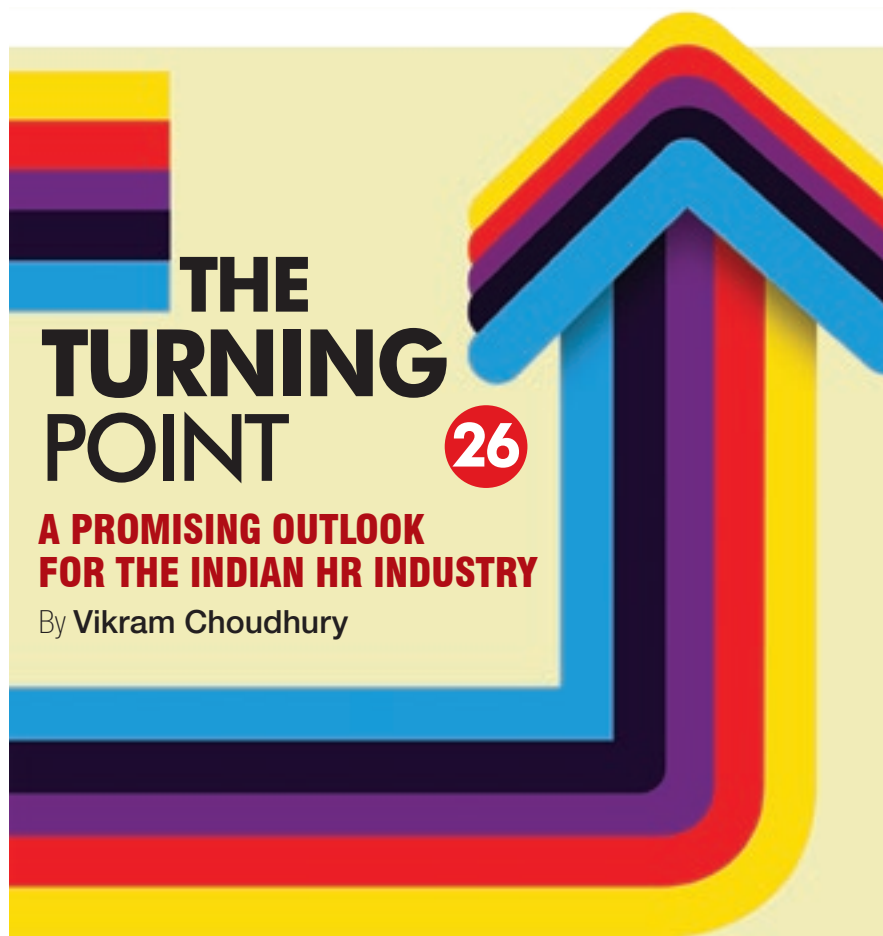
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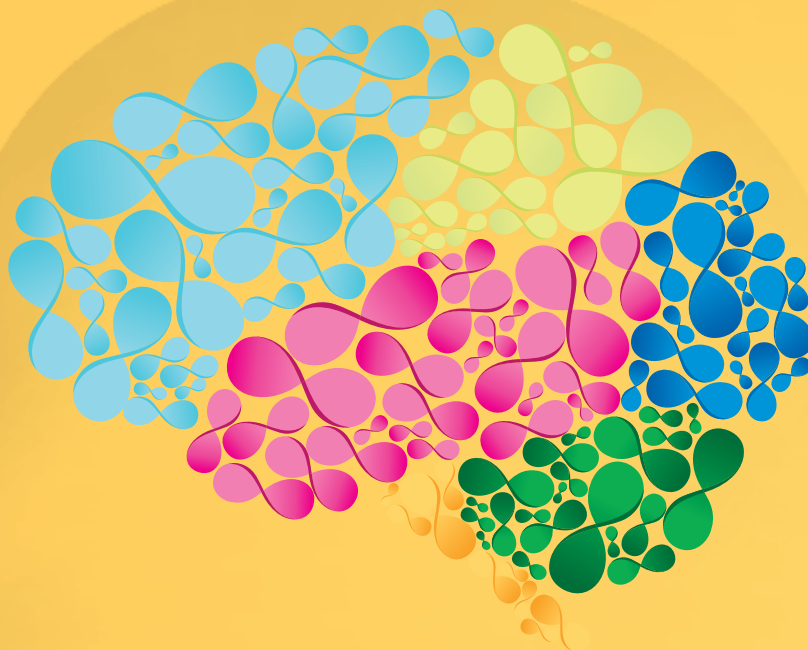


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LETTERS TO THE EDITOR

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Comprehensive view

The 'In retrospect' feature was quite a comprehensive view of the year's cover stories. Over all, all the articles were good and worth a read.

- Sony Mehta, HR, Jindal Power

The overall December 2012 issue of People Matters has come out pretty well.

- Jayakumar (online)

Elaborate Statistics

'Getting Intelligent through Information and Analytics' in the December 2012 issue captures the role of technology well. Strategic HR, HR Analytics, use of technology including cloud based solutions which have started picking up are definitely going to be key differentiators among industry/domain peers and the HR fraternity. I appreciate the elaborateness of the article and the statistics mentioned are informative.

- Murthy MVS (online)

Thought provoking

The socialization of education by Abhijit Bhaduri in the November 2012 issue is very thought provoking.

- Santosh (online)

Career comeback

The November 2012 issue is very good – specially the thought on the art of 'Making a Career Comeback'. It is important to take note that God has made womankind biologically in a different way because of which only women can have babies. Women must work and excel for sure but you cannot change the way they are made. If a woman delivered and a man had to look after the baby while she went to work it is not the same because biologically there are certain things only a woman can do. As a mother of two and working you might appreciate what I am saying. In paragraph one, Parul had to take a break after baby from a Fortune 500 company followed by 'but it has come to pass because of the inevitable patriarchal inveiglement that subtly forces women into taking backseat in their careers'. I dislike the comment. The more women compare themselves to men the more problems they will have. Women

especially in India are unique, they need to set their own standards and fulfill their other responsibilities that make them unique. Sometimes I wonder why people of today, both men and women, make such a song and dance about things. In earlier days women worked, had many more kids and accomplished much more.

- Sanjeev (online)

A terrific business case

'Making a Career Comeback' presents a terrific business case. In India, only 36 percent women are employed, whereas 70 percent of women in China are employed. But getting the 2nd innings players on board is not a copy-paste program. Some questions have to be answered first - how would these women be placed versus their male peers, who have moved ahead in their absence? 2nd innings women have different lifestyle needs as compared to their 1st innings; so, is the workplace policies and infrastructure ready to accommodate that... day care, travel schedules, etc.

- Balaji Renganathan (online)

An interesting take

'The Samosa Mandate' on your website is an interesting take. As workdays get longer and stretch into the night, it has become extremely important to make available good food options. In my discussions with employees of a TV media company, a large proportion of employees complained about food. Few options in the cafeteria, not great quality, were the major cribs. Above all, people in their late 30s and above, hated the free samosa!

- Abhinaba (online)

CORRIGENDUM

The designation of Irfan Abdulla, Director, Talent Solutions, LinkedIn on page 44 of the previous issue was incorrectly indicated as Director, Hiring Solutions. The corrected numbers from the LinkedIn's Hiring Trends 2012 are 41% of organizations in India consider 'quality of hire' as the single most important recruiting metric and 35% utilize social and professional networks as a long lasting trend. These were incorrectly quoted.

The designation of P. V. Ramana Murthy, Senior VP-HR (India and Bangladesh), Hindustan Coca-Cola was incorrectly indicated as Zonal Head HR at Hindustan Coca-Cola on page 39 of the previous issue.

The logo of Thomas Assessment was wrongly published in the HR Technology supplement in the last issue in place of the People Metrics logo.



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Corporate HAPPENINGS

India Inc. to focus on women talent in 2013

While Booz and Co., in its study, "Empowering the Third Billion: Women and the World of Work in 2012", questioned whether the issue of women in the workforce will be a story of economic empowerment or missed potential, McKinsey & Company, in its report titled, "Women Matter" stated that companies in Asia's leading economies have "strikingly" few women in senior jobs, missing out on a vital pool of talent to fuel the region's growth. Statistically, India fares poorly when compared to China or even Indonesia when it comes to representation of women talent on executive committees and boards. Perhaps, taking a cue from such reports and in a bid to harness women talent, one of the key agenda for India Inc. in 2013 would be to invest in women talent. Media reports state that companies are putting extra efforts into increasing the number of women in their workforce, including paying higher fees to third party recruiters for finding appropriate women candidates. It seems that India Inc. is keen to move beyond policies and frameworks to actually doing

things to increase the representation of women in their workforce and train them for leadership roles.


A survey conducted by Avtar Career Creators and Flexi Careers India, across 130 companies in India that operate in multiple domains, states that some 79 percent of the companies believe that investing in women would bring them sustainable growth and increased productivity. According to the survey, respondents said that more than 75 percent of their diversity & inclusion (D&I) investments for 2013 would go into inducting, developing, training and retraining women talent. In terms of budgetary allocation, IT, BPO, KPO and FMCG companies have higher budgets for gender diversity compared to other industries. Further, as much as 83 percent of respondents in the survey said they were keen on hiring second career women - those who took career breaks for marriage or childbearing. Given that there is a direct correlation between a diverse workforce and improved business performance, it is a good sign that companies are exploring it in India as well. 

Statistically, India fares poorly when compared to China or even Indonesia when it comes to representation of women talent on executive committees and boards

Hiring to remain active in Q1'2013

Though the global macro-economic situation is not out of the woods and uncertainty prevails around India's economic and political environment; employer hiring intentions in the New Year will be a mixed bag. Sectors like FMCG, retail, healthcare and pharmaceuticals remain optimistic. According a Manpower Group survey of 4,496 employers across India, hiring activity is expected to continue at a strong pace for the first three months

of 2013. Going by the employment indices available for November 2012, the outlook looks to be in tandem. The Monster Employment Index India which saw positive annual growth in sectors like healthcare and auto, and cumulatively increased by 10 percent from a year ago in November 2011 is in line with Manpower Groups findings. Further as per Naukri Job Speak, hiring activity in November 2012 remained stable in sectors such as ITeS and construction. On the regional front, Manpower Group forecasts active labor markets

in both the South and North, with outlooks of +25 percent and +24 percent, respectively. According to the November 2012 statistics based on Monsters Employment Index India and Naukri Job Speak, the outlook seems to be in line. While Monster Employment Index India states that its online recruitment activity was up in 12 of the 13 locations, Naukri Job Speak too reports positive hiring trends across cities with Kolkata witnessing a 15 percent surge in November 2012. 



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India Inc. sees increase in equity incentives

In a role reversal of sorts, equity-based incentives have emerged as a key factor to attract and retain talent. According to 'The 2012 Global Equity Incentives Survey' conducted by PwC and National Association of Stock Plan Professionals, NASSP, Indian companies that participated in the 2012 Global Equity Incentives survey showed a 35 percent increase in equity grants in 2012 vis-à-vis 2011. According to Padmaja Alaganandan, Executive Director – People & Change Practice, PwC India, "Globally, the appeal of performance awards seem to be on a decline among plain vanilla ESOP plans, while there is an increase in time-based options and restricted stock awards. Interestingly, this situation is reversed in India where there is a perceived increase in performance

linkage in equity plans." As against 2011 when the global scenario saw an overall decrease in equity awards granted, with a rise in the use of performance awards 2012 seems to be the year of cautiousness, with companies getting back to the basics. The survey points out that companies have generally restored grant levels to 2009 levels, and seem to be coming out of the recession with a newfound comfort in making business decisions on where to allocate internal resources relating to employee equity plans and determining what types of plans work for them. In fact, for 2012, the key drivers for offering employee equity programs are in tune with aligning compensation with business strategy and keeping pace with market trends. **pm**

APPOINTMENTS



Country Head of HSBC India Naina Lal Kidwai took over as President of FICCI, becoming the first woman to head the leading industry body effective December 2012.



Dell has appointed former Wipro co-CEO Suresh Vaswani as president of Dell Services effective December 2012. Suresh, who has previously led Dell Services' application and BPO line of business, will report to chairman and CEO Michael Dell in his new role.



S Subrahmanyam has been appointed as Managing Director of HAL's MiG Complex at Nasik effective December 2012. Prior to this, he was Chief of Projects at HAL's Helicopter Division (Bangalore).



Shivika Bubber has been appointed as the Assistant Vice President - HR at Cushman & Wakefield effective December 2012. Prior to this she was Senior Manager - HR at Suzlon Energy.



Pankaj Gautam has been appointed as Joint Managing Director & CEO of Visa Steel effective December 2012. Prior to joining Visa Steel, Gautam was CEO of Bhilai Steel Plant, SAIL.

Korn/Ferry to buy PDI Ninth House

Korn/Ferry International, a Los Angeles based premier global provider of talent management solutions, has entered into a definitive agreement to acquire Minneapolis-based PDI Ninth House, a leading globally-recognized provider of leadership solutions. Korn/Ferry expects to close the acquisition by the end of the year, subject to the expiration of the waiting period under the Hart-Scott-Rodino Antitrust Improvements Act and other customary closing conditions. As per the terms of the merger agreement, Korn/Ferry will pay approximately \$80 million in cash at closing for 100 percent of the equity of PDINH, which is currently on a \$90 million to \$100 million annual fee revenue run-rate. Going further, it will pay up to \$15 million more based on financial results during the 18 months following the acquisition. The acquisition is expected to add to earnings in the first year of Korn/Ferry ownership.

Shine.com acquires 40% stake in MyParichay.com

Job portal Shine.com has acquired 40 percent stake in MyParichay.com, a social recruitment business. The deal will complement Shine.com in its innovative hiring solutions. The integration is expected to change the landscape of social hiring as the partnership will be able to create a compelling offering & would help to provide a comprehensive solution for employers as well as active & passive job seekers. **pm**

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Anil K. Khandelwal: I think there are more books on leadership than actual leaders. What could be the reason behind this Leadership Deficit Syndrome?

Robert J. Thomas: We need more leadership and not necessarily more leaders. That is, we need people who do things that leaders do: they inspire other people, make decisions, and give voice to the aspirations of both employees and customers.

The challenge is, however, that it takes practice to improve your performance as a leader. Behavioral change requires practice. It does not occur overnight. You have to be willing to practice until you see results. That's a hard thing for many people.

A K: What can organizations do to encourage this behavior and enhance this learning curve?

R T: Organizations recognize the value of leaders, but they don't see themselves as being in the leadership business. People in business are in business; they don't think of themselves as being in the leadership development business. So, they rightly ask:

is there a way for faster growth of leaders without losing time for business? My answer is, absolutely!

Every time you face a turnaround situation, every time you deal with a big error in the system, every time you enter a new market, there is a leadership opportunity. If you think about it as a potential crucible, then put the right people in the positions of responsibility. It does not mean that we have to shake-up people all the time, but we should create spaces, so people may see opportunities for themselves.

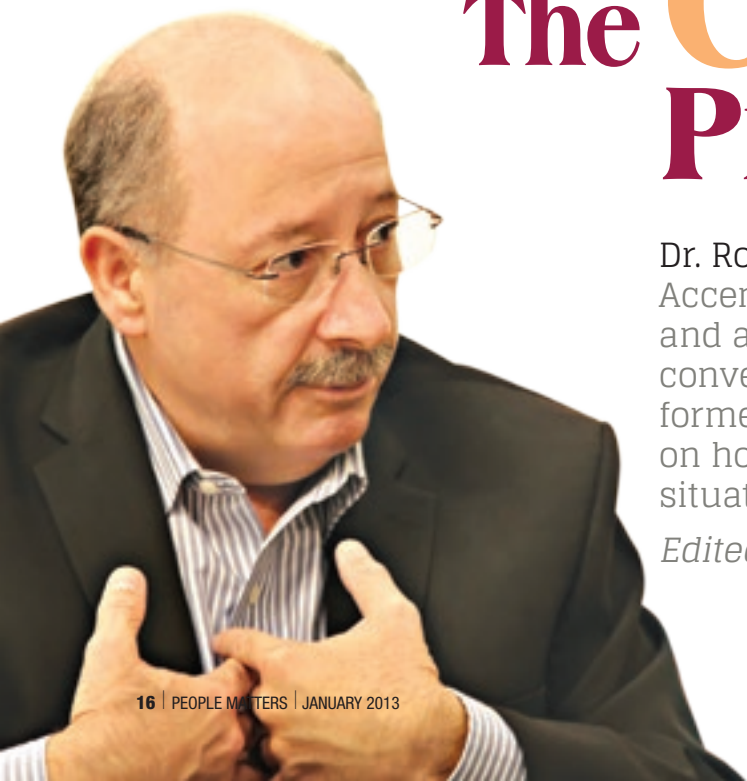
A K: I believe crucibles are necessary for personal growth. When I was in Bank of Baroda, I was sent to some of the most difficult territories and these experiences helped me grow. One crucible experience enhanced my capability to deal with other crucible experiences. How should organizations design crucibles for their leaders?

R T: There are some built-in crucibles, like in organizations that are under stress, or organizations in high-growth situations where they don't have enough talent, or situations where you've got to turnaround a failing organiza-

The Crucible Project

Dr. Robert J. Thomas, Managing Director of Accenture's Institute for High Performance and author of *Crucibles of Leadership*, in a conversation with Dr. Anil K. Khandelwal, former CMD, Bank of Baroda shared insights on how organizations can consciously use situations as crucibles to nurture leadership

Edited excerpts from the conversation



THE 6 C FRAMEWORK

The 6C framework that organizations can use to nurture leaders and engage people

1. **Crucibles:** Make the most of crucibles to identify leaders and to help them grow
2. **Commitment:** Encourage commitment to practice
3. **Combination:** Focus on combination of inside and outside skills to gain optimum results
4. **Coaching:** Recognize that nobody learns alone and provide good coaching facilities to your people
5. **Community:** Leadership development efforts should be group efforts. It helps create a network of people who are able to support each other
6. **Culture:** Create conducive culture. You attract the best talent when you demonstrate that you create leaders

tion. The true test is how you make the most out of these experiences.

There are two sides to learning to lead: the outside and the inside game. The outside game is what we do really well. We provide our people good training, but we miss out on the inside game. The inside game is about engaging the individual, asking how are you going to deal with a situation you haven't encountered before, what do you want to accomplish for the company, for the unit, etc. The inside game is about engaging the heart and the soul inside the individual.

By virtue of how business and life operates, these opportunities keep showing up. A big part of our responsibility is to identify the kinds of experiences we can use inside our organizations to complement the trainings that we provide.


A K: In the organizational context, I think it is extremely important to push people to different situations, different territories, different processes, etc. What can the organizations do?

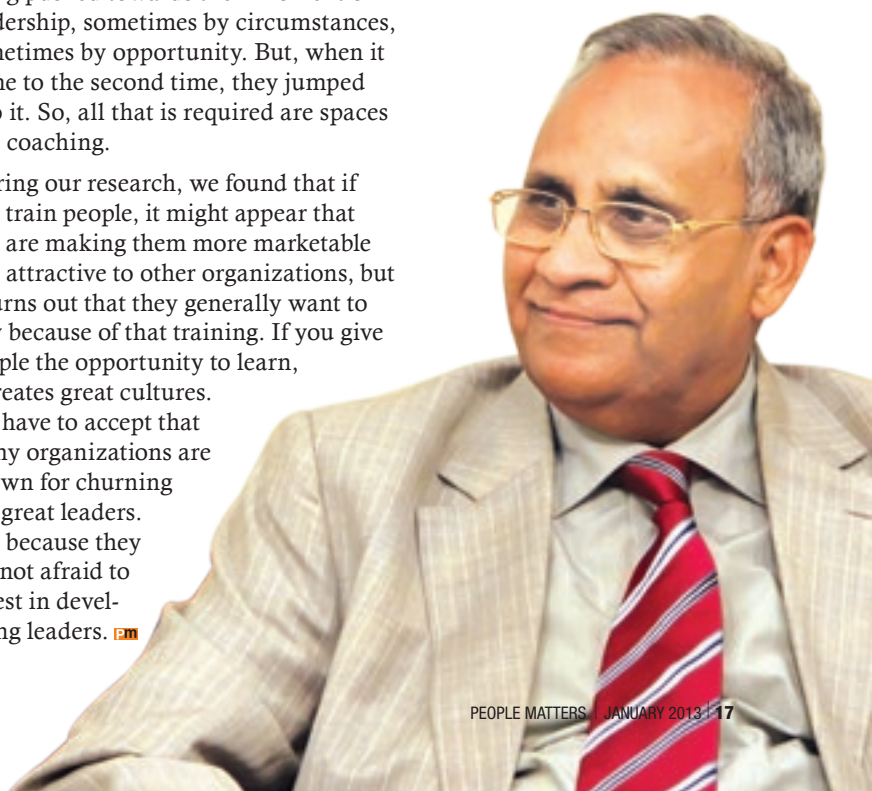
R T: That is the responsibility that leaders need to take. Leaders need to tell themselves, 'I need to grow more leaders because that is my job'. Sometimes, people sitting at the highest levels get so focused on doing their job that they forget that it is also their job to create leaders. You cannot create leaders by just doing your job; you have to notice opportunities that exist for people to be challenged. These opportunities are always there.

A K: What do you think is the best way to develop leaders?

R T: Crucibles are the key. Crucibles are events and relationships that test you ... that teach you critical lessons about what it takes you to be a leader. Crucibles do not have to be big events. There are many opportunities for you to test and expand yourself. What is critical is whether you are prepared for this. It is interesting that two-thirds of the leadership stories that people shared with me were that of being pushed towards their moment of leadership, sometimes by circumstances, sometimes by opportunity. But, when it came to the second time, they jumped into it. So, all that is required are spaces and coaching.

During our research, we found that if you train people, it might appear that you are making them more marketable and attractive to other organizations, but it turns out that they generally want to stay because of that training. If you give people the opportunity to learn, it creates great cultures.

We have to accept that many organizations are known for churning out great leaders. It is because they are not afraid to invest in developing leaders. 



HR 2013

TOP



TRENDS IN THE
ERA OF T20

The corporate scenario and T20 is surprisingly similar in terms of crushed timelines, faster results, higher commercial stakes, quick decision-making by leaders, greater expectations and influences from stakeholders and highly volatile emotions, to list a few. In this changing scenario, business is evolving its model and methodologies; HR is no more isolated and hence, is under tremendous pressure to adapt. This calls upon strategic HR to think proactively and be future-ready to ensure that the organization and its leaders sustain its competitive edge. Presented here are the 13 trends, which India Inc. must look out for and their implications for HR professionals going forward. These Top 13 HR Trends have been shortlisted from a long list of trends keeping in view the Indian subcontinent as a focus area.

TREND 1



CONVERTING EVENTS INTO EXPERIENCES

The coming year will see employee-experience management becoming a critical concern that will demand HR's attention. This principle is an extension of transforming great customer experiences to employees also, because happy employees ensure happy customers. Thus, the focus of HR leaders will be on creating a positive experience for employees by measuring impact not output. The key for the same is not looking at employee engagement activities as mere checklist events, but as avenues to create positive experiences in 2013.

TREND 2



RECYCLING TALENT TO SAVE MOTHER ORGANIZATION

Businesses are under tremendous stress to ensure sustained profitability even with rising prices of raw material, people cost and further challenged by the slowing economy across industries. Workforce planning has emerged as the top focus area to ensure that all employees are not only rightfully deployed, but also optimally utilized. HR will have to acquire a broader lens and explore the opportunity of relocating employees within or outside the organization. The trend will also see pampering of employees who respond better to picking up new skills. Resourcing strategy will see inclusion of new parameters like flexibility of candidates, ability to learn new things, agility, etc.

TREND 3



GEN Y READINESS

As Gen Y not only forms a formidable part of the workforce, but also starts taking the center stage, today it is an interesting challenge for HR and leadership. HR will have to build the bridge between members from diverse generations. 2013 will see formation of joint employee committees by HR, who will review policies and practices to make them relevant to all categories of employees. Reverse mentoring (Gen Y as mentor and others as participants) will gather momentum; and all policies, practices and processes would come up with a mandated expiry date, to ensure that they stay current and relevant.



TREND 4



GUARD THE GUARDIANS

During 2013, the general perception that 'leaders' are expected to be extra strong and hence, immune from burnout, which is the flip side of high profile (high compensation) roles, will see a change. Extra pressure is resulting in burnout of top leaders leaving the future of organizations insecure without able and sustained leaders.

HR will need to go back to the drawing board to devise strategies and plans, which will not only facilitate balancing this damage, but also highlight the need for succession planning. Compulsory leave for leaders; unwritten protocol on usage of Smartphone and technology; and a culture of 'being 24x7 isn't fashionable', are thoughts that will be propagated strongly.

ENTRY OF THE EXIT STRATEGY

Ensuring that the right profile is sourced the first time is now a function of science and not of trial and error. Using statistical methods to study the data of employees quitting (within the stickiness period) and employees who have stayed back, will provide great insights into who are the right resources (demographic and other elements) to source.

In 2013, HR's energy will be spent on ensuring that data pertaining to employees is organized in a fashion, which is accessible and manageable. Rebuilding the sourcing strategy including talent landscaping on an annual basis will take precedence.

TREND 5



TREND 6



NEIGHBOR'S ENVY, OWNER'S TROUBLE

Social media and free flow of information are ensuring that employees are sharing more than ever and more quickly among themselves. HR will no more operate in isolation; it has to accept that employees are going to envy neighbors (competitors) and raise issues. 2013 will witness HR working along with internal communications to propagate social media as an effective medium of communicating and connecting with all.

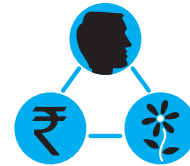
TREND 7



DON'T RAIN MONEY ON TRAIN(ING)

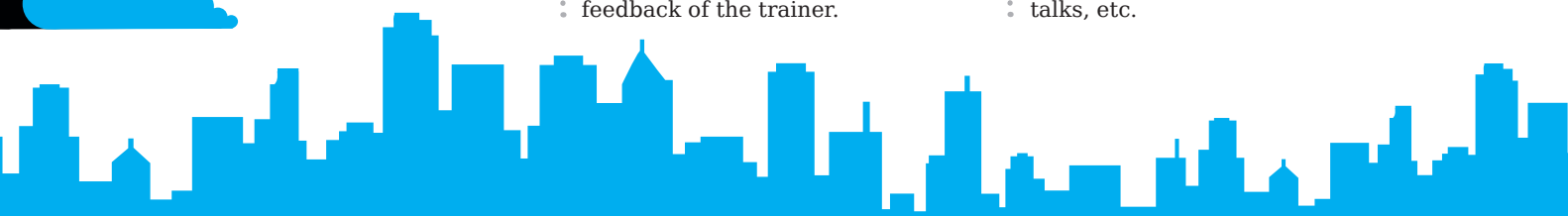
In 2013, calculating the ROI / training effectiveness will be no more a 'Good to Have' fashion statement but a harsh reality of business demand. HR's agenda will be to invest more time on design of the training program, so that it is in line with the participant's needs. HR will go further to monitor the implementation of learning by having participants at workplace under the watchful eyes of managers and drive-in hard bargains with faculty, wherein we may see a trend where faculty fees will have a variable component related to feedback of the trainer.

TREND 8



TRANSFORMING MERCENARIES INTO MONKS

Single digit increments are a reality and are here to stay. Employees, organizations and HR have to align to this harsh reality. In 2013, employee engagement will move away from monetary elements more than ever. HR will propel a new mindset among employees, which is far away from that of mercenaries (where money is the primary excitement to execute a task) to the outlook of a monk (where purpose or task is the primary motivator). Senior leadership will spend more time in engagements, such as, walk-the-talk, coffee sessions, passion talks, etc.





TREND 9



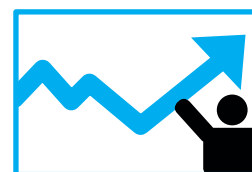
WHO AM I?

Who am I and how do you perceive me? Companies will have to relook at what kind of employer brand will excite employees across generations? What kind of employer brand will be able to evolve to keep it relevant with dynamic changes? In 2013, the current Employee Value Proposition (EVP) will go through the litmus test, with each generation validating its relevance and excitement. The EVP will be communicated more than ever on digital mediums ranging from career pages on websites, to organization Facebook and LinkedIn profiles. The EVP will be extended and calibrated across the employee lifecycle to ensure consistent experience before and after association of the employee.

DREAMS WON'T SLOW DOWN IN SLOWDOWN

Aspirations do not slow down in the slowdown, but actually elevate. Managing aspirations of hi-potentials (Hi-Pos) in a slow economy with limited opportunities and resources would require innovative solutions and more hands-on approach than ever before. In 2013, dedicated account managers within HR will manage hi-potentials just like we witness the sales and marketing teams managing critical clients. Deputations to other organizations on short duration will gather momentum to keep up employee excitement levels. Senior management will spend more time with hi-potentials by acting as their anchors and sponsors in their careers.

TREND 10



TREND 11



EXIT IS JUST A COMMA, NOT A FULL-STOP

Employees who have exited (alumni) are often given a second class citizen treatment. The new trend will see alumni as a great source of an outside-in perspective on many initiatives which organizations plan. Alumni will contribute to sourcing new hires and business development besides themselves being potential talent that organizations would like to hire back. Formal alumni associations will be encouraged by the organizations with considerable visibility in social networking sites. Dedicated plans and communication platforms will gather thrust to ensure constant flow of information and views. Employer branding analysis and sounding boards are some of the areas where alumni will play a greater role. HR will need to change tracks to capture the pulse of its alumni network for the benefit of business.

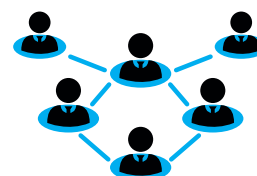
TREND 12



OUT OF SIGHT CAN'T BE OUT OF MIND AND HEART

As work-from-home and virtual work environment become popular, there will be increased attention given to engaging the virtual workforce. A priority for HR leaders in 2013 will be to ensure the virtual workforce is given the same priority and attention (or even more) than physical workforce, to ensure that business stays energized towards its purpose. 2013 will see constant and customized communication forming the backbone of engaging the virtual workforce. Customized engagement programs with special budgets will capture space and mindset in engagement calendars, and engagement scores of virtual workforce will be a unique measurement component in CHRO dashboard besides the overall engagement score.

TREND 13



CAN'T IGNORE NEED FOR SOCIALIZATION

2013 will see the evolution of HR focusing on building and adapting to more in-house social media tools, which will allow socialization without compromising productivity or other business priorities. Traditional socialization tools like communities, hobby clubs, etc. will also gain importance. Intranet will form the platform for interactions, and strong social media policy, and 'code of conduct' will come into effect in organizations with sensitive business models.

Authors: K. Srinivas Rao, Partner & Chief Strategist, The Strategist (kshrini@thestrategist.in) and **Shefali Rao**, Partner, The Strategist (shefali@thestrategist.in)



The next-gen technology leader

Aarif Aziz, Head-HR, GE Global Research, John F. Welch Technology Centre, GE India Technology Center shares the unique demands on HR in developing leadership in a high IQ environment



GE India Technology Center's focus is on building leadership for the 'next generation' of technology. How does this translate into HR's role to drive such an agenda?

GE is a pioneer in creating next generation products like jet engines, or even concepts like MRI and CT scanners. So, innovation has been at the core of the company's evolution over the last 100 years.

At this juncture, we want to be a company that is focused on technology and that which develops products and solutions to meet the consumers' needs. If you translate that into an engineering and technology organization like ours, there are a few critical aspects. Firstly, there is a need for a culture of innovation to ensure every idea gets merit and is given an opportunity to evolve into something meaningful. The second aspect

is creating an environment where people as a team have the opportunity to look at things differently. For example, if someone working on aircraft designs wants to develop skills to create next-generation aircraft, the organization builds that environment to allow the opportunity to develop those skills. The third aspect is to be conscious of how these products are impacting the environment. 'Ecomagination' at GE aims at reducing the company's carbon footprint by making products that are efficient, consume less fuel and reduce pollution.

HR's role is to create the culture to make all of this possible through an open environment which allows anyone to walk up to anybody to share an idea; to emphasize on developing both depth and breadth of skills through a learning and development culture; and to provide people the opportunity to learn beyond their roles through stretch assign-



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ments. HR is also helping GE in becoming the next generation organization by enabling GE leaders to become better coaches. As more knowledge workers join the workplace, the differentiator will be the ability to leverage the potential of these knowledge workers.



How do you ensure people take up stretch assignments?

The stretch is not in terms of giving someone another job to do, but to provide one the opportunity to gain exposure in areas that one is passionate about. Take the example of Gopi (Dr. Gopichand Katragadda) who heads the business center today. He started as the first line manager at GE and has grown to become the Managing Director. When he joined the company 11 years back as a technologist, he showed passion in many aspects like creating next-generation technology, handling projects globally, etc. The organization provided him with the opportunities to develop and acquire

Stretch assignments at GE are not about giving someone another job to do, but about providing the opportunity to gain exposure in areas that one is passionate about

skills through structured training programs to grow into these roles. This eventually made him the head of R&D and now the MD, GE India Technology Center. So, stretch assignments at GE are not about doing an added role, but about taking up work that one is passionate about, and providing people with the opportunity to work on such areas.



Does India have that quantity and quality of talent?

We have a lot of talent in India, but finding the right talent is not easy because of the competitive landscape where there are many organizations that are doing well and looking for quality talent. While it is not easy to find the right fit, we have hired a lot of people over the years and the rigorous selection process helps in identifying the right talent. In the last 12 years, the GE technology team has grown to 5,341 employees from only 546 people in January 2000.



What talent management challenges do you face?

More than 60 percent employees have advanced degrees which is either a Masters or a Ph.D. and have high IQ and high caliber. Thus, HR's challenge is in ensuring a healthy buy-in to HR's agenda from all. There is a need for adequate rationale and logic when dealing with such a population. So, clear communication and articulation is important, along with being open to debate on any new introduction that HR makes. HR has to partner with people when rolling out new initiatives. Thirdly, HR has to leverage technology and social media inside and outside the organization.



How do you ensure the high IQ talent also acquire the required EQ?

As we hire, train and develop people, we focus on one basic thing – that it is not 'what' they deliver, but also the 'how' part of it. And this 'how' defines the DNA of how people work at GE. We focus on social forums where people interact a lot. One such event is the 'Tech Fest', where people showcase technology and come together to talk about what they have been working on. This gives these high IQ technology experts a chance to share their stories and engage with others about various projects they are working on. We also encourage people to take up volunteer activities like organizing a science fair for children where school children are invited to the GE campus to learn about how they can leverage science for experimentation. These activities act as an outlet for scientists to express themselves, which is invigorating as compared to their focused work within the narrow walls of their work area.



How has HR's role evolved?

Today there is a need for specialist expertise within HR to be able to deal with these changing times. HR at GE is focusing on creating Centers of Excellence, which have specialists to deal with these unique aspects. The next critical facet is coaching, where HR needs to coach leaders as well as develop a coaching culture in the organization. And the third aspect is to leverage technology in identifying how HR can connect with people more efficiently as well as use social media platforms to connect with the external world. 



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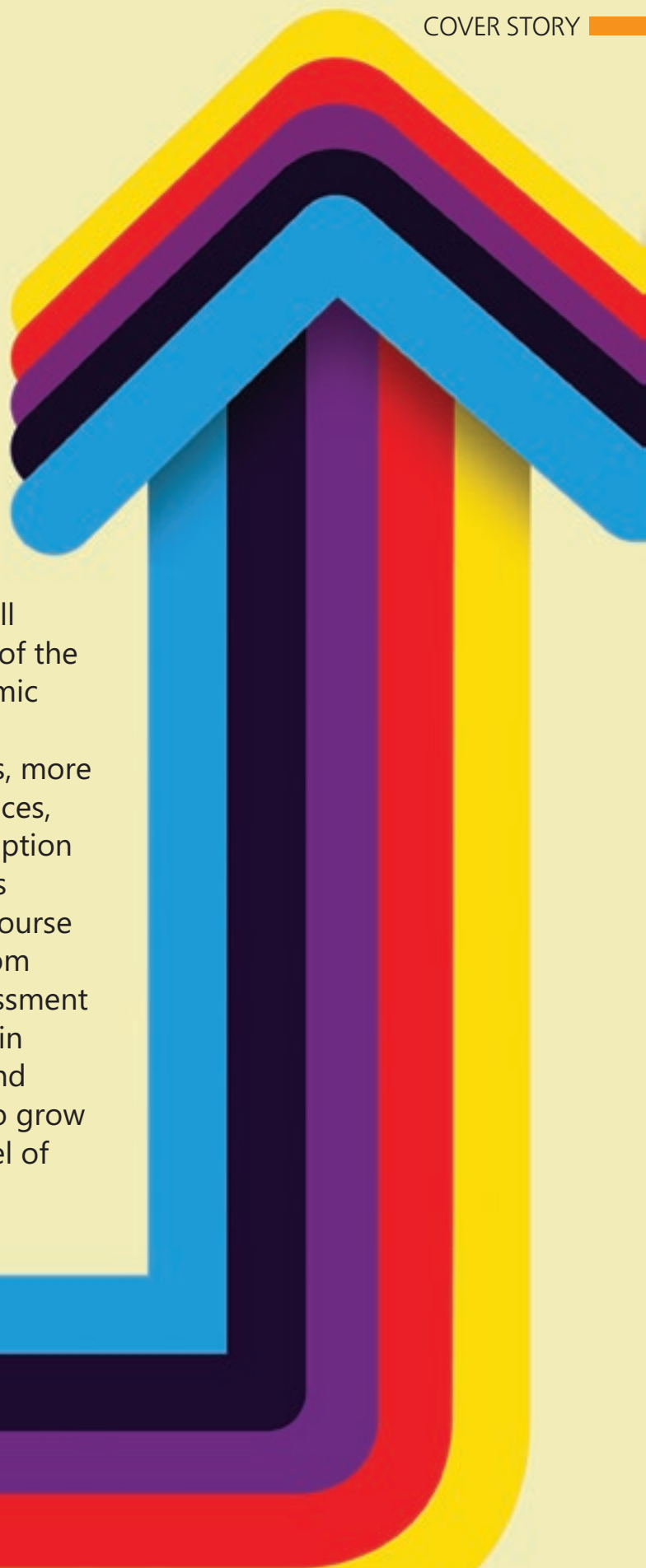


THE TURNING POINT

**A PROMISING OUTLOOK FOR
THE INDIAN HR INDUSTRY**

By **Vikram Choudhury**

It is a time of transformation for the HR industry in India. Disruptive developments, both from the demand side as well as the supply side, are changing the shape and nature of services. Some of the demand side factors that have (and will continue to) shape the developments of the HR industry include the macro-economic environment, HR's increased need for strategic partnership with the business, more influx of global players and best practices, and the increasing awareness and adoption of technology. From the supply side as well, many changes have altered the course of the HR industry in India, starting from growth of niche services, such as assessment and temporary staffing, to innovation in terms of how services are packaged and delivered. The industry will continue to grow and technology will drive the next level of evolution of HR services in India.



The industry of HR services in India has been around for more than three decades. In the pre-liberalization era, the industry was an insignificant part of the national gross domestic product (GDP). Post 1991, the service sector in India grew in eminence and has steadily emerged as the biggest pie of the national GDP. Mostly driven by IT/ITeS services, the overall industry has steadily matured both in the global as well as the India-to-India market. The HR services sector, however, driven by brick and mortar businesses and traditional delivery models has fallen behind as compared with other highly mature service sectors and the global market.

Over the last few years, the HR industry has witnessed some radical evolutionary leaps led primarily by technology and the growth of domestic homegrown multinationals. While there are some variable opinions on the exact size of the industry (owing specifically to the variance in opinion on

The HR industry in India can potentially leapfrog into a groundbreaking innovation market as the country has access to advanced technology and technical skills

temp staffing and education), the industry is estimated to be over Rs. 30,000 crores. Out of this, the segment of recruitment accounts for a majority of the industry (over 70%). Some of the other services that command a big market share include L&D, outsourcing, technology, and consulting and advisory services.

Compared to other mature HR service economies in the West, most experts believe that there are sizeable opportunities in India yet to be explored. Ironically, with the exception of Info Edge, there are no public companies in this space. Varun Talwar, CEO of The HR Fund, highlights that the recruitment space presents huge opportunities for companies to go public because recruitment remains the top challenge for CHROs. The need for specialization at an industry, skill, and local level will drive consolidation and pave the way for large homegrown public companies. The emergence of large public

companies will depend on how effectively companies are able to attract finance and create plans for scaling up. The technology space presents immense opportunities for growth and innovation driven mostly by cloud, social media, and consumer technologies. While in all other geographies, the evolution of services has followed a common path, there is a large opportunity in India to leapfrog if companies can efficiently utilize technology. The future of the industry will be largely driven by a combination of social, cloud, and mobile technologies, commonly referred as SOCOMO.

John Sumser, Principal Analyst at HRxAnalysts and Founder & Editor-in-Chief of HR Examiner, highlights that HR services across the world matured at three levels. The first level involves the execution of the administrative layer of HR activities, such as payroll and benefits. At the next level of maturity, service companies manage talent management processes, involving the use of data to deploy talent, identify training and development opportunities, and track performance. The highest level of maturity is about development and evolution of the human capital, that overlays administrative and talent management processes, for operating the company.

It is interesting to note that there are instances where Indian organizations have successfully utilized technology to develop highly advanced service functions as compared to other developed markets. Owing to the maturity of the technology market in India, it is possible that the HR service sector in India will skip the traditional maturity path and evolve in an atypical manner. China Gorman, CEO at CMG Group, mentions that another key development that will affect the industry globally is the changing demographic composition of the workforce. The constitution of the workforce has changed radically and digital natives will comprise a majority of the workforce in a few years. This is an indication that innovation will have a significant impact on the industry in the coming years.

The recent spurt in large-scale acquisitions is changing the landscape of HR services and will affect how investors will look at this space. Emerging organizations and emerging technologies in human capital management will become the prime focus for venture capital investments. Niche services fueled by technology are making their way into this space and attracting investments in the West. These services are more plug-and-play solu-

tions that address specific needs in organizations. An example is background and reference checking solutions that use social technology to connect with a candidate's former employer or a former colleague to verify credibility of claims made in a candidate's resume or an interview. There are a number of solutions emerging in performance management. Niche solutions that use social technology and business software, to help provide on-going feedback against critical KPIs and connect individual and organizational goals are cropping up. Market experts believe that similar trends will reflect in India in the coming months.

There are several opportunities for the sector and the outlook for the coming months will continue to remain positive. In line with the global outlook for the industry, consolidation is expected across most of the segments. However, consolidation is expected to be more prominent in some of the segments, including technology, outsourcing, and recruitment. The coming few months will see more industry associations being formed, owing to the need to build a unified voice and share best practices. The Indian Staffing Federation (ISF) that came into existence in 2011 is one such example. Industry consortiums, such as CII will likely play a crucial role in this.

The demand side challenges and increasing pressure on HR organizations in India will compel the creation of new services. The imminent skills shortage, changing nature of the workforce composition and the growing influence of social media will likely drive the introduction of new services such as employer brand consulting, and online and computer-based skilling services. As the demand landscape intensifies, service providers will likely introduce new and innovative products in the areas of talent and performance management, engagement, and retention. Most experts are unanimous in their opinion that innovation will be the key propeller of growth in the industry.

The demand for HR services will move away from pure cost efficiencies toward value conversations. As seen globally, the coming times may likely see larger, integrated, multi-year, multi-service deals in India. There is expected to be an increase in organizations looking for managed services, a type of service where a single provider manages the end-to-end service of a particular program. An example would be a managed recruiting service that includes vendor management, assessments, and candidate selection. The RPO space will also likely see fervent activity.

The industry, however, will continue to be affected by the low maturity of the HR function in India. HR professionals continue to find it difficult to make and drive a strong business case on the

JOHN SUMSER

Principal Analyst, HRxAnalysts, and Founder & Editor-in-Chief, HR Examiner



The scope of HR services spans across the employee life cycle, from getting processes and procedures in order

to optimize the way you hire, retain, improve, develop, promote, dispose, dismiss, downsize people by having a robust set of data about what they do. The next level above that is the talent management process which lets you take some of that data, integrate it and derive intelligence from it. These levels working together allow a synergistic deployment of people where one can see the relationship between training and performance, and between how you recruit somebody or where you recruit somebody and how they perform inside the company.

“While the present scenario looks positive, future innovations in HR technology will depend on the investments that industry is willing to make”

Innovations to integrate data into systems to capture intelligence which later become enablers for effective people management is being pioneered in India. This could be because of many reasons. First being outsourcing of technological assignments to India. As engineering assignments were off-shored, technological advancements leapfrogged to execute them proficiently. That massive influx of paid work was an interesting start. Also, there is a legendary shortage of required skill sets in India for the amount of work that is being generated. This gap between demand and supply is forcing innovations in India.

While the present scenario looks positive, future innovations in HR technology will depend on the investments that industry is willing to make. In the coming years, as organizations evolve and become increasingly complex, HR technology will be a necessity rather than a choice.

THE HR INDUSTRY

INDUSTRY SIZE
30,500
CRORES

RECRUITMENT



Estimated size
₹ 20,000 Cr.

Key segments

- Temporary staffing
- Contingency and contractual staffing
- Executive search
- RPO
- Permanent recruitment
- Job portals

OUTSOURCING AND OTHERS

Estimated size
₹ 2,000 Cr.

Key segments

- Assessments
- Talent development
- Career management
- Performance management
- Engagement
- Learning and TPO
- Payroll management



LEARNING AND DEVELOPMENT

Estimated size
₹ 6,500 Cr.

Key segments

- Corporate training
- Leadership development
- Vocational/ Non-vocational training
- Corporate skills

TECHNOLOGY

Estimated size
₹ 1,200 Cr.

Key segments

- Process technologies, such as payroll
- HR analytics
- Workforce analytics
- Learning and engagement
- Training platforms



CONSULTING

Estimated size
₹ 800 Cr.

Key segments

- Benchmarking services
- Talent management
- Leadership development
- Organizational design
- Process optimization
- Metrics and measurement
- Human capital management



CHINA GORMAN

CEO, CMG Group

The seminal events over the last couple of years are the advances in technology and the entrance of big money into the human capital management space, from both an acquisition and an investment perspective, which we have not seen previously. Economic development and new technological advances have impacted the HR services industry and at the heart of it, how employers relate to their employees and how employers relate to candidates for an appointment. The three big technological advances are the cloud, mobile technology and social technology. When you see new products and

services coming into the talent management and human capital management space, they tend to be living in the cloud, socially connected and available through mobile application. There have been big acquisitions in the technology and consulting space and in the technology and software space like the SAP– SuccesFactors, Oracle–Taleo, and IBM–Kenexa deals. These acquisitions have changed the landscape to an extent that now, not only large organizations but even venture capitalists from the other side of the spectrum are investing in emerging organizations and emerging technology in the human capital management space. **PM**



“Economic development and new technological advances have impacted the HR services industry and at the heart of it, how employers relate to their employees and how employers relate to candidates for an appointment”

value of employing HR services to their CEOs. Experts also believe that HR service companies are not doing enough to educate the buyer. In the absence of use-case scenarios and a weak business case, the opportunity for the buyer to move up the HR service value chain becomes difficult.

The introduction of large global players will likely constitute a threat to homegrown companies. Homegrown companies face two key challenges - the inability to scale and the inability to attract funds. A typical example is the segment of HR consulting where global companies rule the roost. These large corporations are acquiring smaller organizations that find it difficult to compete with the scale and presence of the global players. In the age of talent competition, entrepreneurs in India need to open up to the idea of hiring specialist talent, such as CMOs and CTOs.

The path to growth for the HR industry lies in the diversification of the service portfolio to cover a broader spectrum of services. Service companies have a huge role to play in educating the market on value-based conversations that rise above mere cost conversations. As an industry, providers have to continue their focus on hiring skilled talent and innovation as part of their long-term strategic plan. **PM**



VARUN TALWAR

CEO, The HR Fund

The professional services space in India is very young as compared to the US which is a mature market. In the US, there are 30–40 publicly traded companies in the HR space while in India,

there is only one Naukri.com (Info Edge India) that has gone public. However, in India, the professional services space can leapfrog. Indian recruitment firms need not first become large companies and then be threatened by technology; rather even in the fragmented market structure that they operate in, some of them can actually start becoming technologically focused and start consolidating in the market using technology. Going forward, technology is the way for HR industry in India to bring scale. **PM**

THE HR BUYER

Walking the path to maturity

HR in India, starting from independence until the mid 70s was purely transactional and focused on industrial relations. From the 70s, the focus shifted to personnel management and this continued until the early 90s. HR, as a function, evolved post liberalization era when global business standards were introduced and the competition for talent intensified. The HR buyer began to look keenly into recruitment services to gain access to a larger pool of quality talent.

As business complexity grew, management of the employee lifecycle became more challenging and HR functions started feeling the pressure to manage the scale and complexity of a larger and more diverse workforce. While recruitment is still the predominant preference, the last 10 years have seen organizations open up to a broad spectrum of HR services. There are three markets of HR buyers in India—multinational corporations with access to global markets, home-grown owner-promoted companies, and SME and small companies.

The multinational corporations are the largest consumers of HR services in India, and homegrown Indian companies are far behind the curve in terms of adoption maturity. Large multi-national corporations who have significant service budgets, however, typically address their need for value-added HR services at an international scale and Indian players have to compete with global players in a more mature market. Education and awareness about HR services among homegrown owner-promoted and small scale companies is low and hence, the bulk of the business for service companies comes from the

lower spectrum of the value chain, such as compensation benchmarking, transactional activities, and administrative services. The HR buyer in India is yet to mature enough to consume high-value services such as leadership development and succession management.

Another problem in the buyer community is that HR professionals in India are not skilled to build a solid business case for investment in services. As K. Ramkumar, Executive Director, at ICICI illustrates, “the role of the HR professional while explaining the value of services to the CEO is like that of a doctor or an engineer diagnosing a problem to a client. Exces-

The consumption of HR services depends on how well HR professionals, both from the buyer and the supply side, build a strong business case for the CEO

sive use of technical jargon dissolves the value and leads to a weak business case. HR professionals in India lack the maturity to drive the business case.”

Few services will likely see a spurt in demand in the coming months. According to Prince Augustin, EVP-Human Capital & Leadership Development at Mahindra & Mahindra, skilling and education are two sectors where buyers and service providers will collaborate. Sudeep Banerjee, Head-Organizational Capability at Bharti Airtel, forecasts that the HR buyer will be keen to employ integrated HR services to manage the complete horizon of a particular function, such as talent management.

The outlook for 2013 will be of stable investments, but the real growth of investments will come across the next 10 years. **pm**



OPPORTUNITIES

- Broad spectrum of available services
- Richer high value-added services expected in the future
- Large opportunity in L&D technology to scale-up skilling programs



THREATS

- Inability to drive the business case
- Lack of substantial successful implementation case examples
- Low maturity of the market



SUDEEP BANERJEE

Head, Organization Capability,
Bharti Airtel

Buyers are in need for credible case examples from companies that have implemented and tested services, at an end-state. Often, in India, the end-state is not defined and hence buyers are skeptical about investing in outsourcing. In the absence of useful end-state measures, buyers rely on

features, demonstrated capabilities, costs, and promised efficiencies. Service providers in India still largely have a piece-meal approach. More and more buyers, however, are looking for integrated, managed services rather than outsourcing individual components to different service providers. The learning space, in particular, is one of such examples.

In India still many service providers are missing the focus on outcomes. Buyers, however, are constantly looking for providers who are outcome focused. The need of the hour is for service providers to offer integrated services, such as recruiting that includes employer branding, social media advertising, and management of the recruitment process with delivery that is focused on outcomes. **PM**

PRINCE AUGUSTIN

EVP, Human Capital & Leadership Development,
Mahindra & Mahindra

In the US, most areas in the HR domain have several specialist companies operating. In view of this, many organizations outsource large portions of their work and do limited high value work in-house. Here, HR departments play a role of being a contact point, a change agent, project manager and facilitator in people management.

In India, professionals feel that human interaction plays a very important role for the HR function and they feel hesitant to outsource their key people processes and a lot of these initiatives are kept in-house. Additionally, the level of specialization from the service providers' community has also not gone up to the desired level because Indian corporates still look at a value for money proposition. At the end of the day, the cost of managing HR services in-house has not grown to the point that creates a business case for a



different delivery model. As the level of specialization required rises, and as the difficulty of attracting talent to the HR function increases, we will see an increasing need for HR outsourcing services and emergence of new delivery models with respect to people management. **PM**



K. RAMKUMAR

Executive Director, ICICI Bank

A rough estimate of what big companies would be spending in India on HR products and services is 3 to 5% of revenue. The problem of this industry is not the lack of budgets and not that CEOs are questioning these investments. In the last 5 to 7 years, no CEO has questioned the spending on good quality HR services. The problem is the imagination of the professionals inside the company to be able to communicate the value that the institution can derive by placing this budget on the table. The HR community tends to be more evangelistic and in majority of cases, while they know the value, they are unable to articulate it. A CEO looks for productivity, building skills and capabilities, disseminating information within the organization; this is where the HR community needs to change the language of engagement. Mostly, when HR engages with the CEO, we talk the HR language: engagement scores, OD, change management, these do not connect with the CEO. A doctor has to talk of cures. If the doctor talks disease, will you go to a doctor? If a doctor talks about medicines, will you go to a doctor? If a doctor talks complex pathological terms, will you go to a doctor? HR community has to learn to talk business to the CEO. If HR were to say to a CEO "do you want your productivity to go up? I have an idea," you tell me which business leader will not want to engage in a conversation? **PM**

RECRUITMENT

Working towards incremental growth & sustainability

The recruitment industry is probably one of the oldest among the service industries in the world and it is still the largest segment of the HR industry with an annual turnover of over \$400 billion globally. It started post World War II, predominantly in war affected countries, where there was a large influx of employable people returning to jobs, giving rise to the temporary staffing industry. In India, recruitment services started about 20 years back when the economy got liberalized and there was a sudden spike in the demand for talent.

More than 99% of the 20,000 players in the industry comprise niche or boutique firms, which operate either in one city, one industry, or with one client. The last 5 years has seen the emergence of large homegrown players along with

services, including assessments, salary benchmarking services, and satisfaction surveys. Technology companies, including portals constitute the remaining 5% of the recruitment market in India.

Kamal Karanth, CEO at Kelly Services India highlights that staffing presents huge opportunities for the industry. In India there are 13 lakh temp workers presently in the organized sector and estimates by the Indian Staffing Federation (ISF) project that the demand will swell to 90 lakh, across the next 10 years. Managed services, or services where a single provider manages the overall staffing span of a company, is another key area where large recruitment companies will be looking to diversify. For homegrown companies, two challenges will likely be

The recruitment market, globally and in India, is dominated by staffing that comprises around 75 percent of the market



OPPORTUNITIES

- Sizeable growth opportunities in staffing
- Specialized talent search in STEM, pharma, and IT
- Recruitment process outsourcing (RPO)
- Managed solutions



THREATS

- Longer recruiting cycles
- Stagnant growth outlook
- Question on ability to scale
- Availability of talent pool

most of the renowned global players establishing a sizeable presence.

The recruitment market, globally and in India, is dominated by staffing that comprises around 75% of the market. Staffing is a large volume business with thousands of people employed in this segment. Temporary staffing in India, however, is a relatively new phenomenon and has been around only in the last 12-13 years. The staffing industry is valued at an estimated Rs. 16,000 crores and the permanent recruitment business is valued at approximately Rs. 4,000 crores in India. The permanent recruitment segment includes recruiting, contingency and executive search and comprises about 15% of the market. 10% of the market is comprised of recruitment consultancy

key areas for concern, scaling up, and the ability to find the right people. E. Balaji, MD and CEO at Randstad India, highlights that for global companies, understanding the dynamics and characteristics of the Indian market will be a core challenge. Another core challenge for most recruiting companies across 2013 will be low operating margins. Ashok Reddy, CEO at Teamlease, highlights that it will be essential to look at how to scale the business and make the business independent of one or two core people.

While the outlook for 2013 is expected to remain fairly static, the recruiting industry will likely witness changes in terms of consolidation, new delivery models, and a greater reliance on technology. **pm**

ASHOK REDDY

MD & Co-founder, TeamLease

In the Indian context, recruitment per se, as a business has no entry barriers. The industry has evolved from, a homegrown mom-and-pop-shop kind structure where people looked at this business as an alternative income rather than creating a company or an industry. That's been the history and that is why even today we have multiple players and a very fragmented industry structure. However, over the years the scope and volume requirement of the industry has grown tremendously. Corporates are not able to cater to their entire requirements by themselves and they look up to recruitment firms, but yet require large scale and consistent service. As compa-

"As companies increase their requirements and scope of activities they look at the aspect of larger, aggressive, structured players coming into play for partnership"

nies increase their requirements and scope of activities, they will look for partners that have the scale, structure and aggressive outlook. This is where consolidation, growth of some of the home-grown firms and entry of international majors have really contributed to the growth of this segment. **PM**

**E. BALAJI**

MD & CEO, Randstad India

Recruiting industry is almost like a barometer of the way the economy functions. When the economy is doing well, companies are willing to invest in capital and people; they want to hire. In such a scenario they seek help of professional agencies who will help them find potential candidates with the required skill set. However, when the market is in a declining phase, one of the first industries to be hit is that of recruitment. The other aspect is the whole decision of how much of in-house recruiting team

"Because recruitment is cyclical, sooner or later, companies that opt for in-house teams are faced with the question of redeploying, re-mobilizing and retrenchment"

should a company keep and how much it should outsource to a third party. Sooner or later, companies that opt for in-house teams are faced with the question of redeploying, re-mobilizing and retrenchment once hiring requirement is over. Recruitment is not a constant process; it is cyclical in nature wherein sometimes companies opt for in-house team and at times third party recruitment firms. **PM**

KAMAL KARANTH

Managing Director, Kelly Services India

The Indian permanent recruitment market is similar to the global recruitment market. The lion's share of the global permanent recruitment market is with the mom-and-pop-shops. By virtue of developing special niches for themselves, these boutique firms; in a fragmented way have a share of more than 70% in the market. India is no different; with 80% of the permanent recruitment market still with these niche players or boutique companies as you may call them. Whereas the flexi-staffing busi-




"The geographical spread advantage, multiple service lines, technology, compliance needs and cash flows, have enabled the larger organized companies to stay ahead in this space"

ness presents a different picture: worldwide 70% of the staffing market is controlled by large organized players. In the Indian context too it is very similar; out of the 1.3 million flexi workers that have been estimated by Indian Staffing Federation (ISF) about half of which is with the top ten players. The geographical spread advantage, multiple service lines, technology, compliance needs, cash flows etc., have enabled the larger organized companies to stay ahead in this space. 

**IRFAN ABDULLA**

Director-Talent Solutions, LinkedIn

Speed defines technology and communication now and that has had a major impact on recruitment trends in the last few years. One of the most telling trends in our LinkedIn 2012 Recruiting Trends India Research was that 35 percent of recruiters were utilizing professional and social networks to attract and engage talent. We have seen a change in recruitment behavior with employers focusing on building their employment brand online and on social networks in order to attract the best talent in the country.

Our research also shows that hiring is much healthier in India than in the rest of the world. A large part of that has been due to recruiters in India embracing innovative technology and the professional social networks that are part of this. With 35 percent of recruiters here utilizing professional social networks and 30 percent upgrading employment branding on various platforms we have seen a real dedication to innovate in India. In fact, LinkedIn recently announced the 12 best LinkedIn company pages of 2012 at a global level and Tata Consultancy Services company page featured on it. 

SATYA D. SINHA

CEO, Mancor Consulting

India is facing a major talent scarcity challenge – which is not there in other countries. Attrition is a big concern and MNCs are often surprised that people leave companies within six to eight months of joining. The remedy for the talent scarcity is talent mapping and analytics. Services providers need to partner with clients on market intelligence, expanding from the role of being just a recruitment partner. The thought-process has changed. A lot of factors like cost, niche



skill-set, etc. have come into play. We need to provide clients market intelligence data, data for why and whom they should hire, what emerging technologies they need to be considering. The shift is clearly from recruitment to consulting and expertise. 

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LEARNING & DEVELOPMENT

From grassroots to global leadership

The second largest service segment of the industry, learning and development services is witnessing tectonic shifts, driven primarily by demand for more skilled manpower in the corporate sector. The learning segment in India comprises learning at all levels, from school education to corporate training. As such, it is difficult to arrive at an accurate estimate of the size of the industry. From information gathered from global studies and interviews with industry experts, People Matters estimates the size of the industry to be worth approximately Rs. 7,000 crores in India.

The demographic composition of the workforce is dramatically changing, with more personnel from the rural sector and tier II cities entering the organized sector. While it is widely recognized that a very small percentage of academic courses in India churn out professionals who are fit to join the corporate workforce, the last 5 years have seen a large number of corporations hiring professionals at the grassroots level and grooming them per their requirements.

The influence of technology has changed attitudes and outlook toward learning and development both among organizations and among talent. In the coming times, the emphasis on leadership and management development, technology, and specialized training at the grassroots level will shape the direction of learning and development services in the country.

Substantial opportunities exist in government partnerships and many service providers will be looking to reposition their business model to tap the huge potential market. Sanjeev Duggal, CEO at Centum Learning, highlights that in the five year plan, the government has allotted Rs. 35,000 crores, for learning and skilling. With

With the government policy fuelling changes, the L&D industry in India has a positive growth outlook in the coming months

the penetration of end-user devices and social media growing at an unprecedented pace, spending in learning and development technology will see significant increase. Vinay Kumar, Director and Principal Consultant at C2C Consulting, highlights that with increasing globalization and M&A activity, organizations are likely to increase spending in leadership learning, technical training, and cross-cultural development to meet their demand for global and technical leadership. Sureish Nathan, Vice President & Managing Director (Asia Pacific) at Center for Creative Leadership, believes that the APAC market presents significant expansion opportunities as the market is more mature and there are opportunities for cost arbitrage.

The service industry lacks qualified trainers and the talent shortage is one of the most significant challenges that CEOs of L&D companies face. Vinay Kumar highlights that there are only 10 Certified Global Facilitators in India, out of which 6 work internally in companies. The lack of certified professional trainers in India can potentially hinder the growth and maturity of the market.

Some industry experts believe that the slowdown has in fact, affected the industry positively because this has given organizations the opportunity to rationalize their workforce spend and invest in L&D. With the government policy fuelling changes, the L&D industry in India has a positive growth outlook in the coming months. **pm**



OPPORTUNITIES

- Government and academic partnerships
- Asia-Pacific market
- New technology space, particularly in social media and consumer technologies



THREATS

- Low maturity of the buyer
- Longer sales cycles
- Lack of qualified trainers
- Moving buyers from commodity to value



SUREISH NATHAN

Vice President & Managing Director
(Asia Pacific), Center for Creative
Leadership

Today, there is a clear understanding that leadership development is a process rather than an event. As we get into the customized

approach of providing client solutions, it becomes a lot more strategic. There is a very intentional learning outcomes and behavioral changes that people and companies are expecting. This is what we call the return on learning and in that perspective, there is a slow shift-in-view from companies which are interested in evaluating the impact of these interventions. A key trend in this space is that it is no longer about 'doing a regular run-of-the mill program', but there is a clear shift towards people wanting to see how they did, and go back and revisit 3 or 6 months later, to assess whether there has really been an impact. **am**

SANJEEV DUGGAL

CEO & Director, Centum Learning

In the enterprise learning space, you find two types of players, few large companies and rest smaller ones. If you look at training at the middle management and above, you do not necessarily need large organizations, you need specialists. And there are ample specialists in India who are good and are able to deliver customized solutions as per client needs. However for training frontline staff such as retail, sales, call centers, distributors, where the need is to train in large numbers, you need large companies that can handle such scale. In the management space there is high competition given the number of niche players. And as you move towards the frontline, there is less competition because there are very few players that can deliver large scale training programs. **am**

"And as you move towards the frontline, there is less competition because there are very few players that can deliver large scale training programs"



KARTHIK K. S.

Founder & CEO, 24X7 Learning

The mass approach to training has made it necessary to adopt technology to impart learning, along with enabling consistency in training quality standards. Further, as people move up to leadership roles in the middle level, technology plays a critical role in allowing this pool of talent to acquire managerial education or MBAs through online technology platforms that support the efforts of both development and retention. When one compares India to the West, with respect to adoption of online learning, India is not even 5% of the industry size. However, Indians are now adopting technology much faster and the global influence has changed the mindset of Indian employers, who see the value that learning brings to productivity and building capability. Technology is being utilized in a big way in education and learning and we will continue to see rapid growth in this space. **am**

"India is much faster in adopting technology and the global influence has changed the mindset of Indian employers, who see the value that learning brings to productivity and building capability"

OUTSOURCING AND NICHE SERVICES

Global playing field, local advantage

HR outsourcing and niche service providers constitute the third largest revenue segment in the industry. From a construct perspective, this segment has two predominant types of service arrangements— project based or single contract deals and large scale multi-year arrangements. These services typically cover the complete breadth of the employment lifecycle and include services such as candidate assessments, payroll and benefits, RPO, training process outsourcing (TPO), engagement, performance management, and exit and outplacement services. The market comprises global players that are apt in multi-functional process outsourcing services, pure play global HR process experts, and domestic homegrown players.

thus evolved as a crucial component of organizational strategy. With the HR function shifting to a strategic focus, the need for process-level partnerships is increasingly gaining importance.

2012 reflected the impact of the economic slowdown on the job market. Attraction and retention of high quality talent has become a critical ingredient of organizational success. With lesser jobs, the competition for quality talent has intensified. While the trend is expected to continue across the next few months, value-based services such as assessments and RPO have seen a consequent rise in demand. According to Smitha Affinwalla, Head of Consulting at DDI, as the HR market in India is maturing, the need for depth of value increases. There is an increasing need for service providers in this space to understand the need of the market. Rajesh Ranjan, Vice President at Everest Group, highlights that there is a huge opportunity for homegrown Indian corporations in this space as they have a deeper understanding of the market and have the means and resources to respond in indigenous ways. At the same time, global organizations are trying to scale up operations in the Indian market and the space will likely see consolidation in the coming years.

Technology will play a pivotal role in driving the next generation of opportunities in this space. According to Pankaj Bansal, CEO of PeopleStrong HR Services, there are significant opportunities in the payroll and benefits space with the Indian market likely to witness the emergence of large homegrown players co-existing alongside global corporations. **PM**

OPPORTUNITIES

- Players in India will continue to leverage the labor arbitrage advantage
- Emergence of large homegrown players
- Large opportunities in the SME sector

THREATS

- Sales conversations are typically difficult in less mature markets, such as India
- Talent and skills shortage
- Increase in competition

Deeper understanding of the market and ability to offer value-added services will be the key for outsourcing and niche players

Post liberalization, Indian corporations have steadily witnessed more global players entering the market equipped with best-of-breed business practices. These disruptive developments exposed Indian corporations to competitive threats unprecedented in the erstwhile closed economy times. In response, Indian corporations adapted through expansion into global geographies, diversifying product and service lines, and introducing global best practices. Human capital management



RAJESH RANJAN

Vice President, Everest Group

The players who are active in the Indian market can be broadly segmented into three categories: multi-tower global BPO organizations,

focused global HR services/outsourcing organizations, and focused domestic players. Domestic players understand the pulse of the market because they have seen the opportunities and challenges here and are trying to address it in a very indigenous way. Global players have money muscle and they will try to address the domestic potential both, organically and inorganically. As some of the domestic players create good business models, they will be candidates for acquisition; in my view this space will see consolidation in the next few years. **PM**

PANKAJ BANSAL

Co-founder & CEO, PeopleStrong

The HR function evolved through World War II when 20 lakh personnel were hired between 1941 and 1943. That was the genesis of HR as a function, and since it happened in the USA, US has an edge over the rest of the world when it comes to HR, especially in terms of depth, innovation and talent maturity. While the US is way ahead in terms of depth and innovations in HR, India is an unmatched ground to see the impact of HR interventions and experiments unfold within compressed time-frames as growth in this market is exponential and telescopic. The Indian HR industry is at over Rs. 25,000 crores with recruitment constituting Rs. 20,000 crores. Two areas where which will see major interventions from the HR technology perspective are recruitment and learning. The way we source people is going to change through technology and this will transform the process of recruitment itself.



"The Indian HR industry is at over Rs. 25,000 crores with recruitment constituting Rs. 20,000 crores"

Secondly, the way people learn is changing fundamentally. Gamification is going to play a major role where people will learn through games rather than standard formats. **PM**



ADITYA MALIK

CEO & Managing Director, TalentEdge

Within organizations, the training function is fragmented as more often than not, there are different leaders managing the 'Domain & Developmental' trainings hence there is lack of complete end-to-end horizontal view. This is the buyer side of it. From the seller side, no service provider has approached this as an end-to-end solution to the buyer. Their approach is rather tactical, instead of partnering with companies and building programs as per the need of the client. On both sides, cost is the biggest trigger for evolution to the next level. Organizations are tired of dealing with multiple vendors. They need service providers that can provide end-to-end solutions of high quality. Service providers also realize that fragmented approach is affecting their margins and they are competing with one or two member entities that have lower overheads, so they have no choice but to evolve. **PM**



Y. V. LAKSHMINARAYAN PANDIT

Managing Director, SHL India

Most organizations have realized now that talent is a critical part of achieving their business growth. They cannot implement their business strategy unless they have the right talent in the right place. How do you ensure that you have that right talent in the right place? First, you have to identify that talent at the time of hiring i.e. talent acquisition and then once you have the right people on board you need to provide them with appropriate development inputs throughout their careers. Talent assessment provides organizations with the information required to make the right selection decisions as well as right talent development decisions by providing them with information on key strengths and areas of development of people. Historically, most organizations used subjective assessments for these decisions but that is giving way to objective assessments with the advances in psychometrics, psychology, organizational behavior etc. There are several tools and methodologies through which we can get a lot more information on an individual than just through interviews. You can match an individual's competencies to the job requirements in a more scientific way through these methods and the assessment data helps you take better people decisions. **fm**

SMITA AFFINWALLA

Head, Consulting, DDI India

When you talk about HR service providers there are two parts to it: providers of services and providers of products. Most of the companies fall in either of the two and there are some which actually straddle the two. Opportunity today comes from technology, globalization and cost consciousness. Leveraging technology including social media etc. for HR products and services is certainly an area of opportunity. So, whether you talk about leadership development, assessments etc. there are opportunities across the spectrum for all of these services. I think a hugely under-leveraged part of the organizational triangle is the mid and lower level leaders. This segment has been ignored and treated as

a commodity for many years. It is mainly at the front-line that battles are fought and won, so this segment can be explored for opportunities. I think the biggest threat from a service provider point of view is cost-cutting. When you start cutting what service providers are giving you, you may spend less money but end up losing more value. **fm**

“Leveraging technology including social media for HR products and services is an area of opportunity. So, whether you talk about leadership development or assessments, there are opportunities across the spectrum for all of these services”






SUNDARA RAJAN

Director, Thomas Assessment India

Globally and in India, we see two broad areas where HR services are gaining traction. Assessments for identifying talent – whether it is assessment at the time of recruitment, or during promotion time, or to identify high potentials, talent identification is one area where there is a lot of traction happening worldwide.

The second area where I see tremendous traction taking place is in terms of enhancing the capability of the talent pool. You see approaches that are very different: starting from the traditional training programs to content that is delivered

to the desktop as and when you want it. A lot of investment is happening in usage of e-learning and tech-driven content and learning.


India is seeing the same trends as are happening worldwide with growth possibly a little more accentuated towards the assessments practice here because that is where this life-cycle starts. Once you complete the assessment, then automatically you will move into addressing the question of ‘what do I do with people who’ve been assessed?’ and you will complete the loop with learning solutions and talent management. 

KETAN KAPOOR

Co-founder & CEO, Mettl

Assessment expertise can be used in both recruitment process, where you can have prospective employees take standardized assessment, and in career management processes, where organizations aim to understand the level of expertise on a competency or even potential of the individual to move to other roles.

“Assessment technology has a demonstrable ROI and can save millions of dollars for large organizations as most of them are self service platforms with endless customization options to suit different needs”

Assessment technology provides data which is valuable intelligence for an organization. To arrive at the ideal traits and parameters for a top performer in a particular role, the organization can match the assessment scores at the time of hiring with the performance of the individual in the role over time. By this method, the people to be hired subsequently will be highly correlated to top performers. Assessment technology has a demonstrable ROI and can save millions of dollars for large organizations as most of them are self service platforms with endless customization options to suit different needs. 



HR CONSULTING

Exploring new frontiers of value delivery

The consulting space in India is crowded with all the major global players having a significant presence. Consulting, by definition is a service that helps a client address a specific business challenge. Consulting services in India comprise strategy consultants, niche boutique consultants, recruitment consultants, business consultants, IP or knowledge consultants, leadership consultants, and system integrators.

There are various market categories in the consulting space with varying size and maturities. There are four categories of HR consulting organizations in India—MNCs that have been in India for a long time, MNCs that are new entrants or are looking to enter the Indian market, large Indian corporates, and SMEs and smaller corporations. Each of these markets have different levels of maturity and demands.

The consulting space in India has seen some changes in the last couple of years. Economic conditions and cost pressures have shrunk consulting budgets in organizations, thereby making it difficult for small players to sustain. As a result, consolidation has taken place, and there exists fewer players in India but on a larger scale. Consulting organizations in India unanimously agree that the Indian market has a lot of untapped opportunity. Nischae Suri, Managing Director at Mercer Human Capital, highlights that the PSU sector, in particular, is gradually looking to adopt global practices and improve transparency. Additionally, Indian multinational corporations looking to enter outside markets are largely underserved and it presents

Economic conditions and cost pressures have shrunk consulting budgets in organizations, thereby making it difficult for small players to sustain

significant greenfield opportunities.

Sankar Ramamurthy, Executive Director at PricewaterhouseCoopers, is optimistic that the outlook for consulting service will be positive in 2013. He highlights that some services like compensation, evaluation, and recruitment will be evergreen. People-based services and analytics will likely come up in a big way. There will likely be high demand for value-based services including learning solutions, social media services for recruiting and branding, and performance management.

At the same time, the market is witnessing pressures on margins and costs, both from the supply as well as the demand side. Consulting organizations in India are also worried about the dearth of skilled talent. To differentiate their market stature, consulting organizations will be looking to broaden their portfolio of services, hire quality talent, and increase focus on value-based service positioning.

Compared to the West, consulting services in India are still in the early stages of maturity. PSUs and homegrown companies, looking seriously at HR service delivery optimization, will introduce more maturity in the consulting space in terms of pricing structures and service expectations. **pm**



OPPORTUNITIES

- PSUs and home-grown companies
- SMEs and Indian multinationals
- Consolidation in the market
- Analytics and people-based services



THREATS

- Relative low maturity compared to other markets
- Dearth of quality talent
- Demand side cost pressures

VIVEK NATH

Managing Director, Towers Watson India

In the present business scenario, where India is more linked to the global economy, it is clear that businesses will have to continue to operate in an uncertain environment. In



this context, the HR agenda will be to maximize efficiency and productivity. The conversations will therefore change from 'help me design a particular HR program' to 'help me be more efficient in my delivery of HR programs' – how can experts help me drive and measure efficiency and what services can you provide in that regards. The Indian buyer is very mature, clear about what they want and is a value-based buyer, and that makes the job of consulting firms even tougher. The nature of consulting services will see a change as the needs of the buyers change. And those that are able to respond to those needs faster are the ones which will thrive. As Indian MNCs increase their global footprint, there will emerge new opportunities for HR consulting firms to support these organizations and that is a huge opportunity. [am](#)

R. SANKAR

Executive Director, PricewaterhouseCoopers

What clients seek from HR consultants will see a change – firstly, there will be demand for a sharper focus and emphasis on implementable, cost-effective solutions. While clients will continue to seek leading practices from across the world, they will be keener to know what those global best practices mean for their business at a more granular level. Secondly, to a large extent, what happens to HR consulting will also be a function of what happens to business at the clients' end. Given the slowing down of the growth momentum in the economy, we could see cuts in discretionary spending such as on consulting. Consultants will have to think and work harder to offer differentiated, cost-effective solutions. [am](#)



NISHCHAE SURI

MD, Mercer Consulting, India


With time, the nature of consulting in India has undergone a shift from being advisory in nature to being more execution-oriented. The expectation from both, the client and the consultant side, is to see a product or service right through implementation and see it deliver the results that were expected. The implementation support model also allows the relationship between a client and consultant to become more collaborative and conducive to longer-term partnerships rather than fostering a transaction-driven culture. Given the increased complexities and demanding business imperatives, these partnerships help improve the solution design capabilities of the consulting firm while providing a more compelling ROI on consulting services to the client.

This change could have been driven by various factors. One that companies may have been victims to fancy design work or recommendation which was difficult for them to implement. Secondly, companies have realized that they need more capability in internal resources on implementation. Thirdly, they want to see more discernible ROI tied to project success measures. These reasons notwithstanding, allows everyone in the ecosystem to raise the bar, in turn resulting in a win-win situation for all. [am](#)



CHAITALI MUKHERJEE

Country Manager – India,
Right Management


Typically, the talent management area includes engagement, assessments, leadership development to all systems and processes, employee value proposition and career. Activities that happened globally within talent management ten years ago, are still to start happening in India. In the present competitive scenario, there are full-fledged talent management players and there are smaller niche players who are co-existing happily. In the coming years, there will be a lot of consolidation in the talent management space as there is a positive outlook on the demand for such services. The Indian large conglomerates are doing wonders where there is a huge focus on leadership development with an increased in-road of assessments leading to successors. The MNCs are investing on career development and management, as they view career as an anchor for managing employee value proposition or engagement. While, the family-owned business continue to focus on systems and processes with a little emphasis on talent engagement. However, talent development is a problem across all types, as the pool of talent they are working with is the same and therefore poses similar challenges. 

BIMAL RATH

Founder & Managing Director, Think Talent Services

The competitive landscape in the leadership consulting space is characterized by three types of providers – one is the global providers which are standardized in their offering and have very good products and services, although many of their products are still getting customized to operate in the Indian space. At the bottom, are the many trainers and individual players who do work in the leadership and talent space and these may vary based on quality of service, price points or reach in the market. And in the middle are small firms



which have quality experience which are either specialized firms that have created a niche for itself or small boutique HR consulting firms which, along with leadership consulting, also offer other HR services like recruitment, compensation and other services. 




VINAY KUMAR

Principal Consultant & Director,
C2C Consulting

Today HR is increasingly becoming a business partner, so organizations see the value that consulting firms bring and there is a lot more maturity today. The maturity of consulting players in the West is higher because they have been through the learning curve. In India, the maturity of the buyer is high

“Leadership development services are seeing increased acceptance because companies are clear that the cost of replacement of talent is much higher than cost of retention”

if the organizational maturity is also high. So in Indian companies that have gone global, there is a higher maturity while Indian companies which are local are still on its learning phase. Leadership development services are seeing increased acceptance because companies are clear that the cost of replacement of talent is much higher than cost of retention. The focus, therefore, is clearly on employee engagement, training, development, and building their internal capability. Further, as companies become more globalized, they will see a significant need to address the cultural nuances of doing business. 

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HR TECHNOLOGY

Building the base for future growth

HR technology was the late entrant in the technology space in India.

While other enterprise technology platforms have seen a great deal of evolution, the HR technology space is far behind other technology sectors in terms of maturity. HR technology developed in the West in three phases or layers. The first layer comprised automation of administrative tasks, such as payroll and benefit. The next layer comprised management of the talent lifecycle within the organization, starting from recruitment to training and deployment. The highest level of technology maturity was seen in the form of integrated solutions that manage the entire human capital of the organization. Global experts, however, believe that development of the HR technology space in India has been unlike the West, and technology providers are pioneering disruptive products

the last 5 years has seen the introduction of many global players.

A number of trends are affecting the HR technology space, including the evolution of cloud-based services, increasing penetration of mobile computing, and the changing demographic distribution of the workforce. Owing these developments organizations are gradually realizing the need for anytime information availability, new ways to manage performance and efficiency, and develop new ways to engage talent and customers.

Various sectoral opportunities will likely drive market growth in this sector. With FDI opening up, there will be more requirements for retail companies to manage talent and performance. The hospitality industry too will likely see an increased influx of talent and a greater need for technology to manage the workforce. Among the other sectors, PSUs and



OPPORTUNITIES

- Sectoral opportunities in retail, hospitality, retail, and PSUs
- Emergence of disruptive technologies, such as gamification
- Larger HR technology budgets from the demand side
- Cloud-based and analytics services



THREATS

- Low maturity on the demand side
- Market skepticism from failed implementations
- Lack of use-case scenarios to drive business expansion

While the outlook for 2013 for HR technology will not be of exponential growth, the space will see companies trying to establish presence & build a base for the future

that could potentially affect the global HR technology industry.

The HR technology market is a highly fragmented space with a number of niche players offering off-the-shelf standardized solutions to large global players providing comprehensive human capital management solutions. Essentially, three types of players comprise the HR technology market in India— niche core HR off-the-shelf providers (including standard payroll and administration solutions), solutions that cater to optimization and efficiency of HR management (such as analytics, performance, engagement, workforce solutions) and comprehensive enterprise solutions providers. The market is mostly made up of small and large Indian corporations, though

manufacturing organizations will be looking to optimize efficiency and optimize organizational performance.

Disruptive technologies, pioneered in India, will likely shape the global direction of the HR technology market. With the workforce becoming diverse and more distributed, the HR technology industry will likely see a surge in demand for analytics and big data. More global companies with analytics capabilities will likely seek entry into the Indian market and existing players will be looking to ramp up their product capabilities.

While the outlook for 2013 for HR technology will not be of exponential growth, the space will see companies trying to establish presence and build a base for the future. **pm**

JAMES THOMAS

Country Manager, India Operations,
Kronos

There are three interesting trends embracing the human capital management space world over, and India is no exception. These are consolidation, service delivery platforms and analytics and 'managing in the moment'. Firstly, there is a clear consolidation and tighter integration of HR processes happening within organizations and service providers are increasingly consolidating their offerings to meet this demand. Secondly, the emergence of mobile platforms and connected devices is dramatically changing the way employers and employees engage, share information and execute decisions. HR service delivery platform providers are also embracing this new convergence through new channels on the cloud, on social media etc. And thirdly, the emergence



of data is giving way to actionable information on the move through a more guided intuitive framework for 'managing in the moment', powered by analytics and insight. Product players are expanding portfolios to enable companies manage coverage and outreach with employees. **pm**

"The emergence of mobile platforms and connected devices is dramatically changing the way employers and employees engage, share information and execute decisions"

BALAJI GANESH

CEO, Adrenalin eSystems

The adoption of technology today by companies in India is much higher; there are more takers for trying new things in the space of human capital management automation. The evolution is clearly happening, before organizations use to focus on ROI, today it is more of a necessity, so the question on return on investment is not



the only driver for investments in technology. Additionally, companies are more open to the idea of cloud than ever before, making adoption of technology easier and faster.

There are many more players looking at this space, from the global ERP giants, that are investing is building capabilities in this specialized space either organically or inorganically, to the local product companies.

The opportunities in the space will be in cloud. The focus will continue to be on creating efficiencies at the talent level, especially in performance management. For product companies, clearly the competition will become more and more intense as the adoption and readiness of technology investment grows, which will put pressure on costs for all players in the space. **pm**

MOHIT GARG

Co-Founder and CEO, MindTickle

HR is going to pull a telecom in India. We see a trend from services to products. When you make this shift, you go from commodity to value. This is happening in every space of HR today and most rapidly in the learning space. Leaders in India have started to ask how can learning be a strategic lever for their company and how it can be a competitive advantage. Investment on learning has increased and companies now go after value-providing partners. Social gamification and mobile concepts can be incorporated into training and that is creating a revolution.

This is going to be a new phase for entrepreneurs that will build solutions for CLOs and CEOs to address learning as a strategic imperative. The resistance that HR products are dealing with is that of commodity pricing. The conventional thinking of preferring commodity pricing over value-based pricing limits the ability of entrepreneurs to create products that create value. Good news is that this reality is changing now. **pm**



Re-suited the top guns

The constant change in the international business environment demands future leaders to re-equip themselves with new capabilities

By **Prof. Gary Martin**

There is no question that the international business has changed and is continuing to change. Change continues to happen rapidly and in a relatively larger way. This makes the international business environment more volatile. The future can no longer be predicted with any exactness and this makes the international business environment more uncertain than it has been ever before. Challenges are multifaceted and few single causes or solutions present themselves. This makes the international business environment arguably more complex than it has been. And there is very little clarity on what specific events mean and the effects they might have in the short, medium and long-term.

All of this makes the business environment more ambiguous. Such a scenario in the backdrop of information overload, dissolution in traditional organizational boundaries, new technologies, difference in values and expectations of the new generation and increased globalization add to the ambiguity. All of these pose unique challenges

for future leaders and demand a relook at the leadership capabilities for leaders.

A future leader's armor - The new capabilities

Champion innovation:

For businesses to compete on a global scale, leaders will need to create a workforce that thrives on innovation. To make this happen, business leaders will have to champion innovation. Innovation in leadership refers to a process of creating direction, alignment and commitment to design and utilize something new that adds value. Leaders who are champions of innovation will build an organization's capacity to innovate and tap into the fresh value-creating ideas of employees, partners, customers, suppliers and other parties. Their focus will be to build an environment, which will encourage people to question the status quo and embrace risk associated to designing new products and services. These innovation champions will resource R&D more effectively, form cross-functional innovation teams, and provide a work



ABOUT THE AUTHOR

Gary Martin is the Emeritus Professor and Chief Executive Officer at Australian Institute of Management - Western Australia

environment which attracts and retains talent.

Adopt a global mindset:

The two capabilities that future leaders will require are a global mindset and being a capable virtual leader. Leaders with a global mindset will be proficient in doing business and conceiving strategies on an international basis. They will understand international markets and world economic trends, as well as have in-depth knowledge about the different cultures. These business leaders will be passionate about diversity and be comfortable about being in uncomfortable environments.

Embrace virtual leadership:

As globalization ramps up, businesses will have dispersed teams who belong to diverse cultures. Increasingly, virtual teams will allow business to recruit and retain the best talent who may have been inaccessible before. A concern is that many leaders view the task of leading a virtual team as the same as traditional leadership. However, in the absence of face-to-face communication, virtual leaders will be challenged to create a level of collaboration and productivity that rivals the experience of the best co-located teams. The criti-

IN BRIEF

The future can no longer be predicted with any exactness & this requires businesses to relook at the leadership capabilities for future leaders

cal question facing virtual leaders is – How do I bring people working together on a world-wide project, activity or operation, into one cohesive partnership?

Facilitate workplace flexibility: The entry of the new generation into the workforce brings in diverse expectations from the world of work that future leaders will have to cater to. Aspects like flexible work environment and building career prospects thus, come to the forefront of business capability.

Future leaders will need to facilitate a much higher level of flexible work arrangement in order to increase staff engagement and satisfaction, provide greater job satisfaction and encourage better work-life balance. Going forward, business leaders will not have a choice whether or not to embrace workplace flexibility, as their competitiveness will clearly depend on it.

For this, leaders must be prepared for the challenges that accompany a flexible workplace – it demands a significant cultural shift to mainstream flexible work practices which demand a relook at what is considered ‘normal’ in the workplace. There is an increasing concern with respect to how to supervise or monitor the performance of those working in alternative or offsite arrangements. Further, there is common perception that management roles ought not to have the same flexibility and this denies talented employees the opportunity to move into senior management position, because they do not want to give up their flexibility. So, leaders will need to mainstream workplace flexibility, provide flexible options for senior staff, and develop different supervision arrangements for those working in alternative locations.


Coach future leaders: Future leaders will have to adopt the practice of coaching in order to retain key talent. Taking command is a mandatory requirement in a business environment characterized by ambiguity, change, volatility and complexity. Coaching represents a collaborative, result oriented and professional partnership between a coach and an individual that promotes high level performance, by the individual, team and the organization. Thus, an important priority for leaders of tomorrow will be to be able to effectively coach talent to

enhance the leadership capability of the business and use that as a strategy to retain talent.

Foster happiness at the workplace: The future business scenario will demand of leaders to foster a happy workplace environment to boost productivity. Happy employees are more likely to have lower rates of absenteeism and are more likely to be more efficient in what they do. A pertinent concern for leaders will be the concept of workplace happiness and how they can foster a happy workplace environment to boost productivity. Given the new workforce dynamics, leaders will find it impossible to achieve high performance without fostering happiness. And a happy workplace environment can be achieved if leaders encourage clear communication and direction as well as healthy work-life balance, which is important in facilitating a positive disposition to an organization.

Build high performance environments: Leaders of the future will need to possess the capability to build a high performance environment through enhanced performance management of the workforce. A common belief is that productivity and performance are inextricably linked. However, there is often a disassociation between what leaders think and how they behave; this is for reasons such as lack of transparency in the performance management system. Future leaders will need to adopt a rigorous, streamlined and transparent approach towards performance management to drive productivity.

Deliver on CSR initiatives: Future leaders are becoming aware of demonstrating concern for the environment, human rights, community development and employee well-being. Future leaders must have in-depth and updated understanding of CSR and its application; be able to understand community needs, and be able to assess the impact of their business on the community. They must have the unique ability to question business-as-usual in order to integrate social and environmental concerns into the business operations and with stakeholders.

In the present context where business continues to face changing complexity and operates in an ambiguous environment, future leaders will need to acquire a complex interplay of leadership capabilities to respond to these challenges. Thus, the short to medium-term challenge for most business is to determine whether or not the existing leadership development programs, services and initiatives, will produce leaders with the required capabilities. 

Future leaders must be able to question business-as-usual to integrate social and environmental concerns into business operations

Every year, over a million of student pass out of thousand of engineering and polytechnic colleges in India competing in similar job domains and on the other side hundreds of companies vie to recruit these graduates looking for employable resources. Where companies find hard to recruit best talent for their bench, students find harder to get short-listed in their campus interviews. Best Bet as a report helps Engineering and Manufacturing organizations to put their best bet in identifying employable resources in States, Cities and Colleges using first of its kind, Employability Outlook Report for Manufacturing Industry.

BEST BET HIRING REPORT

A Wheebox and
PeopleStrong Report

Methodology: The study was carried out with a sample of 12,904 Indian students of Diploma in Engineering Services across 16 States and 332 campuses in India.

DEMOGRAPHY

Best Bet Hiring Report, 2013
(Engineering Services)

16
STATES

90
DAYS

332
COLLEGES

12,904
DIPLOMA IN ENGINEERING
GRADUATES

TOP 5 STATES IN INDIA ON EMPLOYABILITY INDEX 2013

(Diploma in Engineering)

- 1
DELHI
- 2
KERALA
- 3
UTTRAKHAND
- 4
JHARKHAND
- 5
PUNJAB

TOP 5 DOMAINS WITH AVAILABLE RESOURCES IN THE COUNTRY

40%



Ceramics

40%



Electronics

25%



Instrumentation

22%



Electrical

22%



Mechanical

TOP 3 STATES IN INDIA FOR EMPLOYABLE RESOURCES IN THE ELECTRONICS DOMAIN

1
DELHI

2
KERALA

3
JHARKHAND

TOP 3 STATES IN INDIA FOR EMPLOYABLE RESOURCES IN THE MECHANICAL DOMAIN

- 1 **UTTRAKHAND**
- 2 **JHARKHAND**
- 3 **DELHI**

TOP 3 STATES IN INDIA FOR EMPLOYABLE RESOURCE IN THE ELECTRICAL DOMAIN

- 1 **ANDHRA PRADESH**
- 2 **KERALA**
- 3 **WEST BENGAL**

GENDER ANALYSIS TOP STATES WITH EMPLOYABLE STUDENTS

Top 3 States where Most Employable Students Are Available in the Country

Maharashtra
Jharkhand
Uttarakhand

Delhi
Kerala
Uttarakhand

Top 3 Domains where Most Employable Students Available in the Country

Electronics
Ceramics
Instrumentation

Electronics
Ceramics
Instrumentation

Top 3 Domains where Female/ Male Students are most employable in the Country

Electronics
Ceramics
Metallurgy

Mechanical
Electrical
Ceramics

Top 3 Domains where Female/ Male Students Perform better than Male/ Female Students in the Country

Ceramics

Metallurgy
Mechanical
Electronics

AGE ANALYSIS STATES WITH EMPLOYABLE STUDENTS

Top 3 states where students are most employable in the country

West Bengal
Uttar Pradesh
Jharkhand

Andhra Pradesh
Maharashtra
Uttar Pradesh

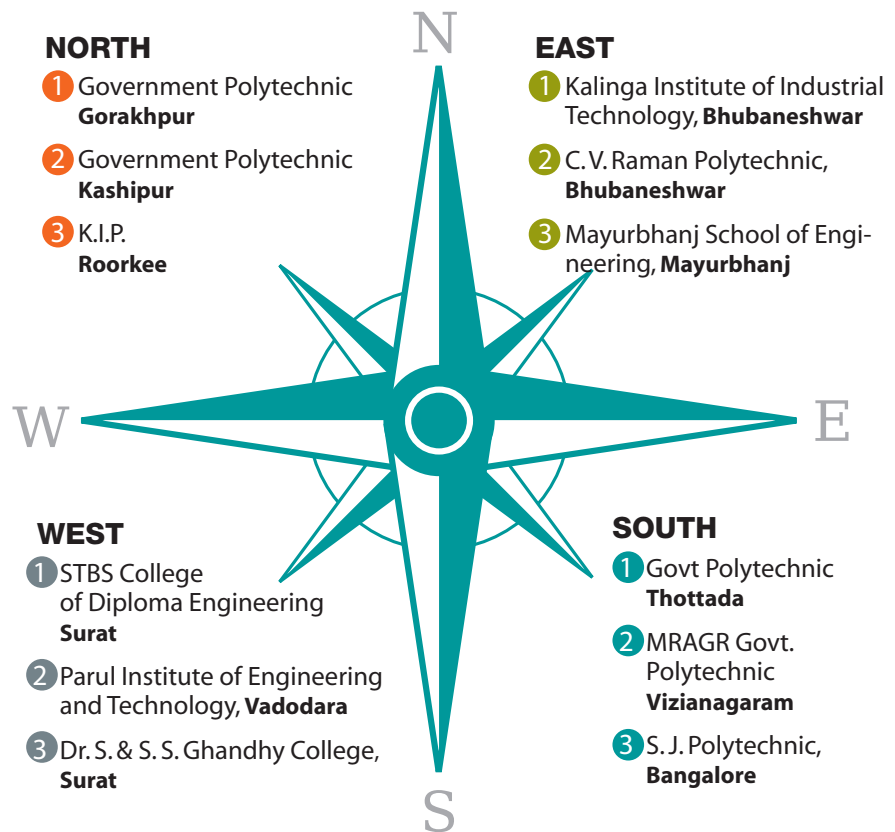
Top 3 domains where students are most employable in the Country

Chemical
Electrical
Instrumentation

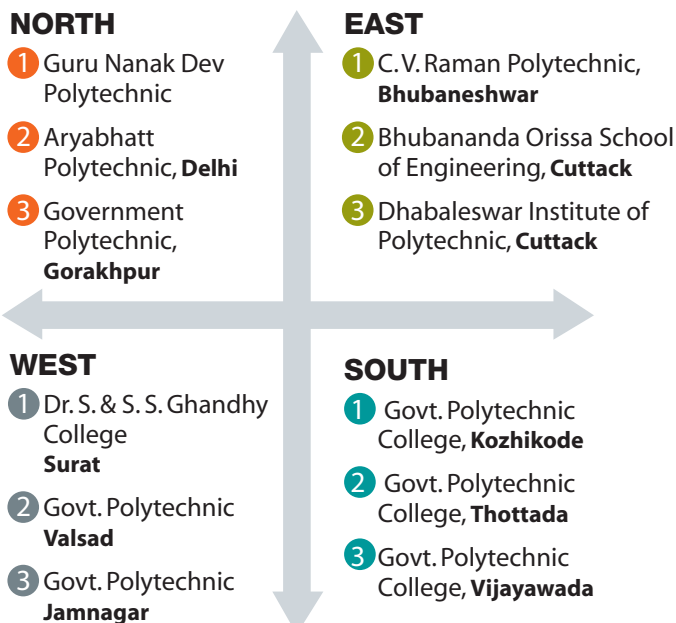
Chemical
Electrical
Instrumentation

DOMAIN-WISE: TOP COLLEGES IN INDIA

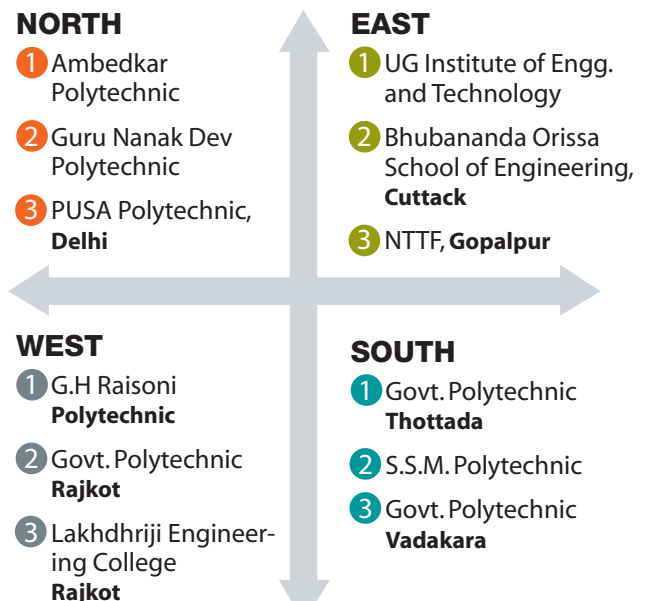
ZONE-WISE TOP DIPLOMA COLLEGES TO VISIT FOR MECHANICAL ENGINEERING COMPANIES



ZONE-WISE TOP DIPLOMA COLLEGES TO VISIT FOR **ELECTRICAL ENGINEERING** COMPANIES



ZONE-WISE TOP DIPLOMA COLLEGES TO VISIT FOR **ELECTRONIC ENGINEERING** COMPANIES



DOMAIN-WISE: TOP COLLEGES IN INDIA

ZONE-WISE TOP DIPLOMA COLLEGES TO VISIT FOR INSTRUMENTATION ENGINEERING COMPANIES

NORTH

- 1 Ambedkar Polytechnic
- 2 Feroze Gandhi Polytechnic, Raebareli
- 3 Government Polytechnic, Pilibhit

EAST

- 1 Bhubanada Orissa School of Engineering, Cuttack
- 2 Dr. Meghand Saha Institute of Technology, Kolkata
- 3 Harasankar Bhattacharya Instt. of Engg. and Mining, Raniganj

WEST

- 1 L. J. Polytechnic, Ahmedabad
- 2 Parul Institute of Engineering and Technology, Vadodara
- 3 Govt. Polytechnic Gandhinagar

SOUTH

- 1 Govt. Polytechnic Thottada
- 2 Govt. Polytechnic Mahe
- 3 Govt. Polytechnic Bellampalli

ZONE-WISE TOP DIPLOMA COLLEGES TO VISIT FOR CERAMIC ENGINEERING COMPANIES

NORTH

- 1 Govt. Polytechnic Firozabad
- 2 Govt. Polytechnic Khurja
- 3 Govt. Polytechnic Jhajjar

EAST

- 1 UG Institute of Engg. and Technology
- 2 Dhabaleswar Institute of Polytechnic, Cuttack

SOUTH

- 1 S. J. Polytechnic, Bangalore
- 2 BTL Polytechnic, Bangalore



ZONE-WISE TOP DIPLOMA COLLEGES TO VISIT FOR METALLURGY ENGINEERING COMPANIES

EAST

- 1 Asansol Polytechnic College, Asansol
- 2 Orissa School of Mining Engineering
- 3 UG Institute of Engg. and Technology

SOUTH

- 1 J. N. Govt. Polytechnic, Ramanthapur
- 2 Sanjay Gandhi Polytechnic
- 3 Govt. Polytechnic Vijayawada

WEST

- 1 Govt. Polytechnic Rajkot
- 2 Lakhdhriji Engg., Rajkot



ZONE-WISE TOP DIPLOMA COLLEGES TO VISIT FOR CHEMICAL ENGINEERING COMPANIES

NORTH

- 1 Guru Nanak Dev Polytechnic
- 2 Government Polytechnic Gorakhpur
- 3 Govt. Polytechnic Badaun

EAST

- 1 Uma Charan Patnaik Engineering School, Berhampur
- 2 Dr. Meghnad Saha Institute of Technology, Kolkata

SOUTH

- 1 Nanda Polytechnic Erode
- 2 S. J. Polytechnic, Bangalore



Building an Employer Brand

While most of the companies are focusing on creating customer brands, the need to create employer brands cannot be overlooked. Here is why.

By **Rajeshwar Tripathi, Namrata Gill** and **Priti Mittal**

IN BRIEF

A unique brand experience for employees is as important as a unique brand experience for customers

Have you ever wondered why customers prefer to buy an iPhone over other phones or a Harley Davidson over other bikes? That's because the brand offers them a unique and distinctive experience which dictates their choices.

A customer brand describes the product and service offerings of an organization. It establishes the brand promise and thereby the reputation of the organization. Similarly, employer brand defines the organization's value proposition to its employees.

So, what does an organization offer to its employees? How can organizations provide unique and consistent brand experience to people? How can people contribute to creating the brand experience?

A unique brand experience for employees is as important as a unique brand experience for customers. Providing this experience to the employees has its own benefits for the organization. An organization with a strong value proposition enjoys the benefits of improved attractiveness, commitment and retention, major challenges that any human resource professional is experiencing today!

EVP conceptualization

EVP of an organization should be unique to it and should reflect its DNA. A thorough study of the organization's core values, culture and the employee's perception helps create a unique value proposition of the organization. Various sources that help provide meaningful insights in identifying the EVP attributes suitable to an organization are:

- Senior leadership views
- Core values and core purpose of the organization
- Business strategy
- Engagement survey results
- Voice of employees through dialogues and EVP survey
- Recruitment consultant feedback
- Prospective employee views
- GPTW survey or other organization analysis surveys conducted by reputed agencies
- Culture diagnostics

An organization's business strategy gives a direction to the offerings that should be provided to the employees. Core values are the bedrock of any organization that should be kept intact, while designing the EVP. Employee voice is the best source to understand the key characteristics that any organization's offerings and experience should have. Engagement survey results, group discussion with employees, GPTW survey findings, culture diagnostic surveys and voice of recruitment consults and prospective employees can also be considered as the major source of inputs.

Should the value proposition be aspirational or rooted in current reality?

In an SHRM whitepaper, Bernie Eisenberg and others offered the following viewpoint, "Many organizations have two sets of values. There are the real values that drive current decision making and then there are the preferred values, which an organization believes should be real, even if they are not. However, to be effective, your value proposi-

tion must be an accurate representation of what your current employees think it is like to work there and your organization must consistently fulfill its promises and deliver on its commitments.”*

EVP alignment and offerings

For an effective EVP, the next step would be to understand the alignment of the various organizational offerings with the defined EVP. Every touch-point in the lifecycle of an employee has to provide the experience that an organization's EVP talks about. Philips, through various processes, ensures that the employee experience across the lifecycle aligns with their core EVP messages. Alignment of the offerings to EVP provides a 'wow' experience to employees and brings life to EVP.

Five simple steps to align the EVP to the current organization's offerings are:

- 1) Identifying major processes and various employee touch-points
- 2) Mapping the EVP elements to specific organization processes
- 3) Auditing to identify the gap between a fully aligned employee touch-point process and the current processes
- 4) Identifying the changes in the processes and the initiatives to be launched
- 5) Defining the timelines for the change before communicating the EVP to employees

EVP communication

Communication decides success or failure of every new initiative and a well-defined EVP needs to be communicated to the current employees as well as the prospective employees.

The Chief People Officer of M&M mentions that the EVP has to be communicated at multiple occasions, where the first step would be awareness, followed by experience and internalization. Along with internal employees, the EVP needs to be communicated to the prospective employees in an effective manner. Prospective employees who are shopping for a potential position naturally tend to evaluate the EVP of their future employer.

Some organizations like Sapient define their value proposition based on the target segment. Sapient defines segment specific communication of EVP attributes to align with specific needs of candidates by industry and career stage.

The focus area

Creating a unique EVP and an employment brand is emerging as the immediate focus area for human resource professionals who understand the needs and preferences of the younger generation of employees. With the prevalent war for talent, every organization will have to identify their proposi-

EVP at M&M, Automotive and Farm Equipments sectors

'Capable people, real experience', the EVP statement of Mahindra and Mahindra automotive and farm equipment sectors creatively combine both the aspects of an effective EVP - what an organization gets and what it gives back. The Mahindra people factor incorporates the essence of the Mahindra brand transformation program RISE, whereas the Mahindra experience incorporates the unique promise of Mahindra to its employees.

MAHINDRA PEOPLE

- C** - Challenge conventions
- A** - Bring alternative thinking to the workplace
- P** - Drive positive change in the lives of our customer & communities

MAHINDRA EXPERIENCE

- R** - Recognition for outperformance
- E** - Empowering environment
- AL** - Abundant learning opportunities

The organization undertook an extensive journey to arrive at this EVP statement. It involved interacting with senior leaders as well as employees down the line. Various sources of data were referred to for identifying the strengths and opportunity areas for the organization. After a detailed study was conducted to understand the alignment of the defined EVP with the key employee touch-points, several initiatives like 'Young Mahindra' and talent building program called 'Emerging Leaders Program' were launched.


The next big step was communicating the EVP, which began with the launch for the senior leadership. To enhance believability, stories were showcased representing various facets of elements of EVP. A logo and tagline were created for easy and faster recall of EVP elements.

To communicate with the next level of employees, EVP Zones were set up at various locations where employees were made aware of the offerings available for them in the organization.

The EVP of Mahindra has become an integral part of HR strategy. To take the experience and involvement to the next level, various interactive and innovative methods like an EVP application for mobile would be designed by the organization.

tion that would be unique, competitive, would have organization's culture and business at their core and be attractive to employees at the same time.

An organization's EVP does not have to be complicated; rather it has to connect with its people. It should represent the relationship between what the organization gives for what it gets back in return.

If it doesn't reach the last person in the organization, then it is not a success; hence, effective communication would stand to be the key differentiator. 

*The Role of Value Proposition and Employment Branding in Retaining Top Talent (SHRM whitepaper) By Bernie Eisenberg, Cydney Kilduff, Susan Burleigh, SPHR, and Kevin C. Wilson, Reviewed June 2002

Rajeshwar Tripathi (Chief People Officer, M&M Automotive and Farm Equipment sectors), **Namrata Gill** (Head, OD and Talent Management) and **Priti Mittal** (Human Resource Manager, OD)

Turbulent market conditions, globalized value chains, technological advancements, product innovations and mergers and acquisitions have made 'Managing Change' a key competence for leadership across organizations. Nowhere has the quantum of change in the environment, in business and in society as a whole, been more widespread and pervasive than in emerging economies like India. Corporate India has experienced tremendous change, particularly over the last decade, impacting the foundations not only of business value chains, but also talent ecosystems and organizational cultures. These changes have manifested themselves in the arrival of global markets and competition, emergence of sunrise industries and the demand for new competencies to deliver on dynamic business imperatives.

Several organizations in India Inc. are in the midst of attempts to 'institutionalize' change efforts, many of which acquired an activity-based approach during the high growth phase. With the economy slowing down and more organizations moving into consolidation mode, this is the most opportune time to integrate change efforts.

It is now well known that only 30 percent of change management efforts across organizations really succeed. Evidently, change

management hasn't changed too much about how effectively organizations deal with change! The time is ripe to reflect on some of the common pitfalls to managing change, and how these could be sidestepped.

1 Buy-in from key influencers: Commencing the journey on shaky footing, in the hope that leaders will buy into the idea as progress is made, is a perilous proposition. Getting the buy-in of key influencers across the organization is essential for driving meaningful change; also, any change management initiative naturally requires the concerted application of a series of measures, mechanisms and actions. It is important to ensure that said measures/mechanisms do not become so complex as to usurp the place of actual outcomes. Keeping it simple works!

2 Different strokes: Change initiatives can come unstuck by offering a very limited perspective of how the change will benefit the employee/organization. Providing a rationale for change and appealing to what matters most to different groups, will get the emotional buy-in for managing change. One change intervention we experienced was what started as a sales training initiative and led to revolutionizing the approach of selling, role changes, and standard operating procedures, eventually led to revamped career



Mastering Change

Riding the Change Wave towards Growth

To effectively manage change, companies today are looking at integrating efforts with an activity-based approach

By **Dr. Sujaya Banerjee**

paths, recognition programs, incentive plans, etc. Keeping the people affected by change, apprised of how it will impact their lives, career growth, learning and other opportunities, can help get the emotional buy-in to make change efforts succeed.

3 Spoon-feeding a 'vision for the future':

Change managers often fall prey to the temptation of spelling out what lies in store, and furthermore, how the change will shape the collective future of the organization, which is obviously constrained by the thought and vision of the team in-charge of driving the change. Instead, involving the employees in co-creating the vision for the future would serve to enhance ownership for change.

4 "Others need to change - I'm part of the solution, naturally!": It is imperative to orient leaders and employees alike on the proposed change and why it is important, to a level of granularity that allows them to see how they themselves must adapt to best align with the agenda.

5 **Communicate, communicate, communicate:** No communication is too much communication when it comes to driving change. A segmented communication campaign that emphasizes key points related to the change initiative will allow the communication to connect.

6 **Small wins count:** Change managers can often plough on and wait for 'big wins' to report back to sponsors, leading to deflated momentum and loss of a sense of direction setting into the change initiative. Instead, early wins must be recognized, celebrated and adequately communicated so that the agenda does not lose steam.

7 **Addressing the root cause, not symptoms:** An incomplete analysis of the situation can lead change management teams to focus energies on symptoms rather than deeper, underlying issues. Such an approach may lead to short-term improvements, but invariably lapses to the old situation, with the change not being able to sustain itself.

8 **Activity-based change management:** It is unnatural to expect extraordinary transformational results from an initiative that you treat like any other ordinary program. However, this is exactly what change managers can sometimes do, especially if preoccupied with scorecard deliveries and deadlines. I recently dealt with an organization that

IN BRIEF

Pitfalls and myths that companies must be aware of when managing change in today's dynamic business environment

With the economy slowing down and more organizations moving into consolidation mode, this is the most opportune time to integrate change efforts

was driving employee engagement as a training program for leaders. While this could serve as a good orientation to employee engagement, unless this was driven as an organization wide change effort to examine the delivery of employer value proposition and leadership, this would remain an activity based change initiative.

9 Superficial change – not rooted in values:


Change managers can, in the pursuit of positive reinforcement and signs of change realization, tend to overlook the need for underlying shifts in employees' attitudes and perceptions of organizational processes. The answer lies in anchoring the change agenda in the social norms and values espoused by the organization, and addressing employees through aligned change efforts to gain acceptance.

While these are handy and practical insights to managing change, good change managers are those who acknowledge that while change can bust old myths, new myths get created, and the success of any good change initiative involves getting buy-in to the new myths. Speaking of myths, here are some associated with change management which must be busted.

Myth 1: One man army can lead change:

The belief that a single powerful leader adequately endowed with influence and craft can overcome the natural forces of resistance elicited by any change agenda. This is among the biggest stumbling blocks as change is necessarily a team effort. Buy-in and alignment is required at multiple levels, requiring a scale and scope of effort that is beyond any individual means.

Myth 2: Early resisters are bad for the change agenda: Possibly the most authentic source of dissonant feedback, it is important to lend resisters a receptive ear whilst continuing steadfastly on the change agenda. Failing to do so may fuel the push towards maintaining the status-quo, or even result in falsely compliant behavior, leading to a hollowed achievement of change. The 'naysayers' are key for enabling change champions to remain focused on areas that need work for institutionalizing the change.

Myth 3: Charisma and personality can drive change: Sound change leadership requires more than a simplistic prescription of power terms like 'charisma', 'personality' and 'character'. While the role of communicators and sponsors of change remains critical, additional qualities such as modesty, courage and perseverance are essential to drive change that sticks. 

Dr. Sujaya Banerjee is Chief Talent Officer at Essar Group. To participate in the 'Best Change Interventions of Asia Study 2012/13' visit www.Inodroundtable.com or email info@Inodroundtable.com

Where are the potential leaders?

SHL Talent Report 2012 sheds light on the availability and supply of potential leadership talent across geography and sector

IN BRIEF

As organizations expand their footprint, they are interested in the supply of leadership potential by geography and by industry sector

Tectonic market shifts are transforming the business landscape across the globe. Unpredictable global economic forces, ubiquitous information, rapid technological changes, globalization of markets, changing demographic trends and increased competition are posing serious challenges to organizations whose performance over the last two decades or so have primarily been fueled by workforce efficiency and productivity. Perhaps, it is the impact of the complex work environment and the impending challenges, that ‘talent management’ has become an agenda of strategic importance for corporate boards and executive teams in industries across the world. The fight for the best and brightest talent in the world is heating up with an increasingly demanding workforce that has more choice and opportunities than ever before. There is no dearth of studies that reinforce the fact that organizations that are able to attract, retain, develop and engage the best talent are more likely to hit their business objectives and grow. At this juncture, organizations across the globe are faced with the question, “Where can I find the talent that I need?” In a globalized environment, organizations are interested to know about the supply of leadership potential by geography and by industry sector, which geographies are best placed in the global race for skills and more importantly, are the organization’s talent ready to perform in the new work environment?

An insightful report, “The SHL Talent Report: Big Data Insight and Analysis of

the Global Workforce” generated from the work of more than 300 expert occupational psychologists and data from almost 4 million assessments in close to 200 countries, seeks to address these questions.

Where are the leaders?

Given the major economic shifts, swift social and political change, and accelerating technological and communications capabilities, there is an ever greater demand for effective leadership. However, the question remains as to where will the top leadership talent come from to meet the projected high demand? Are there effective leaders who can develop a compelling vision, articulate and communicate goals and, at the same time, influence people so that they share the vision and work towards its realization? The report highlights that finding individuals with this rounded repertoire of leadership talents is clearly a challenge; a fact recognized by both executives and the employees whom they lead. Citing survey reports, it states that as few as 25 percent of employees believe their organizations have the leaders to succeed in the future and only 33 percent identify their executives as being among the top leadership talent in their industry.

Supply of potential leaders

According to the report, analysis of the data shows that a very small number – just 6.7% or 1 in 15 managers, professionals or executives globally are fit to be qualified as potential *leaders for today* - who, with the right experience, are most likely to deliver in a leadership position. What are the qualities that

these potential *leaders for today* have in them?

The report describes them as ones who are stronger in the more transactional, managerial and operational behaviors that build effective relationships with people; can drill down to the essence of a problem and evaluate the data to identify a solution; can organize and mobilize resources; and can adapt to challenges and change effectively. They are also stronger in the transformational behaviors that can engage and influence others to get things done, can communicate effectively to gain support of others, can think laterally and bring new insights and have the drive to see things through and achieve their personal career objectives.

What about the demand and supply of these potential leaders? From a supply perspective, the report states that countries in North America (Canada and United States), Western Europe (notably Germany, United Kingdom, Switzerland, Sweden, France and Finland), and Australia and New Zealand emerge as the global hot spots. While Asia, as a region, does not emerge as strongly in the supply of this level of leadership talent, China (Hong Kong), Japan, Singapore, China (Taiwan) and Thailand are emerging as top hot spots in Asia.

As far as potential *leaders for tomorrow*, those who exhibit strengths in some of the key behaviors, but lack fully-rounded potential, is concerned, 1 in 3 managers and professionals have this level of leadership potential – six times the proportion in the *leaders for today* tier of leadership potential. These leaders may have strength in some of the transactional facets of leadership and can deliver programs to time, cost and quality, but lack strength in areas such as communication, influencing and lateral thinking. Or they may have strengths in these transformational areas but lack strengths in the areas that turn ideas into effective programmes of work. Given that these lead-



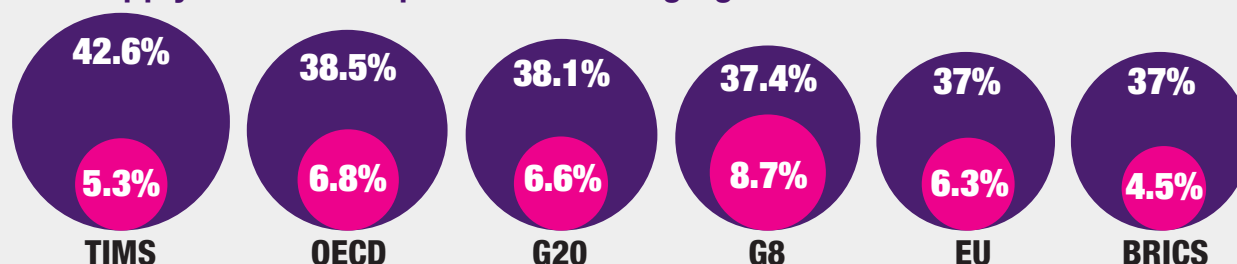
Y. V. Lakshminarayan Pandit

Managing Director, SHL (India)

In India, *leaders for today* are less than 5%, whereas *leaders for tomorrow* are 41 percent. This indicates that compared to other countries, we have fewer leaders having the competencies to take on leadership roles today; however, we have a strong leadership pipeline. With development inputs and the right opportunities, we can expect to have strong leaders in the future. The key task before organizations today, is to identify such talent and provide them with the right development inputs. With specific reference to industry/sectors, we can surmise from the data on Asia, that insurance and financial services, and professional services have strong leadership for today. Banking, technology and healthcare sectors have a strong leadership pipeline.

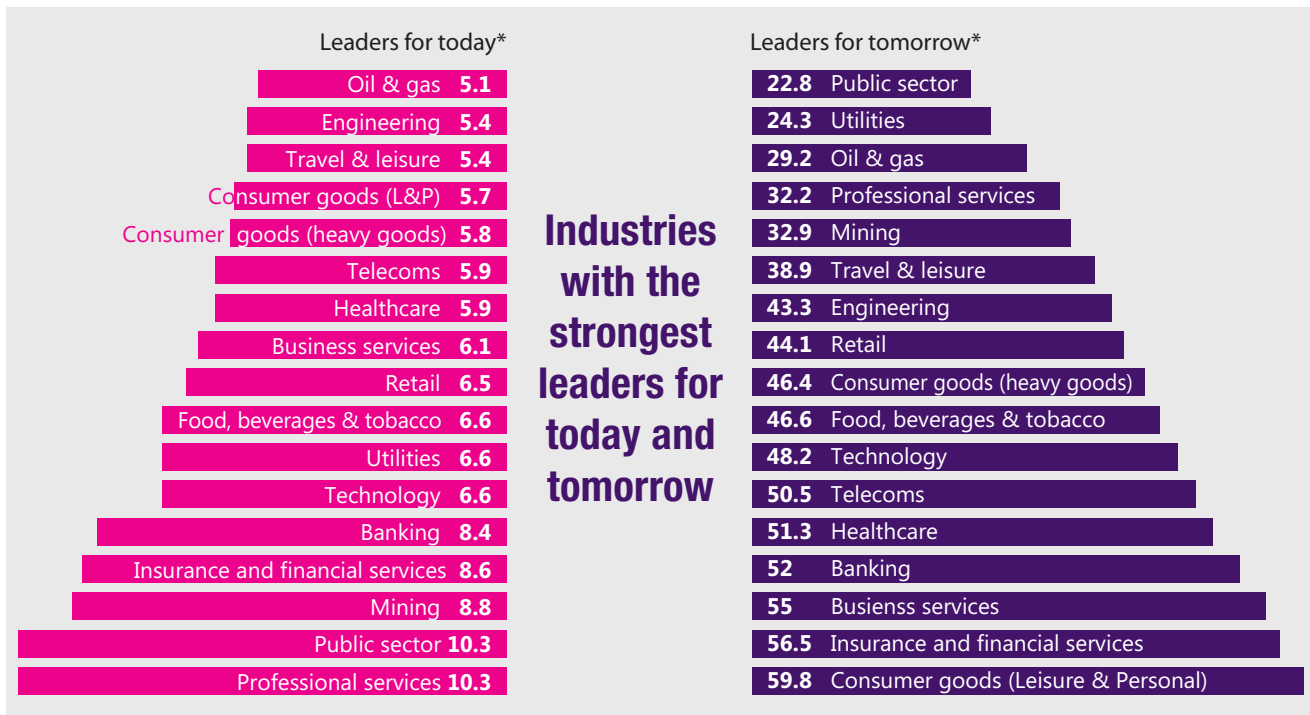
ers have a longer personal journey to become effective and rounded leaders, it is expected that they could benefit from targeted learning and development. From an availability perspective, leadership potential for tomorrow is strongest among emerging economies, notably the BRICS countries with South Africa at 32.3 percent

The supply of leadership talent in emerging and mature economies



● Leaders for tomorrow* ● Leaders for today*

* percentage of population



* Numbers represent the percentage of people in the sector who have the potential to be leaders today

* Numbers represent the percentage of people in the sector who have the potential to be leaders tomorrow


falling outside the Top 25. Additional strong geographies for *leaders for tomorrow* are found in the newly coined TIMS emerging economies: Turkey, Indonesia, Mexico, and South Korea. Latin America and the Middle East also feature strongly as hot spots for *leaders for tomorrow*. An analysis of the global distribution of potential leadership talent for today and tomorrow and its marked differences, makes it amply clear that organizations need to adapt their strategies to reflect different needs in different regions.


Sectoral distribution of leadership talent

Just as in the case of geographical distribution of potential leadership talent, the report categorically states that for industry sectors too, there are specific areas of strengths and weaknesses in the leadership talent pools for today and tomorrow. According to the report Banking, Insurance and Financial Services (BFSI) sectors have the advantage of strong supplies of leadership, both today and tomorrow across most geographies, with the exception of Western Europe. However, the Oil & Gas and utilities sectors face challenges in the supply of leaders for both today and tomorrow, particularly in Eastern Europe and North America,

despite North America being one of the geographical hot spots for leadership talent. While mining, professional services and the public sector emerge as sectors attracting stronger talent for leadership today, they face likely succession risks in the future, with risk highest in Australia-New Zealand for mining; in the Middle East and Africa for professional services; and in Asia for the public sector. Interestingly, the report puts forth the view that sectors such as consumer goods, healthcare, telecom and general business services, need to adopt a two-pronged strategy of strengthening leadership attraction and acquisition programs, while also using people intelligence to meet development gaps.

Conclusion

Though there is an alignment in terms of supply of leadership potential, both for today and tomorrow, it should not be assumed that leadership potential is evenly spread geographically or that 'traditional' sources of leadership will be able to maintain that supply in the future too. The report candidly puts across the point that future leadership supply can be realized if organizations drive development initiatives that ensure leadership potential translates into leadership success. 



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Dr. Prasanth Nair
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Changing role of HR

Dr. Prasanth Nair, Global Head – Human Resources, Cipla, shares with Basuri Dutta, the need for HR to change its approach towards people management



How has your journey in HR been so far and how has the people function evolved in your industry over time?

At the beginning of my career, HR played a role that encompassed administrative or operational work. Today, it is involved in strategic decisions, both at the conception and implementation stages. This happened due to the realization that people are not only an important asset to the organization, but are key differentiators.

The role of HR has also attained criticality as a result of the economic boom, resulting in scarcity of talent in the market. Acquiring and retaining the best talent became important, particularly in the context of joint ventures, acquisitions, etc. This made the involvement of HR in the strategy of the organization critical.

The other noteworthy phenomenon is that HR, in its role of a business partner, has swung the other way completely and this has resulted in it losing touch with the people, who it primarily represents. So, it is a balancing act that HR has to play, with the needs of the business on one side and the needs of the people on the other.

The role of HR is not just about managing stars, it is also about managing the people who want to be stars, but clearly cannot be

Today, managing the aspirations of current and prospective employees takes up most of the time. It is a question of demand and supply. There are job options available and therefore, people want to choose their options as per what they want. At the same time, because of the explosion of media and communication, and exposure to a lot of things that are happening in the outside world, the level of aspiration is much greater than what it was some years back. Further, whatever one aspires for today, one wants that to realize within a much shorter time-span. On top of all this, there are also many success stories in India where people have been able to meet high aspirations within a given timeframe. While this is a positive thing, it creates a challenge for HR to manage these aspirations, because everybody cannot become a success story. Hence, the role of HR is not just about managing stars, it is also about managing the people who want to be stars, but clearly cannot be. The generation born in the 1990s has not really seen severe downturns, scarcity and disappointments. Thus, managing both success and failure will be crucially important for HR now and in the coming years.



Narrate a story of human interest in an organization that you have been a witness to.

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factory, after working hours. Sikkim, as one would know has mountainous terrain and therefore, the roads are along the edge of mountains, with steep and blind curves. On this day, when one of the buses came to pick up the employees, the security guard at the factory realized that the driver was under the influence of alcohol. He told the driver that he would not allow the workers to go with him in the bus and asked the driver to return. Apparently, in Sikkim there is a practice that if you are taking an empty bus, people on the way hitch a ride. On this occasion, when the bus was turned back by the security guard, as usual a few other people on the way hitched a ride in the empty bus. The bus fell into a gorge and unfortunately all those, who had hitched a ride, lost their lives. However, our employees, whom the security guard had detained, survived. It was all because of the ownership mindset displayed by the security guard, who used his good judgment and presence of mind and so many of our employees' lives were saved. This is a story that needs to be told.

CEOs of businesses should acknowledge their employees as individual people, not just resources



What is the one characteristic that you believe every people manager should possess and why?

The singular most important quality that a people manager should possess is 'credibility'. The day a person asks a people manager to give something in writing, the people manager should know that he/she has no credibility. The second most important trait would be 'compassion'.



What change has the employer-employee relationship undergone?

Over time, this relationship has become very transactional or contractual. Although one recognizes the need for something to be on paper, the employer-employee relationship cannot be dictated or guided by that alone. There needs to be an emotional connect and a psychological contract between the employer and employee. One of the key roles of HR is to ensure that this connect between the employer and employee

is beyond contractual. The change in the employer-employee relationship is with respect to the imbalance between that which is contractual and that which is emotional. What we increasingly find is that, on the one hand, the employees are called an organization's most valuable assets and on the other hand, with the first sign of recession, the axe falls on the employees. In this kind of a situation, the very next day, if an organization proclaims that people are the most valuable asset, no one would ever believe that anymore. Credibility, having been lost once, is hard to reinstate and therefore, even during an upturn the existing employees would be skeptical in trusting the employer. That is the trust deficit in the relationship today that HR has to refill.

The other change that this relationship has undergone is that the focus of both the employer and the employee has shifted from long-term value addition to short-term value addition. Aspirations of people have grown, but the time one allows to fulfill that aspiration has become extremely short. So, the window of value addition has been compressed. Even organizations expect to see the value addition within a shorter span of time and thus, we see 3-5 year career plans these days in organizations. The pressure of time is on both sides.




What is that one thing you want from your CEO?

Respect for people's emotions is what one would want from one's CEOs. All CEOs realize that people are their most important asset. However, CEOs of businesses should acknowledge their employees as individual people, not just resources. An asset is an input, but people are more than just inputs in a business.



If you had to hire the entire workforce by asking just one question, what would that be?

Since I have only one chance, my question would be, "What do you think is the most important question that you would want to ask me?" The response in turn will help me make my decision. I will get an insight into the level at which the person is thinking and what occupies this person's mind when he or she comes for this meeting. 

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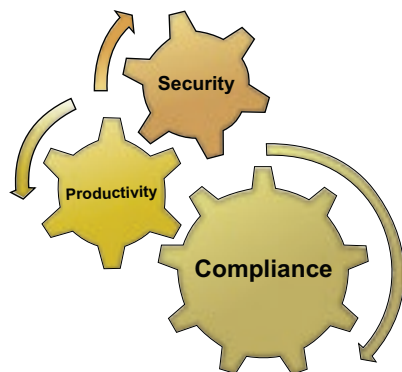


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Cultural mismatch, should we fire this new hire?

Vivek Paranjpe, who leads the HR function of Reliance Industries Limited, answers professional and ethical dilemmas faced by our readers at their workplace

THE COUNSELOR

Q Cultural mismatch, should we fire this new hire?

I work with an IT firm as a project manager. We have recently had a few new people join my field. There is one person in the team who has not been able to adjust to the team structure and is not adding any value. We have tried to help him adjust and support in whatever way required, however, there is a clear cultural mismatch. It has only been 4 months since he has joined, but we have realized we would need to ask him to leave, since it is taxing on the team as well as him. How does one convey this news to an employee who has only been with us for 4 months? Should I also be questioning the hiring manager in such a scenario, as I feel the cultural misfit isn't the employee's fault, but something the hiring manager should have been able to gauge. Please suggest the best way to deal with this situation.

A It is not unusual that wrong hiring decisions are made at times. Once you know the hiring decision was wrong, quick decisive steps have to be taken; however, careful introspection is also necessary before such difficult decisions are made. Culture mismatch or not, the right person for the role, are the common reasons put forth by the managers. I believe that one has to go in to the root cause for non-assimilation/non-performance. Some factors that you should consider are:

Has the immediate manager (in this case, I guess you) given the feedback from time to time to this person and has he shown him the reasons for his poor performance? Have you

engaged with this person to help him succeed? Hiring or firing an employee is comparatively easy, helping people succeed is the most difficult and crucial role, which has to be played by the immediate manager – have the manager/you played that role effectively? What attempts have been made to help this person adjust to the new environment and work culture? Inducting the new employee in the new company and the new role coupled with orienting him in to the new culture and the work environment is a principle responsibility of the immediate manager and the HR function. Was this role played well by the role holders?

If a person is a misfit from the perspective of skills, capabilities or cultural fit, what attempts have been made to rehabilitate this individual? Was regular feedback provided to the individual? Did you create the corrective action plan for this individual?

Did you put in adequate efforts in form of coaching/providing him with a buddy, HR intervention, skip level meeting for further inputs, etc. with a sincere desire that he improves?

If there is a close engagement with the new hire with periodic feedback and all the efforts as stated above to help him succeed, conveying the news to an employee that he/she is a misfit and therefore, he/she must quit, becomes relatively easy. These are always tough decisions, but since adequate efforts are in place to avoid such decisions and sensitivity has been shown in 'letter and spirit', it is much easier for the parties to deal with such a situation.

Most of the times, due to close engagements, such employees themselves are

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mentally ready to quit and would have started looking around for alternatives. The hiring team obviously needs to be kept in the loop so that similar hiring mistakes do not occur. Your hiring team should also help this person in outplacement. Remember that while firing an employee, a lot of care and proactive steps have to be taken and sensitivity needs to exist.

Q Affected by the downturn, should I quit?

I work with an organization which belongs to an industry hit by the downturn. For the last 2 months, we have been receiving our salaries 2 weeks late. For this month, the organization has already communicated that the salaries will be given later, effectively leaving us with nothing for this month. I don't see this situation improving any time soon, and I am tempted to look out and move before it gets worse. However, I have been with the organization for 4 years and it has been a wonderful experience working here. For this reason, I cannot get myself to leave the organization at this time. Please advise if I should wait for a month or two in the hope that the situation might improve or should I leave now before it gets worse?

A I can fully appreciate that you would not like to desert the organization at this stage and are hoping that the situation will improve. However, your hope that the organization will start performing well and the salaries will start coming on time, has to be backed with factual data and realism. Such hopes have to be based on good industry knowledge, your own company's strategies and actions to navigate out of difficult times, and not on emotional considerations.


Depending on your understanding of what business your corporation is in, and the plans that the management has to revive the business, a well thought out decision has to be made. I suggest you get in to an open conversation with your management and come to the right conclusion.

Q When to make exceptions?

I have recently started working with a MNC in an internal HR role. Given that this is an established organization,

the processes for most of the tasks are in place and it has been fairly simple for me to pick up the work. However, recently, while working on a project that required the participation of the entire team, I was asked to exempt a few team members. This might seem like a small exception, but made me think. In places with such defined processes, how do you decide when to make an exception and where do you draw the line?

A Policies and processes are necessary for smooth functioning of the organization. They ensure transparency, efficiency, and effectiveness. Well-laid down processes also ensure predictability. As leaders however, we have to understand that the process framework ensures most of the repetitive activities are efficient and effective. Processes however, generally do not take care of non-repetitive and non-routine things that happen in the company, exception management kicks in at this stage.

A good leader understands when to make exceptions and uses his/her own wisdom and discretion. In the case that you have pointed out, if the project meeting was crucial for everyone to attend, you should have felt empowered not to exclude few members just because the process or policy did not permit. A good leader is able to stick his neck out and state that 'I did make an exception' because it was necessary. As long you have reasonable and logical reasons and courage, by all means you should take a risk and make exceptions. This ability differentiates leaders from others. 

Vivek is a senior HR professional with over 37 years of work experience. He has worked in several leadership positions and is currently leading the HR function of Reliance Industries Limited. He also serves as an independent Director on the Board of Motilal Oswal Financial Services Limited. He was based in Singapore for several years, wherein his last assignment was that of Director HR Operations, Asia Pacific, in Hewlett Packard. Vivek has recently started his 2 blogs viz: [http://paranjpe-colloquy.blogspot.in/Reflections & Beyond](http://paranjpe-colloquy.blogspot.in/Reflections&Beyond), [http://peripateticparanjpe.blogspot.in/Experiences & discoveries](http://peripateticparanjpe.blogspot.in/Experiences&discoveries)

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In Pursuit of Excellence

NHRDN's endeavor to spread the message of, 'Energizing for Excellence', resounded in every professional's mind at the 3-day national event in Hyderabad this year

By **Nidhi Arora**

IN BRIEF

Trust in oneself amplifies into trust in others around the individual and eventually energizes the whole community to tread the path of excellence

With over 1,250 professionals, 14 international speakers and 28 national speakers in attendance, National HRD Network was successful in achieving its endeavor to energize the HR community for excellence through its 16th National Conference 2012 at Hyderabad. As T.V. Rao, Founder and Past President of NHRDN, Chairman, TVRLS, professed on the day of the inaugural, the event focused on knowledge dissemination for the HR fraternity on the theme: 'Energizing for Excellence' on the five levels outlined below:

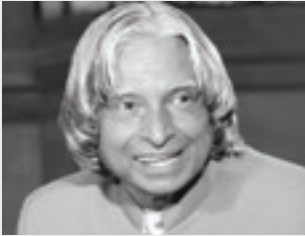
The nation: With stalwarts like former President of India Dr. A.P.J. Abdul Kalam and Arun Maira, Member, Planning Commission, addressing the need for excellence at the national level, the HR fraternity was enlightened on how the economy needs to build a progressive outlook. The message was clear - there is a widespread need in India to convert confusion into coordination, contention into collaboration, and intention into implementation.

The need in India is to convert confusion into coordination, contention into collaboration, and intention into implementation

The society: In order to answer the question of how can the society be involved in this task of achieving excellence, Deepak Jolly, VP, Hindustan Coca-Cola and Vasuki Sunkavalli, Miss India Universe 2011, brainstormed on the pros and cons of taking the CSR route to sustain excellence at the societal level. Dilip Chenoy, MD & CEO, NSDC said, "Creative capitalism is what will really help build sustainable partnerships in the society."

The organization: NHRDN orchestrated multiple sessions that aimed at showcasing inventive HR practices being adopted by organizations today. Robin Speculand, Founder & CEO, Bridges Business Consultancy, advised leaders to focus on converting the 20 percent of enthusiastic people, who in turn sway the 60 percent employees sitting on the fence, to further create a critical mass overall, that helps overcome the resistance from the 20 percent saboteurs.

The team: Multiple speakers and sessions focused on how it is crucial to propel effort through teamwork. In one such session on how leaders are the true team derailers, conducted by Gary Martin, CEO, AIM WA, Perth and Anand Pillai, SVP & Chief Learning Officer, Reliance Industries, the audience and the facilitators brainstormed on how a leader plays the critical role in channelizing the energy of individuals and teams at the workplace. In the international arena, a global mindset and virtual leader-



DR. A.P.J. ABDUL KALAM

FORMER PRESIDENT OF INDIA

"Creative leadership is not about treading the path already taken, but about having the courage and conviction to traverse unexplored territories."



S.V. NATHAN

TALENT DIRECTOR, DELOITTE U.S. FIRMS IN INDIA

"There is so much excellence around us, we just have to acknowledge, absorb and make excellence a part of our lives."



ARUN MAIRA

MEMBER OF PLANNING COMMISSION, GOVT. OF INDIA

"To realize the vision of excellence, there must be another vision -a vision of a new way, a new process to achieve the vision."



SATISH REDDY

MD & COO, DR REDDY'S LABORATORIES

"Celebrate the impact of initiatives, which drives excellence, in order to make 'the pursuit of excellence' inherent to company culture."



S.Y. SIDDIQUI

COO - HR, FINANCE, IT, COMPANY LAW & LEGAL, MARUTI SUZUKI INDIA

"Corporate India needs to remain competent to attract investments from countries across the globe by creating a practical and realistic employee relations strategy."




RAVIKANTH REDDY

VP & HEAD, CORPORATE HR, NCC GROUP

"We often get stuck in the vicious circle of what, how, when and with whom. We should realize that it's not just the skill, but attitude that counts."

ship shall pave the way to fuel productivity and excellence through talent management at the team level.

The individual: One of the key messages from the 3-day event was that each individual can only hope to start a true quest for excellence by imbibing transformational behaviors. Of the many transformational behaviors that plague modern day individual existence, Rajeew Dubey, President (HR, After-Market and Corporate Services) and a Member of the Group Executive Board, Mahindra & Mahindra, highlighted that the characteristic of 'trust' is the game changer. Trust in oneself amplifies into trust in others around the individual and eventually leads the community towards excellence through the individual's thought leadership.

Reflecting on a plethora of views shared at the event, the HR fraternity had an exhaustive 3-day confluence, in terms of thought leadership and practice learning. While concluding, M. Gopalakrishna, Director, AP Gas Power Corp, shared his message on why HR plays a crucial role in energizing for excellence. He said, "We have to link the past to the present and then to the future, and that is the true purpose of HR. Look at the footprints of the past and see how they lead you to a brighter future." In his concluding remarks, Dr. Anil Khandelwal, former CMD, Bank of Baroda, stressed the need for HR leaders to rebuild their credibility and take the lead to support businesses to build their intangibles as the tangibles will follow. 



K Ramkumar speaks at one of the sessions at CII's IR & HR Summit as other panelists listen attentively

CII 5th IR & HR Summit 2012

Welcoming the guests at CII's 5th IR & HR Summit in Mumbai, Pradeep Bhargava, Chairman, CII Western Region, said any economic and political agenda has to factor employment generation. He also underlined the need to simplify archaic laws and to address the issue of trade unions and contract labor. "Our approach towards HR should focus not just on human 'resources', but also human 'relations'. Our HR and IR practices should tune us to be 'inclusive corporates'," he said. In continuation, stalwarts like Justice B. N. Srikrishna, Retired Judge, Supreme Court of India; K V Kamath, Past President, CII and Chairman ICICI Bank and Chairman, Infosys; K. Ramkumar, Chairman, CII WR 5th HR & IR, provided their viewpoints on HR and IR practices. In the debate session, Shekhar Gupta, Editor-in-Chief, The Indian Express, expressed concerns over the nature of employer-employee relations and stated that a change in the mindset could help to drive in equitable and just practices in workplaces. Siddharth Varadarajan, Editor, The Hindu, who also participated in the debate, expressed that good working conditions, occupational safety and workers rights are important elements to be taken care of by employers. In the end, Balkrishna Pattil, Chairman, CII WR Industrial Relations Sub-Committee 2012-13, summed up the Summit and proposed the vote of thanks.

The Global Management Guru Award 2012

Harvard Business School professor and one of the most influential management thinkers: Robert S. Kaplan was awarded the Global Management Guru Award (GMGA), instituted by Birla Institute of Management Technology, New Delhi. On being felicitated at the event, Professor Kaplan expressed his vote of thanks to the GMGA jury. He also spoke at length about the concept of 'ABC in HR' – Activity-Based Costing in HR', which is pivotal to the success of performance management systems in the corporate arena of today.

Understanding the role of IHRM in the Global Village

The 12th International HRM conference organized at MDI Gurgaon, threw some light on challenges and opportunities in front of the HRM community in the changing economic scenario. True to its theme 'Dream, Discover, Dare, Innovations in the global village: Role of international HRM', this 4 day mega event successfully brought to fore some crucial points to ponder. Day one enriched the audience with some insightful sessions like 'Teaching IHRM for optimal impact' where Prof. Charles M. Vance from College of Business Administration Loyola Marrymount University, Los Angeles, and Prof. Dennis Briscoe from

University of San Diego, gave interesting insights on the need of teaching International Human Resource Management to be able to engage people coming from different cultures. Sessions like 'Creative society: Prospects for India' by Prof. Pradip Khandwalla, 'Be your own HR manager' by Prof. T.V.Rao and 'Leadership across borders, innovation and change' by Prof. S. Ramnarayan were some other highlights of the inaugural day. The conference brought forward some really interesting pieces of research in the form of parallel paper presentation sessions organized on day 2 and 3. These papers touched upon various aspects related to increasing 'global employee population' within organizations ranging from innovative HR practices, leadership development issues and challenges, leveraging technology for diverse teams, managing the demands of transnational organizations, etc.

India Hiring Outlook 2013

People Matters in association with Mancor Consulting, HiMentor, RupeePower, Monster.com and Video Recruit organized the first ever India Hiring Outlook Conclave 2013 in Gurgaon, earlier this month. The event's focus was on getting to know the industry outlook on the future of recruitment in the coming year. Setting the tone of the event, Sanjay Modi of Monster.com enlightened the audience with the economic changes that are forcing companies to revisit their hiring strategies. This was followed by Nalina Suresh of DHR International and Pankaj Bansal of

PeopleStrong who further emphasized on the need for the industry to evolve, to better manage people of the organization. The next session has industry stalwarts and HR practitioners like

Ramesh Ranjan of Schneider Electric, Yashwant Mahadik of Philips India and P. Dwarakanath of the Max Group providing their views on India Hiring Outlook 2013 highlighting some crucial ways on how to go about workforce planning for 2013.

NHRDN Seminar on HR & Social Media

The NHRDN - Learning Centre recently organized two successive seminars on 'HR & Social Media – What more can you do?' in association with FORE School of Management, New Delhi. The objective of these seminars was to spread awareness about the importance of social media at the workplace and how it can be used in the most constructive manner to harness employee engagement. The sessions covered four important aspects pertaining to social media and HR involvement. The topics of panel discussions at the event were: 'Building a strong employee brand through social media'; 'Using social media to foster a culture of Innovation'; 'Social media & collaboration amongst virtual teams' and 'HR 're-fresh' and Employee insights through social media'. With over 200 HR professionals in attendance at both the events, an eminent list of speakers challenged the audience with thought-provoking discussions and presentations. 



Sanjay Modi, MD, India, Middle East & South East Asia, Monster.Com speaks at the India Hiring Outlook 2013

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| Conference on Leading Change 2013 | 8th January 2013 | New Delhi | AIMA |
| HR Conclave 2013 | 17th January 2013 | Chandigarh | CII |
| XLRI 6th National HR Conference | 19th - 20th January 2013 | Jamshedpur | XLRI |
| Leadership Development Conference | 23rd - 24th January 2013 | Bengaluru | The Conference Board |
| Are You In The List - Gala Event | 24th January 2013 | Gurgaon | People Matters |
| AIMA HR Leadership Retreat | 7th February 2013 | Udaipur | AIMA |
| Retail Leadership Summit-RLS 2013 | 7th - 8th February 2013 | Mumbai | Retailers Association of India |
| NASSCOM Leadership Forum 2013 | 13th - 15th February 2013 | Mumbai | NASSCOM |
| World HRD Congress | 15th - 17th February 2013 | Mumbai | Fun & Joy at Work |
| Total Rewards Conclave 2013 | 20th February 2013 | Gurgaon | People Matters |

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 for more information on events. If you wish to share information about upcoming events, please contact Pushkaraj Bidwai at pushkar.b@peoplematters.in



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Jobs of the week



Amazon Development Centre (I) Pvt. Ltd.
Recruitment - Head/ Mgr
Location: Hyderabad
Job ID: 12485238
Description: Looking to hire India Lead for University Relations to develop and enhance Amazon campus visibility in order to recruit and hire top emerging talent.



Polaris Software Lab Limited
Senior Executive – Resource Management Group
Location: Chennai
Job ID: 12403042
Description: Preferably an MBA with a total of 7 years of experience in the IT industry.



IMSI India Pvt. Ltd.
HR Specialist
Location: Bangalore, Gurgaon
Job ID: 12182124
Description: The recruiter will be assigned individual external requisitions meets with appropriate managers and their technical support to understand the requirement.



Tech Mahindra Ltd.
Other Human Resource
Location: Pune
Job ID: 12410703
Description: Create policies for the company with regards to different benefits like leave, employee handbook, children education fees etc.



LSI India Research and Development Private Limited
Human Resource Business Partner
Location: Pune
Job ID: 12541633
Description: Implementation and review of HR policies in conjunction with rest of the HR team.



Nous Infosystems
Recruitment - Head/ Mgr
Location: Bangalore
Job ID: 12167810
Description: Extensive experience identifying, interviewing, qualifying, evaluating and negotiating rates for applicants.



Capgemini
Training & Development - Head/ Mgr
Location: Chennai
Job ID: 12543994
Description: Main Purpose of Role Work closely with the managers to drive global and regional L&D KPI's in their engagement.



TIBCO Software India Private Limited
HR Executive / Recruiter
Location: Pune
Job ID: 12599052
Description: Sourcing technical candidates per the requirements of the hiring managers.



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Jobs of the week



Kelly Services India Private Limited
Sr. Recruiter
Location: Bangalore
Job ID: 12438296
Description: Looking for candidates with End to End Recruitment experience in ITes - BPO/KPO/Analytics.



Manokam
HR Manager
Location: Kolkata
Job ID: 12386188
Description: Handling all HR related issues (Salaries, PF, Superannuation, Gratuity etc).



Jobzebra
Sr. Executive - L&OE
Location: Chennai
Job ID: 12616780
Description: Relevant L&OE experience of 4 to 5 years, Full-time MBA with specialisation in HR.



Red Hat
Payroll Analyst
Location: Pune
Job ID: 12523158
Description: Looking for Payroll Analyst position at Pune location. This person will be involved in the entire payroll activity.



Juniper Networks Inc.
HR Solutions Analyst
Location: Bangalore
Job ID: 12240574
Description: Performs data entry and processes changes in PeopleSoft including the 'manage hire' process.



Opera Consultants
Recruitment Manager
Location: Bangalore, Mumbai
Job ID: 12647498
Description: Overall responsibility for carrying out recruitment and screening of candidates for all junior levels.

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Know your future leaders

As 'Are You in the List' draws to an end, here's a recap of the journey to identify the future leaders of HR

"Leadership is not magnetic personality — that can just as well be a glib tongue. It is not 'making friends and influencing people' — that is flattery. Leadership is lifting a person's vision to high sights, the raising of a person's performance to a higher standard, the building of a personality beyond its normal limitations"

—Peter F. Drucker

As we move closer to identifying India's top 25 future HR leaders, the time is ripe to reflect on the journey so far and the learning it has brought. The idea behind the initiative 'Are You in the List' was simple. Does the young Indian workforce show the promise of future HR leaders who can help businesses grow and make HR a significant business contributor? The aim was to dive into the young talent pool across different industries and identify the brightest 25 who will lead the HR function tomorrow. Over 1,200 HR professionals across the country applied or were nominated by their peers, managers and colleagues to compete for the coveted list of final 25.

The rigorous 5 stage assessment process was spread over 6 months. The Leadership Insight Inventory (LII) and other leadership assessment tests administered by DDI for Stage II and III had candidates respond to situation based questions as well as provide interesting solutions to case studies. Stage IV included candidates recording video interviews on the online portal Video Recruit. A new tool for many, the videos are a repository of practical examples of the innovative work done by HR professionals across the country on a day to day basis.


The NHRD Delhi chapter also provided a unique platform to the candidates to showcase their work to the HR community. Three of the top 50 'Are You in the List' finalists presented at the December special event which focused on the innovative practices by young HR professionals.

As participants took these assessments and the short-listing from stage I to IV were taking

place, the jury also had their hands full. 'Are You In the List' adopted a unique crowdsourcing methodology to gain intelligence from the industry itself to identify the top competencies for the future HR leaders. Three roundtables conducted in Gurgaon, Bangalore and Mumbai had over 40 heads of HR participate and actively debate on the critical competencies. The conversations hosted at the Aircel Academy in Gurgaon and the boardrooms of Mphasis and Aditya Birla Group brought out the enthusiasm of the HR community and affirmed that such an initiative is the need of hour.

Obviously, there cannot be a checklist of competencies for a budding industry leader. However, to judge the candidates and provide a scoring basis the jury and the roundtable attendees voted and prioritized all the skills discussed and the 6 key competencies were as follows - strategic acumen, business acumen, managing ambiguity, foresight, driving execution, risk management capability, courage and conviction, effective communication, cognitive ability to execute, innovation.

The excitement for this initiative has been palpable within both the young HR professionals across the country as well as the senior leaders who sincerely believe such an initiative can shape the future of HR and pave the way for strategic alliances.

The final 25 will be revealed on January 24, 2013 at a gala event in Gurgaon. With over 200 HR professionals attending the evening to celebrate the future of HR, 'Are You in the List' marks the beginning of an active community investment in building the future of HR. 

THE JUDGES*



Dr. Aquil Busrai
CEO, Aquil Busrai Consulting

The three key skills that an HR leader should have include the ability to, understand business realities, enhance the utility of manpower through HR intervention, and scan the external environment to identify the issues of concern.



Pankaj Bansal
Co-founder & Chief Executive Officer, PeopleStrong

I think the 'youth' in human capital space today have immense potential and are doing very interesting work. This platform, the first of its kind in the country, gives a unique platform to the young professionals to showcase their talent and skills. Being on this list will create an opportunity for the candidates to mentor and lead the people who have treaded on similar paths and help them grow.



Sonali Roychowdhury
Country Head - Human Resources, Procter and Gamble

The three key skills that can be used as common scoring factors for such a vast talent pool can be - the impact and tangible results they have had in the organizational context and the extent of innovation. The power of ideas in large or small organization always stands out.



Gautam Ghosh
Consultant, Social Wavelength

Assuming that the fundamentals are in place, the two basic qualifying criteria would be diversity and innovation. Diversity in terms of the experience they have, not just in HR but also exposure to business. It will bring out the diversity of thought and different perspectives.



Jacob Jacob
Chief People Officer, Apollo Hospitals Enterprises

The Top 25 HR managers should have made significant improvement in business results of their organization through their interventions within a span of 1-2 years and this should have a direct correlation to growth in productivity of workforce, growth in revenues and reduction in cost. The other desirable attributes are proactive behavior and an eagerness to learn and implement.



Nisha Ninan
Global Lead - Organization Effectiveness, Aditya Birla Minacs

A HR leader has a strong impact to play in the lives of people in building their potential, self confidence, values, contributing to the interests of the family & community. Some of the key attributes I would look for is the sense of purpose, passion and integrity.



Elango R.
CHRO, Mphasis

I would look for the following traits in selecting a high potential HR leader - High Energy, Adaptability and ability to thrive in ambiguity. In addition they should have strong persuasion and selling skills. HR Leaders who display these in addition to cross functional HR competence are the ones to look out for to get on the list.



Rajesh Rai
Sr. Director - HR, Expedia-APAC

This list represents a set of HR professionals that bring credibility to the fore. I wouldn't want this list to be a precursor to professionals adding CV value and en-cashing it for opportunities - so passion for their work is one of the most important criteria to be seen.

*Complete list of advisors and judges at www.areyouinthelist.com

Mirror mirror on the wall, what's in store for HR in 2013

Not merely satisfying the higher order needs of employees, this New Year, HR will go back to basics

By **Elango R.**



Sigh... there goes my column for December, everything I want to write will be written about, debated already by well-fed HR heads in comfortable seminar rooms!

But, lady luck (now don't quote my own book title on me) decided to throw in the HR planning off-site for next year at me. Like all off-sites, we had a packed agenda and the spit and polish PowerPoints came in ahead of time. I had my speech ready and was rubbing my rotund belly in anticipation of a day of pontificating and playing facilitator! 7 people in the audience for a full day of listening guaranteed! After a well-timed speech, I retired to take guard at the head of the table and the first direct took the stage. We did the usual berating, ah what is different, you should have thought about this, oh we have already tried... the directs made the right noises, cluck-clucked and promised to modify the approach!

Now, disaster reared its head in the form of one of my directs. She stood up and very nonchalantly switched the projector off and

took center stage, arms akimbo, ready to take on the group. What she said in the next 5 minutes was well - hear it for yourself.

Quoting Lady Disaster for your reading pleasure! (listening at that time wasn't for us)

"Listen guys, sitting here listening to all of you, I am yawning. We could have just replayed what we did last year. I did the same, the presentation I sent is c!@p. I am not even going to bother pulling it up. The world around us has changed and we still want to do the same things."

I think we were all too stunned to speak. Taken aback and little nonplussed, we were floundering for a reaction. Using this to her advantage, she propounded her course of action.

She led us back to Abraham Maslow's Hierarchy of Needs Theory. She quoted Maslow and pointed out that we must address safety, security needs and not directly get to self-actualization! Her premise was simple. The world has changed, look around - the most mature markets are in recession. Even though India is growing, the demographics of the workforce and demand patterns have

changed. We didn't need her reminder to know that 2009 and 2010 college graduates were still looking for jobs or in jobs that did not utilize their full skills. Those a little more experienced, went to bed worrying if they will have a job to pay their EMIs!

Every year, we always advocate plans to satisfy the higher order needs while the primary needs are still hazy! We go gaga on the various career progression plans in place; we hype the talent management strategy, and in all the buzz of activity around, we forget the basics!

While we roll out fancy programs, our employees are struggling with increasing inflation, meager increases and rising aspiration, care of dependants and providing for their children. In cities, most of them are struggling with ever increasing commutes and demanding families. All in the shadow of uncertainty and change, many of which they are struggling to come to grip with.

How do our programs and policies help them? Maybe, not in balancing their budgets and commutes, but at least, in addressing some of their basic security and social needs!

After a little reticence we all jumped in. The meeting was over before the scheduled time. Clarity of where you are, what your customers are experiencing and what you should do is a recipe for focused discussion.

And that's how we froze on our theme for 2013; this is the year of 'Back to the Basics'.

Here is the 6 step 'Back to the Basics' plan of action we chalked out

1. We will go through all HR programs and classify them as growth programs, delight programs and basic need programs.
 - i) Basic programs: Defined to address one's basic needs of security, safety and satisfaction. A quick check and we weren't surprised to find that there were no basic programs.
 - ii) Delight programs: Defined to keep employees engaged and maintain employee morale.
 - iii) Growth programs: Defined as those that were run to establish individual aspirations and accelerate company growth. Growth programs would be perceived as valuable only if the above two are taken care of.


2. We then agreed to classify the internal organizations we supported because even in slow times some parts of the organization will grow at higher rates. A one-size-fits-all approach will alienate these sections. We also segmented the employees we support.
3. We agreed to stop all programs and activities that we did only because we always performed them. RIP of such programs.
4. Next was to see what will address basic needs. No surprises there - how we communicate with our employees emerged as a big priority amongst others. This was not even on our radar.
5. While we addressed the now, we cast our focus on the future. Leadership and capability building emerged as a must do. We had some fun figuring out what we could do when our budgets were being slashed by a third!

We have succumbed to a minor weakness and labeled this the year of basics. Hopefully we will focus on results and plain speak for the rest of the year!

6. Finally, given that our budgets are being slashed, how do we structure the HR organization for the new world? Should we align to supporting managers and help them manage their employees? Terrific discussions and practical solutions emerged.

Now, I must quit calling her Lady Disaster and maybe call her Lady Game Changer. Whether this is a game changer we do not know yet, but we were definitely trying something different for a different world. What will be the outcome is a good subject for the next year and another column.

Here's wishing you a fantastic 2013.

We have succumbed to a minor weakness and labeled this the year of basics. Hopefully, that will be the last label and we will focus on results and plain speak for the rest of the year! 

IN BRIEF

While HR may not be able to solve employee budget or commute challenges, it surely can address some of their basic security & social needs

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 and follow him on Twitter @agastyasays



LAURIE RUETTIMANN

<http://thecynicalgirl.com>

Five Ways to Fix HR

Lots of really great people still spend time thinking about what's wrong with human resources. And, there are plenty of consultants who will hand you expensive models and tell you how to fix it.

I have five solutions for you.

1 Kill it. If you are going to outsource HR services and solutions, don't be coy about it. Do it right. Think about how procurement and finance can help you rethink your approach to the workforce. You might end-up with an entirely new model for managing labor in your organization.


2 Make your managers do more HR. It's really fabulous when human resource professionals can prevent union organizers from infiltrating your rank and file employee population. It's awesome when someone can help you with a difficult employee conversation. But, that kind of expertise isn't exclusive to HR and it's something that can be taught, or more importantly, purchased as a program or a commodity.

3 Change your language. Many companies speak from both sides of their mouths. They tell their workers that lifetime employment is over (like it ever existed), but demand loyalty oaths from employees. You need less and less of human resources when you're honest and direct with your workforce.

4 Get your hands dirty. Everyone – from CEOs to your uncle Joe, who hasn't had a job in 10 years, thinks they know more about HR than they really know. If you feel that HR is so awful, do a stint in the department and fix it.

5 Don't jump on the HR technology bandwagon. There are a million great solutions out there to help you attract, retain and manage your workforce. The best piece of technology you can acquire is a human being, who lets reality speak for itself. Hire HR people who understand the scientific method and believe in the search for truth. Invest in people who can formulate a question, develop a hypothesis, make a prediction, test their hypothesis and analyze the results. These are the people who can tell you whether or not you really need that expensive HR technology solution.

Those are my five suggested ways to fix HR. It's just the tip of the iceberg, people, and all of those suggestions require additional, critical thinking. One thing is clear to me, though: most of the people who complain about human resources or try to sell you a new model of HR, have never done the work themselves. Except for me, of course.

And I wonder why HR people can't make the case that the work they do is relevant? Why can't they innovate and drive change internally to fix whatever is broken? 

LAURIE RUETTIMANN

With over a decade of human resources experience in Fortune 500 organizations, Laurie Ruettimann is an influential speaker, writer and social media expert. Laurie is a columnist for *The Conference Board Review*, an advisor to *SmartBrief*, and her advice has been featured in publications such as *The New York Times*, *Forbes*, *U.S. News & World Report*, *CFO magazine*, *Shape Magazine*, and *Men's Health*.

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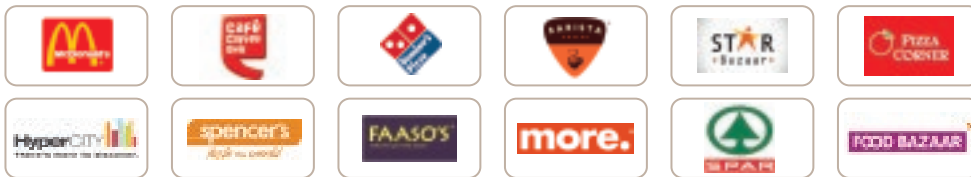


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Boost the strategic edge of HR like never before.

Move over the routine and let HR play a strategic role. It's no secret that people drive and initiatives are key to changing the course of any organisation. But just as processes are important, it's equally key to map the aspirations of the employees to the organisation.

As an HR head you know people. Allow Adrenalin to demonstrate Alignment and deliver the passion of performance for your people. Allow us to showcase the strategic intent of HR while easily helping you recognise and retain the top talent in your organisation.



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