

# people matters

VOL V / ISSUE 3 / MARCH 2014

₹150



## 2014<sup>the</sup> year<sub>of</sub> turn around?

Even as companies are getting ready to hire more talent this year, it remains to be seen if this trend will last post elections

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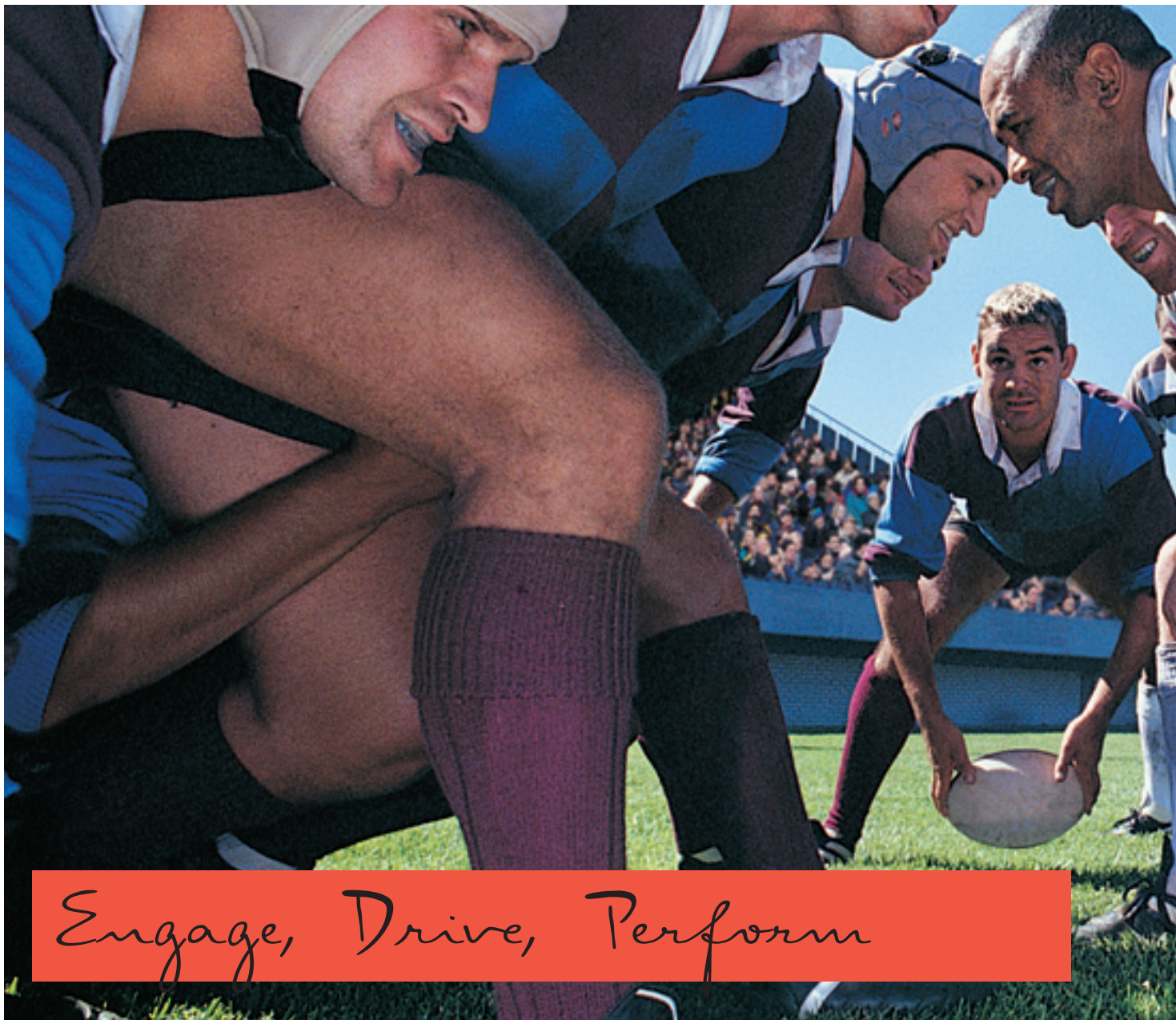
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# The Equilibrium

**F**or almost five years, we have been closely watching the industry of HR evolve. New players have entered the market, global giants also pitched their tents in the country and consolidation has taken place in sectors like recruitment, consulting and others - all signals of a growing industry.

In parallel, we have seen the maturity of the HR community as buyers of these HR products and services. While today high ticket HR buying decisions are not left with the CHRO alone, but the CFO, CIO, COO and even sometimes the CEO is involved if it is linked to a company-wide strategic initiative, the CHRO's role is becoming more and more important as eventually s/he will be responsible for the project execution and its results. The need for the organization to consume products and services that will support HR strategy, delivery and measurability will continue to rise.

This trend will be accelerated as the Indian economy shows signs of improvement. Companies are back in the hiring mode again and worried about locking in the right talent for future prospects. Our cover story this issue '2014 - The Year of Turnaround?' explores the positive indicators of the economy, its consequences from the talent perspective and how HR leaders can prepare for the coming business cycle.

Many sectors have already signaled their growth plans by releasing their hiring numbers for the next fiscal. Banking and Financial Services Sector (BFSI) is leading this trend due to the new banking licences and retiring talent from PSU banks. IT/ITeS, consulting and manufacturing follow in terms of hiring growth prospects in 2014-15. The general sentiment is that the momentum for the

turnaround of the economy has begun and it is going to get stronger post elections.

The main challenge that companies will face while scaling up to meet growth expectations will be whether they have the capability to capture the next wave of growth or not. Talent requirements will mean not only volume but also fit, not just fresh hiring but also just-in-time lateral hiring, not only scale but also contextually relevant processes, sustainability and predictability of the talent function. In our view, that will require HR leaders to once again uplift their team to align to the new level of business expectations.

This is where the ends meet. A growing and maturing HR industry with more sophisticated business needs where demand and supply meets and the ecosystem develops even further.

HR teams will continue to be expected to work with the business and to own the business output from the talent perspective. Whether it is in the recruitment function or in building leadership pipeline for the future, or in the day-to-day HR delivery - the HR team today needs the scale, the competency and the ability to own its share of responsibility that will add up to business success.

For that very reason, we are very excited to inform you about the launch of the HR Marketplace, a one-stop-shop for all HR products and services. We have been working on this project for a long time and this is our contribution to bring efficiency and dynamism to the ecosystem. For many years, HR leaders had to resort to friends and colleagues' references to find out players in a given space. There is a need to professionalize the buying of HR products and services, specially as it starts to be a very significant component of organizational spend and also of expected business value. I am sure you will find this new platform very useful for you and your team. Login to [www.HRMarketplace.PeopleMatters.in](http://www.HRMarketplace.PeopleMatters.in) to search, assess and connect with HR Products and Service Providers.

As always, we look forward to hearing from you as we continue to innovate. Email us your suggestions, your constructive ideas and your ideas - they help us become more relevant to our community.

Happy reading!

**Esther Martinez Hernandez** EDITOR-IN-CHIEF

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5-Apr  
5-Apr

### Gurgaon

26-Apr  
26-Apr

### Mumbai

10-May  
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WITH THE INDIAN ECONOMY SHOWING SIGNS OF IMPROVEMENT, COMPANIES ARE BACK IN THE HIRING MODE AGAIN. IT REMAINS TO BE SEEN IF THIS OPTIMISTIC TREND WILL LAST POST THE GENERAL ELECTIONS

BY **ANU BABU KURIAN**

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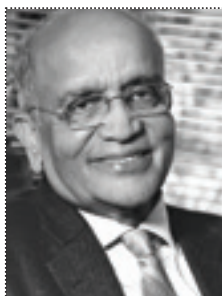
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## CONTRIBUTORS IN THIS ISSUE

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ANAND TALWAR  
BIMAL RATH  
DR. TANVI GAUTAM  
ELANGO R.  
K. RAMKUMAR  
KALPANA SINHA  
MEENA SURIE WILSON  
OSCAR DE MELLO  
RICHARD REKHY  
S. MUKHERJEE  
VIVEK PARANJPE

## FEATURED IN THIS ISSUE

CYNTHIA TRUDELL  
DERMOT J. O'BRIEN  
DILEP MISRA  
KAMAL KARANTH  
MARSHALL GOLDSMITH  
MAYANK CHANDRA  
NAVIT SINGH  
PREMLES MACHAMA  
R. C. BHARGAVA  
RAJARAM AGRAWAL  
RAJENDRA GHAG  
RAJIV BURMAN  
ROBERT ROSEN  
SATYA D. SINHA  
VIDUR GUPTA  
VIJAY SIVARAM  
YOGI SRIRAM

EDITOR-IN-CHIEF  
**Esther Martinez Hernandez**

SENIOR EDITOR: PRINT & ONLINE  
**Anu Babu Kurian**

RESEARCH EDITOR  
**Vikram Choudhury**

ASSISTANT EDITOR  
**Vrishi Malhotra**

SENIOR ASSOCIATE - CONTENT  
**Lipi Agrawal-Khandelwal**

SENIOR GRAPHIC DESIGNER  
**Joyita Banerjee**

DESIGN & PRODUCTION  
**Shinto Kallattu**

PHOTOGRAPHY  
**Amit Kumar**  
**Marta Martinez**

SALES & MARKETING  
**Rahul Singh**  
rahul.singh@peplematters.in

MARKETING & ALLIANCES  
**Pushkaraj Bidwai**  
pushkar.b@peplematters.in

SPECIAL SUPPLEMENTS  
**Rubi Taj**  
rubi.taj@peplematters.in

SUBSCRIPTIONS  
subscribe@peplematters.in  
+91 (124) 4147280

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www.peplematters.in

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Win Win Negotiations	24 <sup>th</sup> to 25 <sup>th</sup> April
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Train The Trainer	15 <sup>th</sup> to 17 <sup>th</sup> May
Action Oriented Leadership	22 <sup>nd</sup> to 24 <sup>th</sup> May
Generation Next	28 <sup>nd</sup> to 30 <sup>th</sup> May
Public Speaking Mastery	12 <sup>th</sup> to 13 <sup>th</sup> June
Problem Solving & Decision Making	17 <sup>th</sup> to 18 <sup>th</sup> June
Build Influence With Enhanced Communication & People Skills	23 <sup>th</sup> to 25 <sup>th</sup> June

## SOUTH - Bangalore

Train The Trainer	15 <sup>th</sup> to 17 <sup>th</sup> April
Step Up To Leadership	22 <sup>nd</sup> to 23 <sup>th</sup> April
Generation Next	8 <sup>th</sup> to 10 <sup>th</sup> May
Public Speaking Mastery	19 <sup>th</sup> to 20 <sup>th</sup> May
Leadership Training for Managers	26 <sup>th</sup> to 28 <sup>th</sup> May
Dale Carnegie Seminar in Effective Communication & Human Relation Skills	9 <sup>th</sup> to 11 <sup>th</sup> June
Train The Trainer	16 <sup>th</sup> to 18 <sup>th</sup> June
High Impact Presentations	26 <sup>th</sup> to 27 <sup>th</sup> June

## WEST - Mumbai

Developing a Self-Confident, Assertive Attitude – A Key to Success	15 <sup>th</sup> to 17 <sup>th</sup> April
Leadership Training For Managers	22 <sup>nd</sup> to 23 <sup>th</sup> April
High Impact Presentations	8 <sup>th</sup> to 9 <sup>th</sup> May
Train The Trainer	12 <sup>th</sup> to 14 <sup>th</sup> May
Generation Next	20 <sup>th</sup> to 23 <sup>th</sup> May
Build Influence With Enhanced Communication & People Skills	4 <sup>th</sup> to 6 <sup>th</sup> June
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# Letters of the month



**PEOPLE MATTERS** VALUES YOUR FEEDBACK  
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AND HOW WE CAN MAKE IT A BETTER READ.



FEBRUARY 2014 ISSUE

## Best Employers 2.0

Great story and great insights! Excellent work done by Aon Hewitt! Companies need to recognize that the path of success is lined with people. Unless people are on board for the journey, no company will be able to sustain long-term success.

- SWATI

Apropos **Best Employers 2.0 – Ajuba Solutions (February 2014)**. A well crafted article that gives the reader a comprehensive understanding of the human resources practices at Ajuba.

- KALAISELVAN.G

## The Big Interview – D. Shivakumar (February 2014)

I don't agree with Shivakumar's comment that no company can dictate how we spend our time. In a major way, companies do dictate how we spend time because if the workload is tremendous, then a person would spend a lot of time trying to finish the work! Of course, it is also imperative that the individual decides whether he/she wants to spend all of his/her time working. Companies need not keep a work-life balance roster, but the least they could do is to hire the right people!

- SWATI B.

**D. Shivakumar's response:** I would like to think of people as volunteers and not employees. Volunteers work for a cause they believe in. Every volunteer has a choice and he/she must exercise that choice.

## People managers need to have the right tools

It is interesting to note that Citi has a tool-kit for people managers to help them with employee retention (**People managers need to have the right tools – February 2014**). I wonder how many Indian companies have the same.

- VINIL

## What HR Leaders Shouldn't do in 2014

Andrew, I liked your approach of 'stop doing' instead of 'start doing' (**What HR Leaders Shouldn't do in 2014 – January 2014**). Resolutions are always about 'starting something', maybe it is a little easier to 'stop doing' to create space for 'start doing' first. Great read. My contribution to #HRNot2014 - Stop working for the CEO and start working with the CEO

- MOHIT G.



## Are You In The List 2013 Winners.

**Congratulations! What a great list of future leaders. Great work done!**

- ANSHUMAN T.

## Corrigendum

In the appointments section of the February 2014 issue, it was inadvertently mentioned that Varadarajan Srinivasan, who was the Executive President of Human Resources in Tata Teleservices, had resigned to join Tata-SIA, the group's new airline JV with Singapore Airlines. His appointment was an internal group move and Mr Varadarajan had not resigned. We regret the error.

twitter

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#employeeengagement Best Employers 2.0 - India 2013 Study, An Aon Hewitt Research <http://bit.ly/1bEXAAc> via @PeopleMatters2

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Transformative #HR – Where change is the only constant <http://bit.ly/1f5VcTy> via @PeopleMatters2

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Blog: Handling Pessimism & Negativity at Workplace <http://bit.ly/1cgRweX> via @PeopleMatters2

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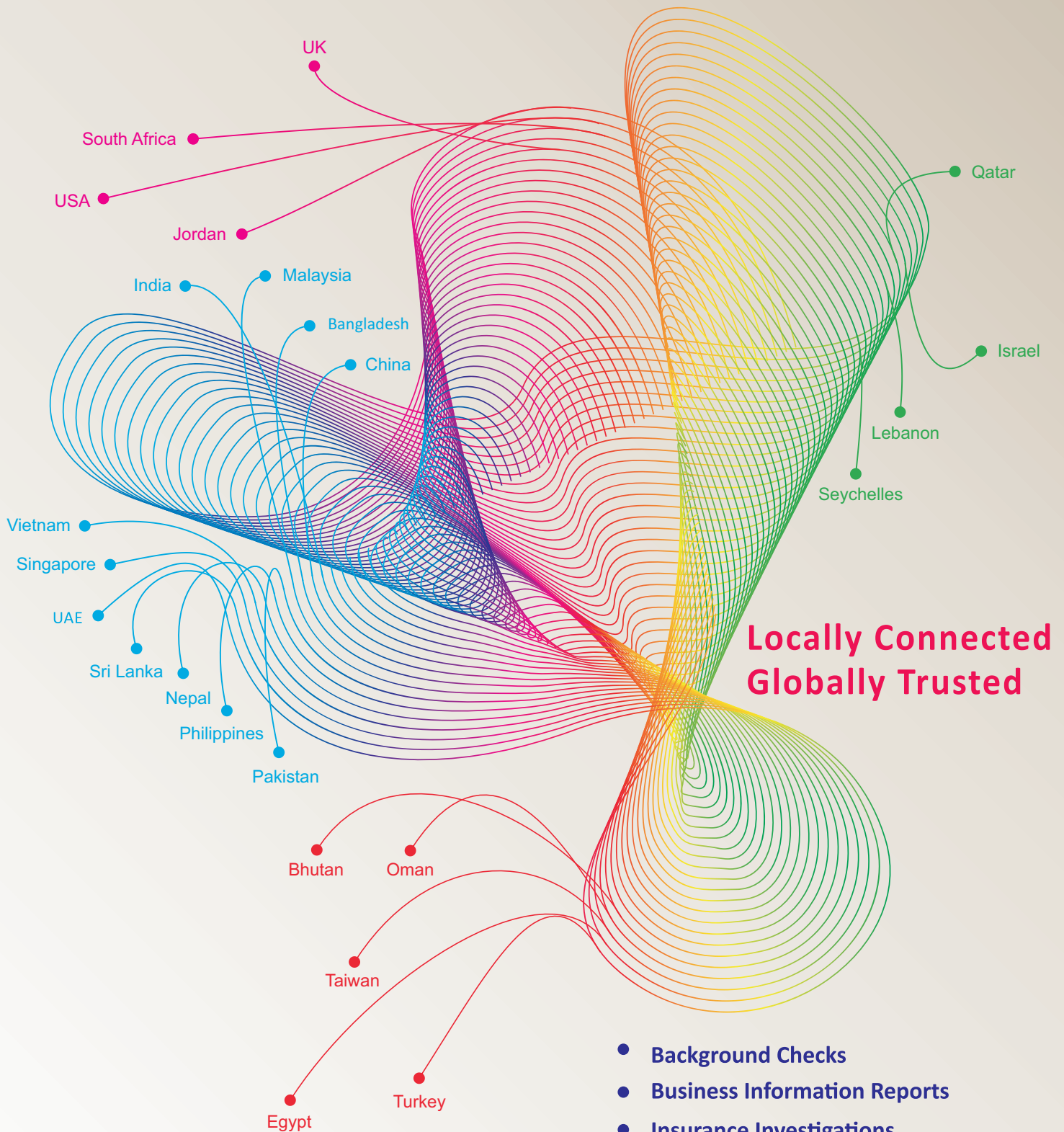
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#### FIRST VICTIM

## United Bank of India chief Archana Bhargava quits



THE CRISIS AT UNITED BANK OF INDIA has claimed its first victim. Ironically, it is Archana Bhargava, chairperson and managing director, who in her brief stint of about 10 months blew the whistle on accounting malpractices at the Kolkata-based lender and alerted the Reserve Bank of India (RBI) about thousands of crores of unreported sticky loans, Mint reported.

Bhargava has resigned, United Bank said in a statement on Friday, adding that her request for voluntary retirement had been accepted by the Union finance ministry with effect from 20 February. She was on leave for about 10 days, and the first sign of her possible exit came on

Sunday, when she skipped an important meeting with the bank's regional heads in which a strategy for recovery of at least Rs.2,000 crore of bad loans was firmed up.

A banker for 37 years, who started her career as a management trainee at Punjab National Bank, Bhargava couldn't be contacted for comment on Friday despite several attempts.

Bhargava, who joined United Bank in April 2013, was widely disliked, especially on the third floor of United Tower—the home of the credit department at the bank's head office in Kolkata. Alleged to have often pulled rank on colleagues, Bhargava stirred up a storm at the bank when she asked RBI to conduct a close scrutiny of the lender's books with an eye on unreported non-performing assets (NPAs).

Bhargava's resignation and its prompt acceptance by the finance ministry seem to suggest she paid the price for cleaning up the books too quickly and for making too many enemies, but key executives at the bank say there could be more than meets the eye. In a season of broom wielding, it might not have been her crusade alone that did her in.

#### CONVICTED

## Sudipta Sen sentenced to 3 years in jail



SUDIPTA SEN, CHAIRMAN of the now defunct Saradha Group, was on February 21 sentenced by a Kolkata court to three years in jail—the first conviction in a series of criminal cases pending against him for almost a year. Saradha was one of eastern India's biggest deposit-taking firms, which went bust in April last year after it defaulted on depositor repayment. Sen fled Kolkata, but was arrested along with accomplices in Sonmarg in Kashmir within a few days and hauled back to the city by police. At a trial court in Kolkata, Sen admitted to having failed to deposit with the provident fund authorities Rs.3.68 lakh that his firm Bengal Media Pvt. Ltd owed to its employees. It didn't clear provident fund dues for three years till 2013, when the television channels run by this firm faced closure.



#### MAJOR RESTRUCTURE

## Lenovo Announces Executive Shake-up

THE WORLD'S TOP SELLING PC COMPANY Lenovo will split into four distinct business groups and reshuffle its executive team as part of a major restructure. As of April the company will be broken into a PC business group, a mobile business group, an enterprise group and an ecosystem and Cloud services group.

The PC business will be led by Gianfranco Lanci, who currently leads Lenovo EMEA, while Liu Jun, currently leads the

Lenovo Business Group (consumer and mobile products) the mobile business will head the new mobile group. Gerry Smith will take the reins of the enterprise unit, while George He, who currently serves as CTO, will take over ecosystem and Cloud services. Gianfranco Lanci is promoted to Executive Vice President and Chief Operating Officer.

According to a company statement, geographic sales organizations remain largely the same, with Lanci leading EMEA,

Smith leading the Americas, and Chen Xudong (senior vice president, Lenovo, and president, Lenovo China) leading China. Peter Hortensius, currently head of Lenovo's Think Business Group (Think branded commercial products) is the new of Research and Technology and Chief Technology Officer. As part of this announcement, Liu Jun and Gerry Smith are promoted from Senior Vice President to Executive Vice President.



## Kingfisher staff to approach Labour Commissioner



THE HARRIED EMPLOYEES of defunct Kingfisher Airlines (KFA) have approached the office of Regional Labour Commissioner (RLC) in New Delhi, seeking its intervention over non-payment of salary dues, PTI reported.

In a related development, the airline management failed to attend a meeting called by the RLC on the issue. Over 2,000 employees, not been paid for the last 18 months, had earlier been represented through Trade Union Coordination Centre at the RLC which had called KFA Chairman Vijay Mallya for a meeting on Tuesday to discuss the issue.

"Since Mallya or any of his management team executive did not turn up for the meeting, we were advised to approach the RLC directly so that conciliatory proceedings under the Industrial Dispute Act can take place," Kingfisher employee Anjan Kumar Deveshwar, who along with four other colleagues has petitioned the Labour Ministry, said. The employees alleged the wife of one of their colleagues committed suicide last year due to financial hardship in the wake of non-payment of dues and added the salary issue needs serious attention from the government.

## DGCA quashes objections to AirAsia's entry into India



THE DIRECTORATE OF CIVIL AVIATION said it found no reason to put on hold the processing of AirAsia's application for issuance of an Air Operator Permit, taking the airline a step closer to initiating operations in India, PTI reported.

The application faced objections from within the Indian aviation industry and from political parties based on various grounds, none of which have been proven or substantiated. DGCA said in a statement on its website that it had received 18 representations

against the Malaysian carrier's request to set up a greenfield airline in India in partnership with Tata Sons and Arun Bhatia of Telestra Tradeplace.

## Infosys trying to up productivity of its employees



INFOSYS EXECUTIVE CHAIRMAN N R Narayana Murthy has taken a tough stand on non-performers, saying non-performance will not be tolerated, Business Standard reported. "Performance is absolutely essential for us. We will provide all the help to people to perform better and, if for any reason they are not able to perform, well, then, we will have to bid good-bye to them," Murthy said while addressing analysts at the Bank of America Merrill Lynch investor conference held in Mumbai. Infosys is currently working on a lot of tools and technology to enhance an individual's productivity, he said. "Earlier, we focused on group or project productivity but over a period we have realised that it is not the way ahead and that we need to focus more on individual productivity to see to it that Infosys has a competitive advantage in the industry."

## Tata Motors to offer VRS



AUTO MAKER TATA MOTORS said it will offer a voluntary retirement scheme to a section of employees as a measure to rationalise costs during the prolonged slowdown that the automobile industry in India is seeing, The Hindu

reported. The late Tata Motors Managing Director Karl Slym said, "The industry as well as India is going through a rather protracted downturn. Therefore, there are lots of things out there to enable us, ensure our structure is suitable. VRS allows those people to move on with our support."

## Independent directors under scanner after new SEBI norms

Out of the 220 independent directors of Nifty 50 companies, whose tenure is available on Bloomberg, a quarter of the independent directors are ineligible as per the new SEBI norms to continue as independent directors as they have spent more than 10 years in their current capacity, Mint reported. The oldest serving independent directors in this set are H.R. Manchanda of Cipla Ltd (31 years and 1 month) and Kantikumar R. Podar of Bajaj Auto Ltd (30 years and 4 months).



## TRIVIU

### The jelly which no one bought

Did you know that the inventor of Vaseline ate a spoonful of it every morning?



SIR ROBERT CHESEBROUGH, a chemist, invented petroleum jelly, better known as Vaseline and had patented his product way back in 1872. But, no one was willing to use it as they were not quite sure about what to do with petroleum jelly. But, he had firm belief in his product.

So in order to market his product, he came upon the brilliant idea while travelling around New York of doing demonstrations on himself. He would burn his skin with acid or an open flame in front of an audience and then use the Vaseline to soothe the burn. The easiest

way to get the public to try something was to give out free samples and so he did. With the live demonstrations, people slowly started believing him. Chesebrough, who lived to be 96 years old, also reportedly during a serious bout of pleurisy in his mid-50s, had his nurse rub him from head to foot with the substance. He soon recovered. He believed in his product so much that he claimed to even eat a spoonful every morning.

The etymology of the word Vaseline is believed to come from German wasser (water) + Greek έλαιον (oil).



NUMBER TO BE MADE PORTABLE

## Permanent PF account number to be a reality in 2014-15



PORTABLE PERMANENT PF account number, which will enable over five crore EPFO members to get rid of the process of transferring their accounts on changing jobs, will be a reality in 2014-15, PTI reported.

The permanent PF account number would also help provide social security benefits to workers in sectors like construction where they change contractors and place of work frequently. According to the 'Action Plan' handed over by the Labour Ministry to the Employees' Provident Fund Organisation (EPFO), the body has to put in place a system for unique employee number which would eventually make its facilities at par with

core banking service. "The EPFO is working on the system to provide permanent account numbers to its subscribers. It is not difficult to provide this facility in 2014-15," a top EPFO official said. To provide permanent PF account numbers to subscribers, EPFO will have to set up a central server which would be connected to its all 123 field offices. At present, the EPFO subscribers have to apply for transfer of PF accounts on changing jobs. They are provided a new PF account number every time they change jobs.

The retirement fund body has recently started the facility of online transfer of PF account on changing jobs in October last year. However, there are a sizable number of PF transfer claims, which are filed manually because all firms covered by EPFO have not registered their digital signatures, which is a prerequisite for the online facility. The facility of online transfer of PF accounts has reduced the work load of EPFO substantially as over 13 lakh applicants are filed for such claims every year. The EPFO expects 1.2 crore claims in 2013-14, including around 13 lakh PF transfer claims. During 2012-13, it settled 107.62 lakh claims, 88 per cent of which were processed within 30 days, as prescribed by the body's citizen charter.

### NO PREMATURE TRANSFER

## 2-year fixed tenure for civil servants

THE NEXT TIME HARYANA IAS officer Ashok Khemka or a young Uttar Pradesh officer Durga Shakti Nagpal are prematurely transferred out, they will have to be asked for their views or comments on the said move and explained why the government wants them to be shifted.

Adhering to the Supreme Court's orders last October of having a fixed tenure for IAS, IPS and Indian Forest Services officers so as to reduce political interference in their working, the government has passed a drastic amendment to the law saying all such officers will get a two-year fixed tenure in a post and states will have to set up a Civil Service

Board headed by the state chief secretary to recommend all appointments or any premature transfers.

The rules, for the first time, specify that in case the state government wants an officer to be transferred before he completes two years in a particular post, it will have to send a report to the Civil Services Board with a 'detailed justification'. The Board will then also approach the said officer, where the latter will get a chance to explain his/her defence in the case of a premature transfer. But the government will still have the power to reject the Board's opinion of not prematurely transferring an officer, the rules add.

### CHANGE OF GUARD

## SBI MD Hemant Contractor may head PFRDA

STATE BANK OF INDIA managing director Hemant Contractor has been shortlisted by the government to head the pension regulatory authority, two officials familiar with the development told ET. "The appointment board has shortlisted his name. After clearance from the Central Vigilance Commission (CVC) it will go to Appointment Committee of Cabinet (ACC)," said one of the officials requesting anonymity. The ACC is chaired by the Prime Minister.

The position of Pension Fund Regulatory & Development Authority (PFRDA) chairman became vacant in November 2013 when Yogesh Agarwal resigned three years into his five-year term because of differences with the finance ministry. The government had then sought applications for the post by December 27, including from private sector candidates. The finance ministry had received around 85 applications for the post.

### DON'T TAKE OFF

## Sign bond before going on leave: Govt tells staff

THE CENTRAL GOVERNMENT has made it mandatory for its employees going on study leave to sign a bond confirming their commitment to put in requisite active service after expiry of the leave period, PTI reported.

At present, an employee executes a bond committing to pay loans or money incurred on him by the government before proceeding on study leave.

The move comes after government noticed that such bonds are being circumvented and officers who have availed study leave proceed on prolonged spells of leave due and admissible to them and do not put in active service for the requisite period as mentioned in the bond executed by them, the Ministry of Personnel said in an office memorandum issued on February 21.

The government said relevant changes in the service rules would be made and revised bonds would be issued incorporating a specific clause confirming commitment of the an employee to put in requisite active service after expiry of the study leave, it said. There are about 50 lakh central government employees.



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NEWSMAKER OF THE MONTH

## Entrepreneur creates history – Kiran Mazumdar-Shaw



AN ENTREPRENEUR, A MASTER BREWER and among the most powerful women in the world – Kiran Mazumdar-Shaw has several feathers to her cap. So when Reliance Industries Chairman Mukesh Ambani, who had been the Chairman of the Board of Governors at the Indian Institute of Management, Bangalore for the past eight years, decided to step down, it was but natural that the Board thought of the Chairman and Managing Director of Biocon as his successor.

On February 11, the board of IIM-B appointed Kiran Mazumdar-Shaw as the Chairperson of the IIM-B Board of Governors with effect from February 11, an IIM-B release said. “Kiran Mazumdar-Shaw, Chairman and Managing Director, Biocon Limited, has been a member of the IIM-B Board for the past several years. She is the first woman chairperson of any IIM Board,” the release added. The Ministry of HRD has notified this change, it added. She is also a member of the board of governors of the Indian School of Business and was previously on the board of Indian Institute of Technology, Hyderabad.

Mazumdar-Shaw attributes her success to her go-getting nature rather than entrepreneurial spirit. Mazumdar-Shaw originally trained to become a brewer in Australia, before returning to India to follow in her father's footsteps as a brew-master. But she struggled to find a job on her return and recalls the industry wasn't ready for a strong female presence.

She started Biocon in 1978 and spearheaded its evolution from an industrial enzymes manufacturing company to a fully integrated bio-pharmaceutical company with a well-balanced business portfolio of products and a research focus on diabetes, oncology and auto-immune diseases. It was this rebellious streak that inspired her to start her own company, although she admits the opportunity was more by chance.

“This is why I call myself an accidental entrepreneur - because it was an accidental encounter with another entrepreneur... who wanted to set up shop in India and... asked me whether I would be able to partner this venture,” she says.

She has been named TIME magazine's 100 most influential people in the world. Her pioneering efforts in biotechnology have drawn global and national recognition. The recipient of several prestigious awards, Mazumdar-Shaw was awarded Padmashri (1989) and Padma Bhushan (2005) presented to her for her pioneering efforts in Industrial Biotechnology. US-based Chemical Heritage Foundation has conferred Shaw with the 2014 Othmer Gold Medal for her multifaceted contributions to chemical and scientific heritage.

Source: BBC News, Economic Times, www.biocon.com

### RESIGNED FROM UIDAI

## Infosys founder Nilekani to contest Lok Sabha polls

UIDAI CHAIRMAN NANDAN NILEKANI said he will resign from his job by March-end to contest Lok Sabha election on Congress ticket, PTI reported. Nilekani, whose name is doing the rounds for Bangalore South constituency, however, did not say when he will join Congress party. “I will be there for a few more weeks. I will be stepping down by end of March,” Nilekani, who also co-founded the country's leading software services firm Infosys, told reporters here. He added that the UID is now in a position where anybody can take it forward from this point. When asked about the constituency from where he will be contesting the elections, he said: “Subject to getting the ticket from Bangalore South.” There are issues like how to improve water supply. Education is a big challenge for children and jobs also,” he said. On a question whether he is taking a big risk by contesting elections, Mr. Nilekani, in a lighter vein, said: “In any case, I do not plan to lose.” He added that in worst case he might lose but that “risk taking is part of life.” “The reason I chose political path (was because) a lot of changes are required in the system,” he said.



### PLAYING A KEY ROLE

## Meet the Indian behind WhatsApp - Neeraj Arora

WHEN SOCIAL MEDIA GIANT Facebook announced a \$19 billion buyout of the mobile-messaging application WhatsApp, Neeraj Arora, “the man who is responsible for all things business at WhatsApp” felt sad. The IIT Delhi and ISB graduate replied to a query by one of his 4,769 followers on Twitter after the announcement: “As a loyal WhatsApp user, I'm pretty sad it's been sold to Facebook. Privacy is a key concern, another is unnecessary add-ons to the app. (sic)”. He has previously worked at Google as a senior member of the corporate development team. Arora, who is an IIT-Delhi graduate, also led Google's acquisitions and strategic investments across products and geographies. Arora also worked as chief manager at Times Internet Limited.





## MANPOWERGROUP ANNOUNCES NEW CEO, OTHER PROMOTIONS

The ManpowerGroup on February 11th announced that its board of directors has elected Jonas Prising to serve as the company's fourth chief executive officer (CEO) effective May 1, 2014, and has been nominated to join the board of directors. Prising is currently ManpowerGroup president and executive vice president for the Americas and Southern Europe. Joerres will assume the role of executive chairman upon Prising's appointment. Jonas has successfully led several of ManpowerGroup's key businesses over his 15 years with the company. Darryl Green has been promoted to ManpowerGroup's president and chief operating officer (COO), reporting to Jonas Prising. Green is currently president and executive vice president, Asia Pacific Middle East and Northern Europe, and his appointment will be effective May 1, 2014. Sriram "Ram" Chandrasekar has also been promoted to executive vice president, effective immediately.

## CHANGES AT AON HEWITT'S TOP LEADERSHIP LEVEL



Leading HR consulting firm Aon Hewitt has announced a series of changes in its leadership positions. Sandeep Chaudhary, Partner and Head of Performance and Rewards Consulting Practice, Aon Hewitt, will be taking over from Anand Shankar as Chief Executive Officer for India. Sushant Upadhyay, Partner and Head of North and West Talent Consulting Business, will be relocating to Aon Hewitt's Greater China market and will take on a leadership role there. With the appointment of Sandeep Chaudhary as CEO, Anandrup (Andy) Ghose will be taking on the role of Performance and Rewards Practice Leader.



## FORMER BHARTI EXECUTIVE IS NEW RCOM CEO

Country's fourth largest telecom operator Reliance Communications has roped in Vinod Sawhny, former chief of Airtel Mobility, as chief executive officer while RCom's CEO for wireless business Gurdeep Singh has been given additional responsibility of consumer business. The company's consumer business will comprise DTH and consumer broadband business. Singh will report to Sawhny. Prior to joining RCom, Sawhny has worked for the Bharti Group for more than 10 years in various roles.



## YAHOO INDIA APPOINTS GURMIT SINGH AS MD

Yahoo India on February 12 announced the appointment of Gurmit Singh as the Managing Director. As MD, Gurmit will oversee Yahoo's business in India, and be responsible for its growth in the country. He will report to Yvonne Chang, VP & Head of India and South East Asia, Yahoo. Gurmit was previously the CEO of Forbes India at Network 18 and has over 20 years of experience in the media and entertainment industry.

## VETERAN BUREAUCRAT TO HEAD EXIM BANK

Veteran civil servant Yaduvendra Mathur was on February 20 appointed Chairman and Managing Director of the Export Import Bank of India ((Exim Bank). Mathur, who was Chairman and Managing Director of Rajasthan, Financial Corporation, succeeds TCA Ranganathan, who retired in November last year.



## INDIAN TO HEAD NIGERIA'S TOP INSURANCE GROUP

Royal Exchange Plc, Nigeria's foremost insurance group with distinctive asset management capabilities, has announced the immediate appointment of Mukesh Malhotra, an Indian national, as the new Group Head, Strategy and Business Planning.



## GOLDMAN SACHS TO PROMOTE ASHOK VARADHAN TO CO-HEAD SECURITIES

Goldman Sachs Group has named Indian-American executive Ashok Varadhan as a third co-head for its securities division, the largest and most profitable of the global investment bank's four units. Varadhan would co-head the division, which comprises the fixed income, currency and commodities business as well as the equities business.

## OIL INDIA'S TALUKDAR APPOINTED HEAD OF DGH

The government appointed B. N. Talukdar, director for exploration at Oil India Ltd, as the head of directorate general of hydrocarbons, signalling an end to the highly technical body's confrontationist run under a bureaucrat appointed by former oil minister S. Jaipal Reddy. Talukdar, who has 37 years of oil-hunting experience behind him, will replace R N Choubey, a 1981 batch IAS officer of the Tamil Nadu cadre.



## KRISH SHANKAR JOINS PHILIPS AS HEAD-HR FOR SOUTH ASIA

Krish Shankar, former executive director, human resources, at telecom operator Bharti Airtel has joined Dutch diversified technology company Philips as the head of human resources for South Asia. He replaces Yashwant Mahadik, who's become head of HR business transformation and learning at the company in December. Shankar will spearhead the company's HR team and talent strategy in the region.



## SATISH PAI IS NEW DEPUTY MD OF HINDALCO INDUSTRIES

Hindalco Industries promoted Satish Pai as the new deputy managing director of the company, a senior official. Pai was made the new chief executive officer of Hindalco's aluminium business in India in August 2013. He was also inducted on to the boards of Hindalco and its U.S. unit Novelis.

## SPICEJET APPOINTS KANESWARAN AVILI AS CCO

Low-cost airline SpiceJet on February 7th appointed Kaneshwaran Avili as its Chief Commercial Officer, who will be assuming the post from April 1. Avili, who has several years of experience in the aviation industry, was part of the team that started AirAsia in 2001. At AirAsia, Avili played a pivotal role in its cross border brand expansion into Thailand & Indonesia.

## IKYA HUMAN CAPITAL GETS NEW COO

IKYA Human Capital Solutions announced the appointment of TS Krishnakumar as Chief Operating Officer. Krishnakumar will manage the HR Services (Recruitment, Search & General Staffing), Facility Management, Food Services and Skill Development businesses of IKYA. He will report to Chairman, Ajit Isaac and will be based out of Bangalore.

## AMTEK AUTO ELEVATES RAJESH SONI AS DIRECTOR (CORPORATE HR)

Amtek Auto Ltd elevated Rajesh Soni as Director (Corporate HR) and he will be looking after Group HR operations for its 60 manufacturing facilities pan India. He has been conferred with the coveted Award "50 Most Talented Global HR Leaders in Asia" by the CHRO ASIA at 22nd edition of World HRD Congress at Mumbai on 15th February 2014.

## ANURAG GUPTA IS NEW COO OF MAGNA INFOTECH

On February 10, Magna Infotech Ltd announced the appointment of Anurag Gupta as Chief Operating Officer. In his new role, Gupta will report to Chairman, Ajit Isaac and shall oversee all operational aspects of the organization including Business Development, Service Delivery, Financial Performance, Customer Relations and Talent Management.



# Excellence in whatever you do gets you rewarded

**R. C. Bhargava**, Chairman, Maruti Suzuki India Limited, in conversation with **Esther Martinez Hernandez** on why people matter to business, on not having personal agendas and life's big lessons

**Q You were the first managing director of Maruti Suzuki since its inception and have been instrumental in its success. How has the journey been so far and what are your key learnings from Maruti's milestones over the past three decades?**

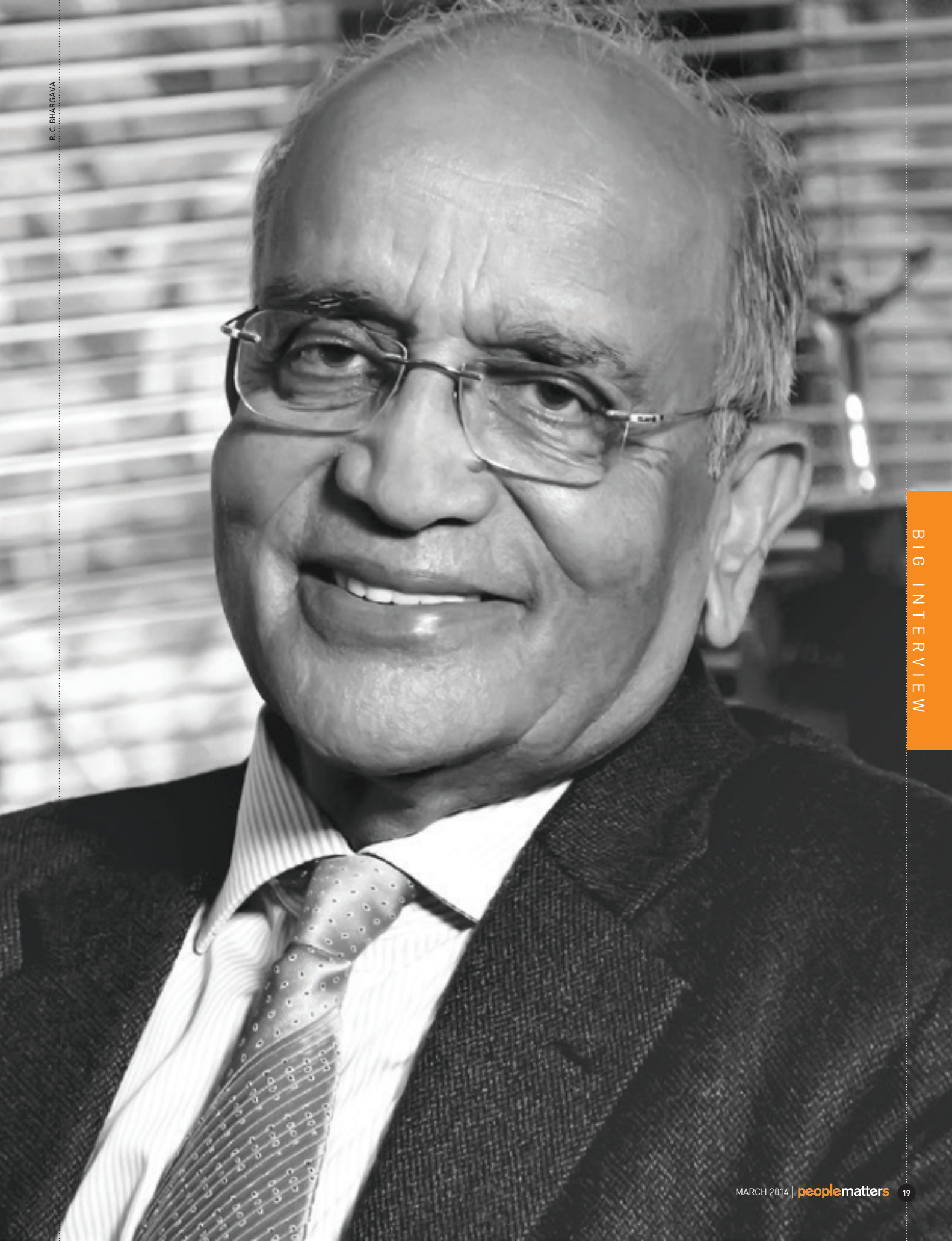
**A** The first lesson I learnt was that even a PSU can work if there is total commitment of the political leadership to the success of the PSU. The head of the political system must want that project to succeed, only then you can get things done. Overall, I've felt that even though a PSU can still do well in a special circumstance, it is not likely to be replicated often. The second lesson we learnt through the various events was that a grave risk in PSUs relates to the frequently changing leadership of the ministry, which controls the PSU. The minister or the secretary doesn't last for too many years on that post and how that ministry reacts and works with the PSU is very much an individualistic phenomenon. While some will support you in whatever you want, others feel that they are the controlling deity of the PSU even though they don't have any kind of accountability. So the risk factor in a PSU gets multiplied several times for reasons, which have nothing to do with the structure of the PSU, the legal system or even the political system; it has to do with individual attitudes. Contrary to that in the private sector, there is a much more stable ownership environment. The ministry is really the owner of the PSU and if the owner keeps changing, it does not bode well for the PSU. Hence, the PSU is not the right way to work. You have to have private ownership, accountability and competition.

**Q You worked with the Government of India as an IAS officer and later public sector giant BHEL before joining Maruti Suzuki in 1981. Was it a difficult transition from a government undertaking to a private sector company? What were your key challenges?**

**A** The transition is not all that difficult if you understand that the objective and the focus of a person is to do well in whatever he is doing. Everything else is secondary to that. If you want to attain status or recognition, then it is best attained in the long term by doing better than most people. If you do that, then you will succeed in attaining the other objectives of your life. If you want to attain them without being too concerned about organizational success, that success will never last. Quite frankly, even if you value your own self, you will realize that what gives you maximum satisfaction in life is doing something irrespective of what others say or don't say. Whether you are in the government or outside, you still want recognition. You want people to respect you for what you are and not just for the chair that you occupy for no one holds it forever. That should ideally

**Don't think of your personal career path. Just concentrate on what you are doing and get recognized for the ability to do an excellent job, whatever the job is**







extend beyond the period that you sit in the chair but that doesn't happen all the time, especially in the government where the recognition and respect disappears in a lot of cases. I've seen that happen very early in my life and I learnt a lesson.

**Q You talked about how one should put the organization first and the individual. But, the new generation is looking at self first and the organization later. What's your view on that?**

**A** I believe that lasting success only comes through your association with organizational or institutional success and not through other means like networking and PR. If you look at people who have been recognized for what they are, then they have built good organizations over a period of time. Don't think of your personal career path. Just concentrate on what you are doing and get recognized for the ability to do an excellent job, whatever the job is. Better jobs will come because excellence in whatever you do gets you rewarded.

## CEOs and the heads of companies need to recognize that for the long-term success of the company, it is the people who matter

**Q While CEOs agree that people are their most important asset, not many of them look at people lever as important to business success. How important is the people component for business success and how do you address that gap in today's context?**

**A** I believe the only thing that ultimately determines the success of any business, organization or industry is the people. Whether it is technology, marketing, advertising or sales, it is all done by people. There is nothing in business that can be done in an excellent manner unless you have the people doing that in equal excellence. What CEOs and the heads of companies need to recognize is that for the long-term success of the company, it is the people who matter. They need to understand that their most valuable resource is people. I'm not sure how many CEOs look upon themselves as CHROs. I believe that a CEO has to spend a good part of his time on developing people.

**Q What comes in the way of the CEO spending time with the employees?**

**A** The day-to-day operations like external relations, government relations, looking at marketing, production, costs and profits, dealing with investors etc. seem to take away all his time. So,

he doesn't value the HR function as important as the rest. It is only when an HR manager would bring a contentious issue like wage revision would the CEO look at it. He is not constrained to create a workforce, a total workforce moving in one direction ie the growth and competitiveness of the company. The HR function requires somebody to have a long-term plan and not just a short-term vision.

Initially, the Japanese wanted 95 per cent attendance in the company. In most Indian organizations, the attendance is around 85 per cent. So how do you motivate your employees not to take leave? Effective working hours today are five-and-a-half out of eight. There is an enormous loss of quality, cost and productivity due to high absenteeism. We have the same problem with temporary/casual workers. The CEO thinks he is cutting costs by employing casual workers and can be better controlled in terms of discipline. But this is a short-term view. If you look at the long-term view of the same, there is no learning curve or commitment to the company for these guys. How can you then expect the same kind of performance from them like you do from a permanent employee? The CEOs need to understand the short-term and the long-term issues and do something about them instead of just talking about them.

**Q What has been the biggest challenge or the darkest period while you have been at helm at Maruti Suzuki? What gives you sleepless nights?**

**A** Nothing keeps me awake at night (laughs). We are a Japanese-controlled company, but the bulk of our managers are Indians. Some of the issues that we worry about are how to develop the confidence and the trust between the Japanese and the Indian managers so that there is full, free and frank communication and to see if the systems and values of the Japanese are understood well. The biggest challenge I would say would be the period from the middle of 1995 to 1997 when Suzuki was locked in a dispute with the government. That was a bad period for the company and its repercussions were later felt in the strike of 2001. We faced no problems at all from 1981, when we were constituted, to 1995-96 as the people in the ministry had a positive attitude to the company and had no personal agendas. The management and the workers have to develop trust in each other and their objectives have to be the same. If the management has no personal agendas, then they will be able to educate the workers on the objective of strengthening the company. It is not difficult to educate the workers that their future in terms of job security, career prospects and financial well-being are all essentially linked to the growth of the company. If they find that the management has a personal agenda other than the well-being of the company, then they doubt what you are telling them. The only way to create the mutual trust is for the management to set the example that there will be no misuse and they are working for the further growth and benefit of the company. **Om**



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# A beeline for B-Schools!

In a sign that augurs well for the job market, B-Schools record very good placements; in some cases it was 100 per cent

By People Matters Team

**T**he recruitment sentiment has just taken a leap, especially campus placements. In what is a clear indication of the growth in the financial services sector, many financial and consulting companies made a beeline to the prestigious Indian Institutes of Management (IIMs) and other top schools in the country. B-Schools witnessed the participation of the top recruiters across all sectors with renewed vigor.

IIM-Bangalore said the final placement season for the PGP class of 2012-14 was concluded within a record time of eight sessions spread across four days. It was quicker than last year when the business school finished the process in six days. About 388 eligible students participated in the placement process, while two opted out. As many as 150+ companies participated and made more than 425 offers across 200+ profiles from companies like Goldman Sachs Group Inc, HSBC Holdings Plc and LinkedIn to a batch of 388 graduates at IIM-B. In 2013, IIM-B received 415 offers from 150 companies to 367 students.

About 117 students received pre-placement offers, which is 20 per cent higher than the last year. The lateral placement season for candidates with more than 22 months of work experience broke all the previous records with 127 offers been made by firms in varied domains like strategy, leadership, product management, consulting and general management. About 41 students were offered international placements from various firms for global locations, while nine candidates chose to join social ventures in the final placements.

Global software services and consulting company Accenture Plc made 13 offers, the highest by any company, followed closely by McKinsey and Co., Boston Consulting Group, Amazon.com Inc and Samsung Electronics Co. Ltd, which made 11 offers each. About 27 per cent of the entire batch received offers in the consulting sector, which also included reputed names like Bain & Company, Booz & Company, A T Kearney, and Roland Berger.

**At IIM-Bangalore, about 117 students received pre-placement offers, which is 20 per cent higher than the last year. About 41 students were offered international placements**

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Another prominent recruiter in this space was EXL. KPMG and PricewaterhouseCoopers also recruited from the campus.

"The financial services sector has again recruited in large numbers, which is a reflection of how the financial markets are reacting," said Sankarshan Basu, chairperson, career development at IIM-B, told in an interview to Mint. "I would tend to say that the job scenario is much better than last year."

The other function that caught the fancy of the students was sales and marketing. Major consumer goods and services firms such as P&G, Hindustan Unilever, ITC, Mondelez International, Coca Cola, PepsiCo, Reckitt Benckiser, Asian Paints, Vodafone and Bharti Airtel.

At IIM-Ahmedabad, the trend of consulting and financial firms continued. Accenture made the maximum number of offers at 18. Other than them, Reliance Industries Ltd was one of the top recruiters with eight offers. A total of over 110 firms participated in the summer placement process offering opportunities in various sectors and functions.

Among global investment banks, Goldman Sachs was the highest recruiter having made seven offers to students for roles in financial markets, investment banking and quantitative strategy. Aditya Birla Group and GE were the top recruiters amongst conglomerates extending 10 offers each to students for their management leadership programs. Johnson & Johnson

students 449 sat for the placement process as five students from the batch decided to opt out of the process which was held in the first week of November 2013.

At IIM-Lucknow, online retailer Flipkart was the top recruiter with over 20 offers. It was the first IIM to complete the process despite the economic slowdown and successfully placed the 436-strong batch in 207 companies. To guard against any problem in campus recruitment, IIM-L and IIM-Raipur said that they have broad-based their reach to companies and called more recruiters this year.

"The slowdown in the global economy that started 4-5 years ago reflected on IIMs' placements only since the last two years. This year too, the placement mood is expected to be less robust than two years ago," said Rakshit, chairperson, career development and placements, IIM-C.

### Non-IIM schools also do well

Mid- and low-rung B-schools have also done far better than what they did last year. XLRI recorded 100 per cent placement in just 3.5 days. About 103 recruiters, including 32 new recruiters, made 254 offers for a batch of 245 students. HR students secured job offers across sectors be it consulting, FMCG, general management and other sectors in large numbers. BFSI and consulting firms recruited in large numbers with around 50 per cent of the business management students being offered roles in the finance and consulting domains.

Technology and e-commerce were the other highlights with some of the key recruiters being Amazon, EXL, Flipkart and Jabon.

"Contrary to anticipation, the economy is picking up, especially sectors such as information technology/information technology-enabled services, manufacturing and finance. This has resulted in better placements for us, compared to last year. In fact, we expect to wrap up placements sooner than last year," S Balasubramanian, director, GRG School of Management Studies in Coimbatore, told Business Standard in an interview. K J Somaiya Institute of Management Studies and Research (SIMSR) have placed about three quarters of the 480-strong batch. PSG Institute of Management, Coimbatore, has seen a 10 per cent rise in the average CTC being offered at Rs 5.4 lakh a year as against Rs 4.9 lakh a year last year. 

#### SOURCES

Mint, websites of respective schools, India Today, Times of India, Economic Times, Business Standard



## XLRI recorded 100 per cent placement in just 3.5 days. About 103 recruiters, including 32 new recruiters, made 254 offers for a batch of 245 students

In a press statement, Sachin Nandgaonkar, Partner & Director, BCG-India, said, "It is our pleasure to announce that we were the highest recruiters across IIMs (A,B,C,L) this year with a total of 44 offers made at the campuses. The IIMs are a very important source of top talent of our growing business in India. We continue to recruit in large numbers from these institutes to fuel our growth. We made 44 offers across IIM A, B, C and L and were happy to note that we continue to be the top preference for most students wishing to pursue a career in a global consulting firm."

made 9 offers to students and was the highest recruiter in the consumer goods and services sector. Amazon and Infibeam were jointly the top recruiters in the technology, internet and e-commerce sector having extended nine offers each to students.

The entire batch of IIM Calcutta's PGP 2013-2015 program as the top management institute witnessed a 100 per cent placement of all the students of the batch in 3.25 days. Only 150 out of the 250 companies could present internship offers as the summer placement process completed ahead of schedule. Out of the total strength of 454



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# Women's career on a sticky wicket!

Women's career advancement is a "wicked" problem, but Indian companies are introducing a slew of measures to tilt the gender equity balance

By Meena Surie Wilson & Kalpana Sinha

**S**EBI, the country's market regulator, announced on February 13 that all listed companies in the country would have to appoint at least one women director to their Board. This symbolic decision is guaranteed to open up a thicket of questions: What stands in the way of corporates in India filling their pipelines with higher number of women leaders?

Indian women fare the worst among the Asian countries in terms of career progression. Starting with a low of 42 per cent university graduates, of whom 29 per cent join the ranks of first-time professionals, the numbers hit a dismal 9 per cent at the mid-to-senior management level (McKinsey & Company, Women Matter Asia, 2012).

Let us then zoom out to consider whether the economic, educational, and healthcare opportunities afforded to Indian women is equitable. According to a World Economic Forum report, which quantifies the magnitude of gender-based disparities, India's overall ranking is 105 among 135 countries and shows scant progress since the measure was created in 2006 (The Global Gender Gap Report 2012, p. 211).

Why should corporates care? There are grave implications to the country losing half its workforce and leadership talent. Economic progress and societal stability call for our urgent attention to gender inclusivity in our organizations. To be globally competitive, this gender gap must be closed.

To be fair, Indian companies are introducing a slew of measures such as on-site childcare, flexible scheduling and work arrangements, family leave, and extended childcare leave with re-employment. In keeping with global trends, Indian companies are also on a quest for role models for upwardly mobile women, and are embarking on programs of professional development, mentoring, sponsorship, and in-house forums led by women.



## The obstacles to gender equity in India seem to be less about a "glass ceiling" and more about a "sticky floor"

But we believe that women's career advancement is a "wicked" problem. Coined by Horst Rittel, a design theorist and university professor, "wicked" does not mean evil but tells us that the factors compounding the issue are inter-connected – there are a large number of people with conflicting opinions, and there is no template to follow to tackle and improve the situation. In addition, the nature of the gender inequities is almost always uniquely determined by local context and so there are no universal solutions.

This is why we are undertaking an in-depth study of gender equity in Indian bu-

siness organizations. Our initial exploration has been fruitful and we are learning a great deal. For example, women today want to be women. The 80's and the 90's saw women succeed because they became "men". Now women do not feel the need to be men but to be themselves. Their feminine strengths of nurturing, empathy and connectedness can combine with masculine strengths of assertiveness, hard-headed negotiation and goal-oriented drive to deliver results.

Another obvious but not widely admitted "truth" is coming to light: Both men and women are equally ambitious about achieving impact and success in the workplace and desiring lives in which their emotional commitments to the family are honored. Our sense is that these deep and basic human needs cannot be quarantined or segregated by gender.

The obstacles to gender equity in India seem to be less about a "glass ceiling" and more about a "sticky floor". A promising sign is that senior women who have been in the workforce for 15 or more years have figured out how to make their way through the career labyrinth and are more likely to opt to go up, not out. The more pressing issue is to provide stronger guidance and support to women during their critical junior-to-middle and middle-to-senior career transitions.

Our current situation in Indian business organizations calls for urgent attention and remediation. We believe that the need of the hour is to build holistic organizations by having conversations that resolve gender issues more systemically. In this way, the country can weave together sustainable business growth and socio-economic equity, which is the fabric of modern societies. 🌱

### ABOUT THE AUTHOR

**MEENA SURIE WILSON** is Senior Enterprise Associate at the Center for Creative Leadership (CCL®) and **KALPANA SINHA** is the CEO and co-founder of Cosmode Consultants.

# Karl Slym – A vision cut short

He was roped in to overhaul the falling volumes and sagging market share of Tata Motors. People Matters writes a tribute in his memory

*Britisher who just cant stay away from India!! Crazy for most sports and loves to know whats going on everywhere!! And hearing from everyone!! MD Tata Motors.*

**T**his is how Tata Motors Managing Director Karl Slym described himself on Twitter. So when the news of his death flashed across news screens on January 26, 2014, India went into shock. The British-born executive was brought into Tata Motors to help the company overhaul the manufacturing, sales and distribution operation, including Tata's new-look Nano ultra-cheap car and building a new generation of engines. He ran all Tata Motors' operations except Jaguar Land Rover.

The sudden demise of the 51-year-old Slym in mysterious circumstances left the market bewildered. He had gone to Bangkok to attend a Tata Motors Board meeting and was staying at the Shangri-La Hotel there. Police reports said that he had jumped to his death from the 22nd floor of the hotel. He was staying with his wife Sally in the room. Police said they did not find any signs of struggle.

Born in Derby, England, Slym was previously vice president of a joint venture of General Motors in China, SGMW and president of General Motors in India. He was an alumnus of Stanford University and a Sloan Fellow.

In his tribute, Tata Chairman Cyrus P. Mistry described Slym as “a valued colleague who was providing strong leadership at a challenging time for the Indian auto industry”. In a speech that was webcast across Tata Motors offices, Mistry said, “Karl was very passionate about the change he was bringing in the last 15 months, we must ensure that the biggest gift we can give him right now is to continue to do our best and strive hard to take his vision forward.”

“The biggest tribute to Slym will be to drive his vision ahead and deliver what he had set out,” said Ravi Pisharody, ED and head of commercial vehicle unit, Tata Mo-



**Tata Chairman Cyrus P Mistry described Slym as “a valued colleague who was providing strong leadership at a challenging time for the Indian auto industry”**

tors, told Economic Times in an interview.


Slym joined Tata Motors in mid-September 2012. Six months into his job, he was already making radical changes in the organization starting from the very top. He disbanded the old management committee and made it a leaner eight-member team.

In order to shore up Tata Motors' flagging sales, Slym set a six-point agenda that the company should follow:

1. Streamlining the supply chain
2. Setting up new verticals for product planning and management
3. New quality function, under which it was announced that the requisite team would be directly under Slym's leadership
4. New strategy function for both passenger and commercial vehicle
5. One Team, One Vision: It united the organization to perform towards a single goal
6. Improving customer experience and changing the mindset of people towards

Tata's after sales services He had brought a lot of optimism into the company amid falling volumes and market share. Tata Motors board is likely to consider Slym's successor in its board meeting and will most likely choose an insider.

“It was far too early to call him a turnaround king but he (Slym) was putting some necessary changes in motion,” veteran car industry analyst Murad Ali Baig told AFP. He had got the board's nod for a new product lineup until 2020 and to revamp manufacturing to eliminate customer complaints about post-purchase glitches.

Tata Motors is toning down its usual hoopla that goes with the industry launches out of respect to Slym, but like a company spokesperson said “Going ahead with his plans would be the best tribute to Slym”. 

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2014: THE YEAR OF TURNAROUND?

COVER STORY



# 2014 *the* year *of* turn around?

With the Indian economy showing signs of improvement, companies are back in the hiring mode again. It remains to be seen if this optimistic trend will last post the general elections

By Anu Babu Kurian



*"Even the darkest night will end and the sun will rise."* Victor Hugo, Les Misérables

In mid-2012, India's economy grew the slowest in a decade, business leaders and economists were shocked to say the least. At a time when growth was projected at 6.1 per cent, India's GDP growth grew just 5.2 per cent. In 2013, for the quarter ended June, GDP was recorded even lower at 4.4 per cent. In August 2013, HSBC's Manufacturing Purchasing Managers' Index (PMI), a gauge of factory activity, dipped to 48.5. A reading below 50 indicates that output shrank and it was the first time in 21 months since March 2009 that the index contracted. India was in the thralls of a slowdown akin to the one seen in the last recession in 2002-03, with some economists even describing the economy as a "gasping elephant".

So are Indians optimistic about the economy? Inflation, which had been soaring for the past few months, has moderated after fire-fighting measures adopted by the Reserve Bank of India over the past year. The wholesale price index (WPI), the price of a representative basket of wholesale goods, is the measure of inflation and recorded 5.05 per cent at the end of January 2014. Though it is lower than the high of 7.52 per cent in November 2013 and 6.16 per cent in December 2013, persistent high inflation weakened consumer demand and lackluster capital goods production points to stalled investment demand. Industrial activity is still in contractionary mode, mainly on account of manufacturing notwithstanding slowing demand, higher borrowing costs and delayed government approvals for projects.

But, even the gasping elephant managed to pick itself up. Not only is the economy looking up, but the hiring trends for the year look very optimistic. Finance Minister P. Chidambaram projected the GDP growth for FY14 at 4.9 per cent while presenting the Interim Budget. The manufacturing sector is also looking up, with the HSBC's India PMI rising to 51.4 in January 2014 against 50.7 in December 2013, the highest since March 2013.

Employment rose for the fourth month in January, with all three broad areas of the manufacturing economy posting job creation. As FY13 draws to a close, many sectors are planning to ramp up their headcount or at least keep hiring – be it via campuses or laterally— according to trends available in the first quarter of 2014. So, is 2014 the Year of Turnaround? People Matters spoke to HR heads and several experts and found out that there is an overwhelming positive bias towards hiring this year compared to last year. If the news from campus placements is going to be any indication, the numbers are significantly better this year as hiring is back on track.

### It's sunshine all around

India had the weakest job outlook for the Asia Pacific region in the past eight years. According to Manpower Employment Outlook Survey based on interviews with nearly 71,000 public and private employers worldwide for July-September 2013, 26

per cent of the respondents (5,265) expected staff strength to increase, while 54 per cent anticipated no change. However, the Manpower Group improved its outlook for the January-March 2014 quarter and said in its research report that despite continuing economic challenges and widespread uncertainty, majority of hiring managers will continue to add to their workforces in the first quarter of 2014.

India's first-quarter hiring pace is expected to remain robust despite quarter-over-quarter declines in all seven of the country's industry sectors and in three of its four regions. Forecasts are strongest in the wholesale & retail trade sectors and the mining & construction sectors where job seekers are expected to benefit from aggressive efforts to improve infrastructure throughout the country. The hiring pace is also expected to remain brisk in the services sector where IT talent continues to be aggressively recruited by both national and multi-national firms.

Middle and senior level managers are the most optimistic about the economic situation in 2014, says Randstad India's latest global Workmonitor-Wave 2013, a quarterly review that tracks jobseek-

## The banking sector may create up to 20 lakh new jobs in the next five to 10 years, as RBI readies to issue licences in a bid to expand financial services into rural areas

ers' confidence. Randstad India offers HR services like staffing, search & selection, HR solutions and in-house services. The survey indicates that 84 per cent of the respondents are hopeful about the economic situation in 2014 and 86 per cent are expecting a higher pay raise in comparison to previous year. About 93 per cent of the respondents believed that they had taken the effort to develop their skills and competencies and 80 per cent agreed that their employer provided opportunities for their development.

Moorthy K Uppaluri, CEO, Randstad India & Sri Lanka, said, "The optimistic sentiment that 2014 will be a year of turnaround has been in the air for some time. With the sentiments of the market looking positive, it is anticipated that employees will expect a better hike in their salary than compared to the last couple of years. These demands could have an impact on the attrition rate. So, companies must start focusing on building strong HR practices that will not only address employee salary expectations but also focus on necessary training programs and offer great career opportunities. This will help organizations to stay ahead of the race and capitalize on industry growth."

That is not all. After six successive declines, the Monster Employment Index India released in January 2014 charts an 11 per cent growth in annual recruitment activity. Retail and IT (Hardware & Software) sectors record the maximum growth in opportunities between January 2013 and January 2014, while consumer goods/ FMCG, food & packaged food registers the steepest decline. Online demand for software, hardware, telecom professionals continue to exhibit the most notable growth, year-on-year. The Monster job index is a monthly gauge of online job posting based on a real-time review of job opportunities culled from a large selection of websites and online job listings.

## Recently, TCS revised its overall hiring target from 50,000 to 55,000 for 2013-14, while Infosys plans to hire 16,000 engineers in 2014

“Monster Employment Index exhibits upbeat hiring trends vis-à-vis the previous year. IT (Hardware & Software) and Retail are among the top growth sectors. Even though the rate of long-term growth achieved is much lower than what was witnessed in 2010 and early 2011, the situation has certainly changed for the better. Basis feedback received from various corporates across industry sectors and HR consultants, it's estimated that 2014 will be a promising year on the job front. IT, healthcare, education, infrastructure and BFSI sector are likely to drive the job market in 2014. Both World Bank and IMF are optimistic about India's economic growth in 2014,” said Sanjay Modi, Managing Director, Monster.com (India/ Middle- East/ South East Asia).

### So, who's hiring and why?

Banking and Financial Services Sector (BFSI) is leading the pack. The banking sector may create up to 20 lakh new jobs in the next five to 10 years, as the central bank Reserve Bank of India readies to issue licences in a bid to expand the financial services into rural areas. According to Randstad India, the banking sector will create 7-10 lakh jobs in the coming decade and will be among the top employment generators of 2014. Besides direct hiring in the wake of the possibility of new banks opening up and branch expansion of existing banks, the trend will get a boost as many staff retire from public sector banks. Nearly half their workforce is scheduled to retire in the next few years.

Large corporate houses like Larsen & Toubro, Bajaj, Religare, IDFC, Edelweiss and JM Financial are in the fray for the new banking licences. Companies, which bag licences, would get about 18 months to launch operations.

Kamal Karanth, MD, Kelly Services India, said

a high percentage of hiring is taking place in the banking sector, which is being attributed not only to branch expansion by existing banks but also to the new banking licences that are expected to be issued. With new job openings, the challenges that can be seen in this space are: Getting a specific skill set for the right position; a shortage of women employees; significant rise in poaching within the industry; and getting the training and development processes in place.”

Citigroup is planning to hire 2,500 more professionals this year. The hiring will be across businesses and functions, including consumer banking, investment banking, transaction services and treasury business. The proposed hiring will mostly be at the entry level or within a year or two of experience. Apart from lateral hires, Citi also plans to hire about 200 students from campuses.

HDFC Standard Life Insurance is planning to hire around 500 people per month for 2014-15, mostly as replacement hiring in the sales function. Rajendra Ghag, Executive Vice President – HR, HDFC Standard Life Insurance, said, “For 2014-15, we are specifically looking at strategic expansion, not just in terms of geographical locations, but also the macroeconomic conditions, the regulatory environment and what kind of channels to expand into. We want to create young leaders for the future and so we normally go to B-schools for hiring. Last year, we hired 50 students from B-schools. This year, it was 55.”

Talking about his company's retention plans, Ghag said, “For the entry level, we have made an out-of-the-box performance management process and tweaked our compensation strategy to ensure that the good performers are getting rewarded. Since compensation alone is not enough to retain talent at the middle and senior levels, we ensure that we provide an all-round experience with growth opportunities and talent development initiatives.” Compensation benchmarking is undertaken every year as part of the performance management. One example is: At the start of the year, every employee knows what amount of Variable Pay for Performance (VPP), s/he is going to get at the end of the year subject to the organization's and the individual's performance.

Coming a close second after BFSI in terms of hiring is the IT and ITeS sector. Software industry body NASSCOM said the IT sector is likely to grow by 12-14 per cent in dollar terms. In the first quarter of 2013, net hiring by two IT majors Infosys and Tata Consultancy Services (TCS) dropped to the lowest in last four years. Analysts attributed the drop to developments on the US immigration Bill and other internal issues. A slower US market, frequent management changes in Infosys who also had to face a million-dollar suit involving alleged misuse of H1B visas, and slow movement in the European market also contributed to the low figures.

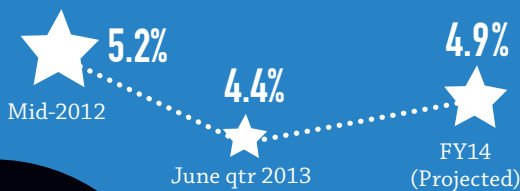
This year, it is an entirely different story. Recently, TCS revised its overall hiring target from 50,000 to 55,000 for 2013-14 and also won a major deal to handle nearly 1,000 offshore jobs – much of

# SLOWING DOWN TO SPEED UP

The country had been grappling with economic uncertainty for the past two years and is now showing signs of revival. The biggest indication of that is the opening of the job market

## GDP

In the past couple of years, India has been in the throes of an economic slowdown as GDP slipped to record the lowest in a decade



## WHAT WILL IMPACT HIRING IN 2014?

- Lok Sabha elections
- Availability of talent
- Gender diversity
- Source of recruitments
- Rationalization of cost-intensive roles

## THEN

India had the weakest job outlook in the Asia Pacific region in the past **8 years\***

**26%** of the 71,000 respondents in the Manpower Employment Outlook Survey expected staff strength to increase while

**54%** anticipated no change.

\*For July-September 2013

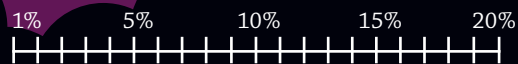
## NOW

growth registered for January 2014 in Monster Employment Index India

of respondents in Randstad India's global WorkmonitorWave 2013 survey are hopeful about the economic situation in 2014

are expecting a higher pay raise compared to previous year

## EXPECTED SALARY HIKES



SECTORS THAT WILL SEE GROWTH

BFSI | IT-ITeS | Healthcare

Hospitality | Infrastructure

Retail





## L&T plans to hire almost 4,000 engineering trainees with degrees and diplomas for its various business verticals this year in all entities including L&T Infotech

it customer service and back office – for the British energy giant NPower as part of its restructuring. On the other hand, Infosys plans to hire 16,000 engineers in 2014 and has begun an off-campus recruitment drive after a two-year gap. For the current fiscal, the company had stated that it would get on board around 6,000 freshers through campus recruitment.

NASSCOM said hiring for IT graduates could witness a difference this year as companies not only recruit from the campuses but also do just-in-time hiring as priorities shift to soft skills and domain-based specialization. Som Mittal, who was the past president of NASSCOM, told reporters, “The numbers will not be as big as it used to be... Though, we will be hiring in 2014-15, they will actually be for 2015-16, so that they can go through their training. We spend over 2 per cent of our revenue for training.”

Consulting majors like KPMG, Deloitte and The Boston Consulting Group made a beeline for premier B-schools in the country like the Indian Institutes of Management. Though a lot of consulting companies have made many job offers at B-schools, experts said that they didn't foresee a boom in the sector. Rather, they said that companies have just ramped up the hiring.

Global consultancy company KPMG is looking to double hiring from 100 last year driven by a need to strengthen advisory. It is also planning to increase its headcount in India's Eastern region five-fold to 750 over the next two years. Capgemini, an IT and consulting company, plans to shift nearly half its overall business to India over the next three to five years. Over the last five years, Capgemini's India headcount has increased from a few thousand to about 47,000.

### Manufacturing sector breathes easy

JK Organisation, a large industrial group with a global presence in manufacturing activities, hires management and engineering trainees every year. Dilep Misra, President & Head Corporate Human Resources, JK Organisation, said, “Even though the deep economic slowdown and delay in implementation of projects did hurt the jobs in several sectors last year, particularly in manufacturing, this year we definitely see an upsurge in the economy. The GDP is also showing a positive go ahead. There will be demand in the manufacturing sector but the percentage of hiring might not be high. Overall, we see a steady growth in the job market.”

Thanks to Chidambaram, the sector can breathe easy. CII President Kris Gopalakrishnan says, “The Finance Minister has highlighted the importance of the manufacturing sector, which is key to reviving the economy. I must thank the Finance Minister for recognizing this need and reducing excise in some of the most affected sub-sectors of manufacturing.” The reduction in excise duty on sectors such as automobiles, capital goods and consumer electronics is indeed welcome, as this will help revive demand in these sectors, the CII President added.

The National Manufacturing Policy has set the goal of increasing the share of manufacturing in GDP to 25 per cent and to create 100 million jobs over a decade. Eight National Investment and Manufacturing Zones (NIMZ) have been announced along the Delhi-Mumbai Industrial Corridor and nine projects have been approved by the DMIC Trust.

Larsen & Toubro plans to hire almost 4,000 engineering trainees with degrees and diplomas for its various business verticals this year in all entities, including L&T Infotech. Yogi Sriram, Senior Vice President (Corporate-HR), L&T, said, “The job outlook is not at a euphoric high, but one step better than last year. Some companies will have requirements for specific domain-related jobs. MBA graduates will have more opportunities this year but companies, especially those in the manufacturing sector, are not hiring as many as they did when the



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# Companies must start focusing on building strong HR practices that will not only address employee salary expectations but also focus on necessary training programs

economy was at its peak. I think it is a “wait-and-watch” period.

Explaining that L&T's business is an informal barometer of the Indian economy, Sriram said the company's growth aspirations are robust. “We are also making concerted efforts to build our footprint in the Middle East and internationalize our business in a selective manner in certain geographies. In spite of the challenging business environment in India, we believe that we should not be deterred by the temporary blips in the economy. L&T does not want to make the mistake of reducing or stopping the recruitment of young graduate and diploma engineering trainees, who are an important part of the basis of the emerging leaders pipeline. For us, it is an important inflow of young talent for the future.”

The company is hiring senior-level talent selectively at strategic levels for meeting growth needs and also the company's leadership succession needs, more so because the company has entered new business verticals such as real estate, power, ship building and railways. Also we need leaders in certain niche business domains to run P&Ls in the Middle East. “Finding leaders who have handled large P&Ls is not particularly easy.”

As to whether the forthcoming Lok Sabha polls would have any effect on the hiring plans, Sriram said, “If the polls result in a government, which is perceived as more stable and there is better unity of command in decision-making on policies concerning infrastructure, at the highest levels in government, then it will affect the economy positively in general and the employment scenario also, as a result. If the new government will promote and encourage measures for the infrastructure sector with clear policies, then definitely it will be positively helping L&T and affecting L&T's performance.”

The availability of talent is a key challenge for L&T since it is an EPC (project management) company. “It is difficult to find P&L leaders with EPC contractor experience in sectors such as ship buildings, railways, power and others that have opened up in the last seven to eight years. Talent at the leadership level, who have successfully grown businesses and multiplied value for shareholders, or who have taken the company to new heights in international geographies is also hard to find. Therefore, availability of external leadership level talent is going to be one of the major challenges in our pursuit of growth.”

With the Lok Sabha elections coming up, some companies for whom public policy matters are in a wait-and-watch mode, while others are going ahead with their investment and expansion plans.

Premlesh Machama, Managing Director, CareerBuilder India, said there have been no job losses. Companies have retained their headcount in their core areas of business. The impact was mostly on the creation of new jobs. New jobs have not been created over the past four to six quarters as businesses held back their expansion and investment plans. In fact, steps taken by the Union Finance Minister P. Chidambaram have started finally yielding results and the economy is showing green shoots of recovery and this started happening sometime in October-November last year. The momentum for the turnaround of the economy has begun and it is going to get more stronger post elections. Whichever government comes to the Centre will have no option but to stimulate growth.

Most businesses had held back investments for a very long time as they did not provide good returns. Post elections, that will change as companies would be eager to get going on their expansion plans. This, in turn, will lead further impetus to new job creation, Machama added.

## Conclusion

All these facts and figures point to just one thing – The war for talent has just begun. The first indication of this trend is that many prestigious B-Schools have reported good placements this year. Secondly, with new players entering the banking sector and old players expanding their operations, the talent pool for finance professionals would suddenly shrink. Even if all companies don't start out at the same time, there will be a need for experienced professionals notwithstanding the demand for entry and junior-level people as well. This could also push the compensation for such professionals along the lines of the boom times for the IT and ITes sector previously. The sectors that are going to witness high growth will see a massive shift of talent. This is because majority of the workforce in recent times comprise the Generation Y. Attracting the best and the brightest with high compensation packages alone will not work. They will also have to ensure that their employee retention and employee engagement programs are doing their job.

So, are companies geared up to meet the challenges head on? If the HSBC report is to be believed “India is still stuck in a rut”. According to the global financial services major, 2014 could thus prove to be a tale of two halves. In the latter half of the year, there would be some economic recovery and return to normal business conditions. But, if one were to believe Chidambaram, India is the 11th largest economy in the world.

Whether 2014 will turn out to be a golden year in terms of growth is something that only time will tell. In the meantime, the sun is shining bright on the recruitment sector. ☀

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# Happy days are here again

BFSI, IT-ITeS, Retail, Infrastructure, Healthcare and FMCG are the sunshine sectors that will see growth this year, according to various HR service providers

By Anu Babu Kurian

COVER STORY



Recruitment experts also see the shortage of talent and retention of critical talent becoming a core issue this year. Key skills such as energy and life sciences, analytics, IT, and other technical skills will be in short supply

**E**xperts agree that the job outlook for 2014 is looking great. But what are the sectors which are driving this hiring trend? People Matters spoke to several HR service providers to understand what is driving recruitment in some sectors and not in others, the reasons for the same, and how that is going to affect the race for talent. We also explore how the prospect of general elections for the Lok Sabha, which will be conducted in two months, is going to affect the hiring plans of companies.

The cross-section of service providers that I spoke to for the story agreed that the sectors that were generating the maximum number of jobs this year were Banking, Financial Services and Insurance (BFSI), Information Technology and Insurance (BFSI), Information Technology and Information Technology Enabled Services (IT-ITeS),

Fast Moving Consumer Goods (FMCG), Healthcare and Infrastructure. Apart from the above biggies, another emerging sector is e-retailers, which is creating job opportunities.

A slight hike of 2 per cent is expected in hiring in 2014, according to Mancor Consulting CEO Satya D. Sinha. "Engineering, travel and hospital-ity and healthcare industry can see a rise in hiring this year. Hiring is expected to be brisk in several services sector as well including IT and ITeS with both Indian and global MNCs, slowly unfreezing their recruitments."

Vijay Sivaram, Director, Recruitment Services, IKYA Human Capital Solutions, said that compared to last year the numbers have significantly changed. "2014 is going to be the year when hiring will be back on track and we are gearing up to make sure that we meet the demand."

CareerBuilder India Managing Director Premlesh Machama said besides IT and ITeS, banking, finance and insurance, pharma, healthcare and retail sectors, the hospitality industry will also generate large number of jobs due to two major factors: India has become a cheaper destination thanks to the rupee's depreciation and the government has launched a visa-on-arrival scheme for tourists from 180 countries. "In my opinion, the July quarter will show the direction we are heading into. Companies have their plans and strategy ready, but the execution is on hold," he added.

Antal International, a leading global search and selection specialist, in its latest survey AGS 15 of over 10,500 organizations in nearly 40 countries has found that employment markets at managerial and professional level around the world are stabilizing. Mayank Chandra, Managing Partner, Antal International, said AGS 15 has indicated that the job outlook for 2014 remains positive for sectors like luxury goods, FMCG and retail banks.

"The pharmaceutical sector is slow due to regulatory excesses as well as redefined Drug Price Control Order (DPCO) guidelines, but is recovering this year. The Indians' appetite to move up the value chain is immense. Add to that the presence of many new entrants in the luxury sector, this sector is looking up. FMCG is growing due to increased demand from rural households, which have more disposable income. Additionally, new banks are coming so hiring in this sector is also improving. On the other hand, telecom has seen the worst and will bounce back especially keeping in mind factors like imminent launch of 4G spectrum and the demand for 2G spectrum, especially in cities like Mumbai and Delhi," Chandra said.

Navnit Singh, Chairman and Regional MD India, Korn/Ferry International said many consulting and technology companies are hiring to build their talent pool. Telecom sector, which has been stagnant until now, will show more growth in the digital media space as 4G spectrum will soon be rolled out. "I think overall it is an optimistic scenario."

Rajaram Agrawal, Managing Director, Talent Ahead India Pvt Ltd., says, "Our survey suggests that 2014 would be much better than the last few years. From the large base sectors banking, IT-ITeS & FMCG are likely to get maximum job growth. However, stock brokerages are not doing well and are in contraction mode. The growth sectors are likely to witness maximum attrition and hence companies will offer higher increment to retain the talent." TalentAhead specialize in identifying, assessing and recruiting suitable candidates for their clients and belongs to the Astute Group, which is the Indian member of RSM International, the sixth largest international organization of accountants and business advisors.

But, Vidur Gupta, Director, Spectrum Talent Management, said issuance of new banking licences will lead to massive hiring in the banking sector, while healthcare, agri-business, infrastructure, retail and education sectors are also likely

to witness robust hiring trends. Spectrum Talent Management is a headhunting and manpower recruitment firm.

A lot of hiring is also expected in the infrastructure sector as aggressive efforts are being made to improve infrastructure throughout the country. Hiring will definitely gear up in several services sector as well, including IT and ITeS with both Indian and global MNCs, slowly unfreezing their recruitments. The fastest growing segments of employment by function in 2014 will be sales, customer service and logistics. The hiring in heavy industries will be for consumer goods, healthcare, education, consumer durables, retail, and agriculture inputs.

2014 is more likely to see cyclical employment rather than a structural one. Expecting formal hiring to be at least 25 per cent higher than in 2013, Gupta said the new government has to tackle structural barriers for creating more jobs. Otherwise, "2015 might return to the employment famine of 2013", he said.

In terms of key challenges that companies will face as they scale up, Singh said that organizations suffer the most not in terms of money or manpower or technology but due to the flip-flop of the government's policy. "You can see this most in the infrastructure side be in the construction of highways, or acquiring land."

### Elections to affect hiring plans

On the other hand, Rajiv Burman, Managing Partner, Lighthouse Partners, felt that the job outlook for 2014 will depend on the outcome of the upcoming general elections. "The government that comes into power will be under pressure to perform on the economic front in order to meet the aspirations of the very large populations of young voters. Hence, we can expect the government to give a boost to the economy and thereby the job market."

Companies are in a wait-and-watch mode because of the elections, says Chandra. "Right now, recruitment in terms of expansion is relatively slower but of course attrition is happening so replacement recruitment is happening in companies."

Gupta said fresh job opportunities are expected to be created in various sectors. "A lot actually depends on the economic policies set by the government coming in," he added. IKYA's Sivaram agrees, "The upcoming elections will definitely have an impact on the industry. Any company in the services industry or impacted by the public policies of the government such as greenfield projects will definitely be impacted."

"I very doubt if the Lok Sabha elections are going to affect the hiring plans of companies. If the companies are dependent on the government policy, then they will be affected," Singh said.

### Salary hikes on the anvil?

However, experts are divided over how much hike the employees will get this year – single digit





## PSUs who have been recruiting, are also going to generate more employment this year as the trend will increase with divestment

or double digit. While Burman said most of the hikes are going to be in single digits this year and mostly in pharma, BFSI and infrastructure sectors while Gupta said there are indications that there will be a positive hike in salaries mainly in IT, pharma and analytics.

Companies are expected to offer double-digit salary hikes to deal with the challenge of attracting and retaining critical talent. People with specialized roles in these sectors will get an added advantage. Most of the companies will restructure their compensation package as well, he added. "High performers can expect a hike of 12-15 per cent or even more depending upon their skill set. This figure may not exceed beyond 10 per cent in the case of an average performance," Gupta said.

However, Mancer's Sinha said middle to senior level professionals are likely to get a salary rise between 10 per cent and 20 per cent, while bonuses may increase up to 20 per cent. Senior level management can expect an average salary hike of 15-17 per cent this year. This number will be 10-12 per cent for middle level management.

According to Mancer, the expected salary hikes for other sectors are:

Manufacturing and engineering : 11-12 per cent;  
Real Estate: 14-16 per cent; Pharma: 14- 16 per cent;  
IT-ITeS: 10-12 per cent; Media: 10-11 per cent.

Significantly, Kamal Karanth, MD, Kelly Services India, said this year will see more employment being generated by public sector undertakings. "In 2014, significant employment opportunities will be generated in sectors like manufacturing and retail. With the disinvestment in certain PSUs, we can see more employment being created in these sectors. PSUs have been recruiting and this trend will increase with disinvestment. In 2014 the sectors that are likely to drive the job market include IT, healthcare, education, and development."

Regarding the downward trend in the auto sector, Karanth said the excise cuts mentioned by the FM in the Interim Budget will bring some relief to the sector. But if the trend continues, then "we can expect a lot of temporary workers to get affected in the space, workers who are largely employed in maintenance jobs. We also see a trend towards automobile companies hiring more of temporary and contract workers".

### Emerging recruitment trends

Burman said there will be more opportunities for women as gender diversity becomes a key point of focus for most companies. "Most of the jobs will be at the entry, junior and mid-levels. Jobs at senior levels will continue to be under pressure due high cost rationalization focus." With the demographic profile of the workers changing, more and more companies will have to use social media to effectively attract large numbers of Gen Y.

Recruitment experts also see the shortage of talent and retention of critical talent becoming a core issue this year. While pointing out that key skills such as energy and life sciences, analytics, IT, and other technical skills will be in short supply in 2014, Gupta said companies will be left with no other option but to restructure their recruitment plans so that they can find the skills they need. This may lead companies to expand their sourcing and recruiting to a global level. For example, in order to find the right talent they might even relocate work.

"The shift in hiring this year would be an increase in the number of lateral hires. IT and ITeS will continue to grow but research and development will be carefully planned. Companies would be cautious on cost-intensive roles and upbeat about revenue-intensive roles. We are also seeing companies adding capacity in frontier technologies such as SMAC," Sivaram said. The main challenges that companies will face while scaling up to meet growth expectations are hiring quality talent and the turnaround time taken. The fulfillment of the position will be longer as most organizations are holding back on the notice period, he added. 

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# *Fair pay, **Fair play***

The haze around the topic of compensation is lifting and the coming times may see employees and employers agree more on what constitutes fair pay

By **Vikram Choudhury**

SPECIAL STORY



v/s





**S**wadhin Kapoor walked into his swanky 3rd floor office in Mumbai's Bandra Kurla Complex, the corporate heartland of India's busiest city. The walk to the coffee machine was about 5 minutes long, and Swadhin looked forward to this part of his day. It gave him the time to reflect, plan, and ponder; the time to create a course of action before the inevitability of daily stress kicked in. Today, however, Swadhin was reflecting his professional life over the years. From a non-descript software developer 11 years ago, to becoming the Chief Operating Officer of a multi-national company in Mumbai was no mean feat, and one can only describe his ascent through the professional ladder as nothing less than meteoric. While he recounted the good times, something struck him as odd. Lately, he has been thinking about his wonderful past a little too often. Why was he doing that? Was there a trigger? Was there actually something sinister and disturbing, that Swadhin was trying to counter through happy thoughts?

As Swadhin kept pondering, he looked at all possible reasons for his present state of mind. While he did have some rough times with a client the week before, and some health issues, he knew what was really upsetting him. It seemed that yet another year had passed without any sign of a healthy raise. Not because his work was not appreciated, not because he had any issues with the organization, and most certainly not because he had run into any rough weather with his boss. The only reason why his salary remained mostly stagnant over the last two years was because of his organization's blanket compensation policy. It had a provision to differentiate between high and average performers by only one percentage point, and disappointingly ranged between 9 per cent and 10 per cent. Swadhin realizes that despite his credible profile on paper, he has progressively gone poorer in the last two years because his salary has not kept pace with general inflation. While livelihood costs (housing and essentials) grew by over 20 per cent, his salary increased at a measly average of 9.5 per cent. "Why was the organization penalizing him for working hard?" Swadhin wondered. After all, he was solely responsible for bringing in and executing business worth over crores and he could not find sufficient reason as to why he should not be receiving a share of the spoils of his own plunder. Would he not be better off switching jobs to get the raise that he deserves? But then, did he really have a more compelling reason to leave other than money?

Surprisingly, Swadhin's predicament is not unique. Hay Group's Top Executive Compensation Report 2013-14 states that the median salary increases for top executives in India will be around 10 per cent this year. While a 10 per cent pay raise is still better compared to the 9 per cent median pay raise in 2012-13, it is no secret that executive compensation through performances appraisals have continued to be disappointing. While senior executives like Swadhin are disappointed at their salary increase, there is another side to the story.

## The executive El-Dorado

Compensation benchmarks across the Indian industry shows a slightly disturbing disparity between salaries of top executives as compared to others in the organization. CEOs earn 2.9 times more salaries than business core roles, and 2.8 times more than business enabler roles. Besides that, there is a trend among Indian companies to hire CEOs externally at far higher salaries than promote any of their internal leaders.

On the face of it, there seems to be a massive divide between the "haves" and the "have-nots" in the Indian industry, but a closer look at local and global compensation trends reveal more interesting observations. Indian executives are clearly not among the highest paid. In terms of pay, senior executives in developed economies still earn much more than Indian executives.

On July 16, 2013, executives in Coal India Limited released a circular threatening strike. Their primary demand was the payment of performance bonus, which was not paid to them in five years. Executives at the public sector undertaking were also demanding higher payouts from the \$10.6 billion cash pile that the company was sitting on. It is argued that senior executives in Indian PSUs get only a fraction of the compensation compared to their private sector counterparts. A study

## Top executives in Indian companies can earn as much as 78 times more than the salary of an entry-level professional

conducted in May 2013, by Institutional investors Advisory Services (IIAS) argued that executive compensation in the Indian private sector is remarkably high compared to the India public sector and compared to the rest of the globe. AON Hewitt's research states that the Indian CEO's median salary that year was \$3.5 million (Rs 185 million), versus \$7 million in the US, about \$6 million in Europe and \$3.5 million in Australia. In the Asia-Pacific, top executives in China were making twice the money compared to their Indian counterparts. However, when one compares CEO compensation in the Indian private sector in terms of per dollar of revenue earned, private sector Indian CEOs earn far more than even their US counterparts. One is compelled to wonder, "Has the executive leadership in the private sector built its own El-Dorado at the top?"

## Cost rationalization or systematic conspiracy?

Benchmarking research in the Indian compensation landscape point towards the fact that top executives in Indian companies can earn as much as 78 times more than the salary of an entry-level

professional. In the IT industry, for example, there is a wide wage gap between fresher salaries and mid-management salaries. Mid-level managers may earn as much as five to six times more compared to the salary given to freshers. Entry level salaries across the breadth of the Indian industry haven't moved much in the past decade. While the trend of skilled professionals leaving the security of large organizations to join higher paying job assignments in start-ups is picking up, most wouldn't deny that entry-level salaries in India are among the least competitive in the world.

A popular conspiracy theory has done the rounds across the years. The theory states that in early 2005, the CEOs of two of Silicon Valley's big-

professionals with niche skills will command the maximum payouts compared to traditional professionals in the coming months.

Some of the key functional areas where professionals will receive the maximum salary payouts in the coming months will be in the areas of project and client management, relationship development, social media, business intelligence and analytics, and product management. Strangely, while organizations pay a premium for niche skills, it appears that across the Indian industry, organizations will be more willing to poach, rather than develop internally. According to a recent Kelly Services report, some industries, such as IT, FMCG, and Pharma will be willing to pay switching premiums for skilled talent to the tune of 30 per cent. Financial services and engineering will also be willing to pay handsome switching premiums averaging around 25 per cent. Many reports across the last few weeks by several research firms predict the average growth in salary structures to range between 10 per cent (for general skills) and 12 per cent (for niche skills). While lateral hiring seems to receive a firm push, the lack of salary-growth incentives internally may mean higher attrition numbers across the coming months. While the war for hiring external talent may intensify, one of the key risks that most business establishments may face is the risk of unaffordable talent in the long-run.

## While organizations pay a premium for niche skills, it appears that across the Indian industry, organizations will be more willing to poach, rather than develop internally

gest employers of software and hardware professionals signed a secret pact to not poach engineers from each other's firms, besides sharing wage scale information, and artificially pushing low worker wages in the industry. While this was not only illegal, it effectively deflated the economic value of skilled engineers in Silicon Valley, who would have otherwise been eligible to receive far higher compensation if the market was not monopolistic. While this may not be true about the Indian industry, it is no secret that salary levels are base-lined against the salary structures set forth by a handful of large employers in most Indian industries. Many suspect that such a system encourages monopolistic practices in the industry.

### Excessive reliance on external skills—short-term myopia?

The staffing firm, Randstad, conducted a survey in January 2014 among Indian corporations and the results conclude that 86 per cent of employees in India across the expanse of the industry expect better salaries in 2014 compared to previous two years. A number of surveys also indicate that employees expect the economy to get better and salaries to trend northward. As the professional world tends to grow more specialized and niche, Ben Casnocha, a Silicon Valley author and entrepreneur, argues the concept of per project employment contracts in the future as compared to permanent employment. Individual skills will become marketable commodities, and more and more professionals will start specializing in niche areas. The shift seems to have begun already and

### The mist is lifting

With all the speculation around fair compensation, lack of transparency, and monopolistic practices still looming large in the Indian industry, it will be unfair to admit that the air is not clearing up. The topic of compensation is still at a nascent stage among Indian corporations. Things, however, have changes largely from the times when the function was devoid of specialists, to the evolution of compensation becoming an integral and specialised part of HR departments in organizations. These changes are propelling positive changes in the industry. On February 11, 2014, Ashok Leyland announced that its MD will take a pay cut in 2013-14, owing a drop in sales. The company will seek shareholders' approval through a postal ballot to pay minimum remuneration. Trends like these clearly indicate the commitment of corporations to secure the confidence of stakeholders by making compensation structures fair and transparent.

The head of compensation in one of the biggest FMCG conglomerates in India comments, "In the coming times, it can be expected that compensation will become more and more transparent, especially executive compensation. Several changes in the internal and external business environment is propelling more transparency into executive compensation, as opposed to the rudimentary 'cash+bonus' structure that executives enjoyed earlier." The air's clearly lifting, it seems. ☺



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# HR WARRIORS

The winners of Are You In The List 2013 Awards were announced on January 30, 2014, at a gala night in Gurgaon **By People Matters Team**



# BACK TO THE FUTURE

We bring you the journey the jury undertook, the competencies that the winners had and the magic of the Are You In The List? gala night

**T**he top leaders of all most organizations agree that people matter to business. Without people, no organization can hope to scale the ladders of success. So, it is imperative that the people who look after the people then become important cogs in the wheels of the organization. And who better to celebrate that other than People Matters who undertook the initiative of launching the second edition of the Are You In The List Awards in Gurgaon on January 30, 2014, in partnership with DDI, Career Builder, Jaipuria Institute of Management, Video Recruit and NHRD Network.

Seven months of round-the-clock preparation and tonnes of hard work culminated into a stunning, lively gala night on January 30 where the country's Future Emerging HR Leaders were identified and lauded. The Are You In The List 2013 Awards were announced by their predecessors and members of the jury and witnessed by the HR fraternity in full attendance.

## The Awards Evening

The keynote speaker for the evening was D. Shivakumar, Chairman and CEO, PepsiCo India. He had the audience spellbound as he talked about global competition, the war for women talent, and inclusiveness in organizations. While giving the analogy of an airplane where the CEO and the CFO were the pilot and the co-pilot and the HR manager the navigator, Shivakumar said it was time for the HR manager to be part of the action inside the cockpit rather than outside.

According to Shivakumar, the three key people in the organization today are the CEO, the CFO and the CHRO. "All talent today are global talent. The world is their stage. It is a me-generation that is coming to the workplace, it is not a we-generation. My challenge is to transform the me-ness into we-ness. We have to ask people to volunteer for the cause that we have and not to the job, salary or the job description."

Exhorting HR to look beyond the symbolism, he said, "CHROs must focus on the behavior of the employees. Break the hierarchy, break the language and let's get far more inclusive." He also mentioned that HR, which was in the olden days known as Personnel Management, must make efforts not to look impersonal and said the function has evolved over the years. He said, "No organization will have a hire to retire employee in the coming times," amid laughter from the audience.

Co-host for the evening, Andrew Warren-Smith, Director of Affiliate Operations (DDI), said, "It was nice to be a part of the jury this time and see

how much passion and energy was brought to the robust discussions and the roundtables. It is a clear demonstration of their desire to see this profession grow from strength to strength and most importantly get better at engaging people to be better at their jobs, in their engagement towards the organization and helping them to ultimately make the world a better place."

Amongst other distinguished guests, S. Varadarajan, Executive President – HR, Tata-SIA, said Are You In The List Awards were the Oscars of the HR world. "The beauty of the Are You In The List Awards is that it is not only the youngsters who learn but also grey haired veterans like me."

Noting how wonderful it was to hear the young HR leaders, jury member P. Dwarakanath, Advisor – Group Human Capital of Max India, said, "All functions are equal. I don't agree with the view that HR alone should know business; every other function should also know business." He signed off saying, "You should be very proud of your profession. You should be able to contribute to the organization, the community and the society, and enjoy it."

## Experiential learning has become the buzzword, and organizations need to build an immersive learning ecosystem

## The Competencies

So what are the qualities the 21 winners scored over the 1,400 others who competed for the awards? The four critical competencies were identified as Driving Execution, Strategic Acumen, Business Acumen and Emotional Intelligence. It was a comprehensive yet elaborate process that was entirely targeted at the competencies that business needs in the emerging HR leaders tomorrow.

Thoroughness, objectivity, transparency were some of the words used to describe the four-stage process of identifying the winners of Are You In The List Awards.

In Stage I, candidates filled a very integrated application form where s/he shared not only demographic information but also specific achievements & successes, targeted at critical competencies like their learning agility, the ability to adapt, drive change and the ability to execute.

In Stage II, the candidate went through leadership insight assessment, where the jury was looking for the personality attributes and dispositions that made the individual succeed in a leadership

role. They looked for essential qualities such as confidence, drive for results, leadership promise, learning agility before the candidates passed to the next step of the process.

Terming that learning is very critical for everyone, Varadarajan said, “When we were assessing candidates on strategic acumen, I was stumped by the answers that they came up with. I learnt that the youngsters are thinking very differently from how I would think. It helped me learn and also look at the talent available in the market.”

In Stage III, a comprehension assessment simulation measured the HR participants on nine competencies, including judgment, decision-making,

growth and development of a person. Are You In The List provides an opportunity for the youngsters to showcase talent. It also provides them an opportunity to retrospect and learn from the whole process. The introspection helps them to fine tune their behaviour and talent. The various stages of Are You In The List bring out the best in the individual. It is critical that such awards recognize youngsters as when they become elders, they start nurturing talent too.”

Jyoti Rai, Vice President – HR at American Express, exhorted the young HR leaders to play the role of the influencer and understand the business. “We didn’t have such initiatives earlier,” she said.

“The initiative has come at the right time because the industry and the economy is going through so much of change. It is the right investment when we think of HR for HR. Most of the time, in any organization, our investment in HR skill building is at the lowest priority. As an industry forum, we need to start thinking about how to build our own community and the capability of our function. This is the future talent for our function. Therefore, it is important that we focus on an intervention like this to start thinking about building the right capability for the future,” Rai said.

Dwarakanath added, “It helps us to identify the right kind of people so that they can develop them.” Aquil Busrai, CEO, Aquil Busrai Consulting, said, “I feel initiatives like this change the very definition of role models. So far, age and experience was the primary driver behind a role model. This initiative brings young people who are just about to start their careers and make them role models. They bring to the surface people who are very high potential, who show early signs of leadership and who can be emulated by their peers.”

## Thoroughness, objectivity, transparency were some of the words used to describe the four-stage process of identifying the winners of Are You In The List Awards

ing, problem solving, influencing and partnering across networks, which are critical for emerging leaders. This again was a filter the candidates passed through to the integrated video round.

In Stage IV, the integrated video round, the jury was looking to identify the bright sparks of HR who could take the function forward through Video Recruit’s technology.

Terming it as a tremendous experience, Varadarajan said, “Are You In The List Awards is a very unique way of recognizing HR talent and one of the things that we don’t do well in this country is recognize talent and youngsters. Recognition is important as it plays a very critical role in the

## TOOLKIT

### Profiling the HR leader of tomorrow

We received over 1,400 applications. DDI created a Success Profile, which formed the basis of the selection process. The questions based on the Success Profile were framed using Targeted Selection methodology, and sought specific behavioral examples of these competencies from the candidates.

### Identifying future leadership potential

The Leadership Insight Inventory is a critical indicator of leadership talent and uncovers areas related to personal orientation to leadership, making decisions, leading individuals and teams, and working effectively with others.

### Manager ready

Manager Ready is a breakthrough leadership assessment that delivers the same quality of diagnosis as a full-blown assessment. Manager Ready participants engage in real-world situations. These real-world situations provide a highly accurate measurement of a participant’s Leadership Readiness.

### Video round

In the integrated video round, the jury was trying to identify the bright sparks of HR who could take the function forward by ascertain the behavior of the applicants. The video round was done using Video Recruit’s technology.



# HOW WE PICKED the Emerging HR Leader – 2013

They were chosen on the basis of their overall performance against the Success Profile and competencies decided through the roundtable discussions and survey



03 ▼

**Assessment Centers:** Based on DDI's global benchmarks, on the basis of which 55 of the total 150 participants were shortlisted at this stage



02 ▼

**Online Leadership Inventory:** Candidates who moved to Stage II were assessed on their intrinsic leadership potential



04 ▼

**The Video Round:** Participants responded to behavioral questions around specific competencies and provided work-related behavioral examples, using Video Recruit technology



01 ▼

**Inviting Applications:** The applications were designed as a two-step process. The first stage was a screening tool. The qualified-candidates were tested on critical competencies



05 ▼

**Reference Insight:** The candidates were asked for references and they were validated by the jury members, at the final review to select the winners





**Divya Jain, 34, Gurgaon**

*Program Manager,  
Right Management*

**Introduction:** An emerging leader with high aspirations and a strong business focus, she believes in doing impactful work for organizations while consistently learning and excelling at it.

**'Are You in the List' award for me is:** An endorsement of my leadership potential and an opportunity to explore further through an intrinsic awareness and conscientious efforts.

**Mantra for the future of HR:** Be the implementation partner of the organization's strategy as it's only the people of an organization who actually make a strategy succeed (or fail).

**Advice for aspiring HR professionals:** Aspiring HR professionals should broaden their horizons as it's only about people with a purpose of executing strategies for the organization. Only those with a strong business focus

can help create a strong brand identity for HR in the organization.

**The practices that HR needs to stop, start and continue?**

**Stop:** Don't build rigidity around HR policies and processes and don't mimic 'Best Practices' blindly

**Start:** Ensure that the HR leadership is present in the executive management team and is part of strategic planning process

**Ensure** that the organization has an end-to-end HR consulting partner than having a piecemeal approach

**Continue doing:** Shared services and/or outsourcing for HR operations so that the HR team has bandwidth to focus on strategic work for the organization

**Enhancing brand of HR** using technology, innovation and interventions to continuously improvise on reaching out and aligning people with the dynamic strategy of the organization in multiple ways. 🌟



**Aarti Shyamsunder, 33,  
Bengaluru**

*Research Director, Catalyst India*

**Introduction:** An industrial-organizational psychologist, she has a rich experience in various aspects of the organizational lifecycle, including pre-employment tests, developing high-potential senior leaders and consulting with organizations on their diversity and inclusion strategy.

**'Are You in the List' award for me is:** A credible platform to spread my mission of evidence-based organizational practices.

**Mantra for the future of HR:** HR must become an organization's strategic rudder, instead of being a burden.

**Advice for aspiring HR professionals:** Focus on the "human" part of "human resources" and success will follow.

**The practices that HR needs to stop, start and continue?**

**Stop:** Stop using forced distributions in performance ratings; **Start:** Introducing more flexible work arrangements and a culture that promotes work-life integration; using scientific methods of hiring and promoting employees.

**Continue:** Innovative rewards and recognition systems, especially those that encourage team-work and creativity; developing leaders before they reach middle management. 🌟



**Sunder Ramachandran, 31,  
Mumbai**

*Senior Manager - Training,  
Jardine Lloyd Thompson*

**Introduction:** He brings a unique combination of entrepreneurial & internal consulting experience to the learning function. He is passionate about using technology for learning & social learning

**'Are You in the List' award for me is:** It raises the standards that one has set & pushes one to consistently meet them

**Mantra for the future of HR:** HR will be a lean & mean function which will run like an internal consulting unit. It will become an important pit stop for any individual in a High Potential track of an organization. 🌟



**Arushi Kakkar, 28, Chennai**  
*Manager - HR, ITC Limited*

**Introduction:** Consistently recognized for her academic and professional achievements, she is ambitious, diligent, and resilient; and has excelled in everything she has taken up.

**'Are You in the List' award for me is:** An opportunity to network with industry leaders, and in turn, helping me grow as a leader myself.

**Mantra for the future of HR:** In my opinion, HR could be the strategic function that has an immense potential to impact business profitability, provided it's managed well.

**Advice for aspiring HR professionals:** Understand the business strategy extremely well and ensure that each element of it has an impact on the business profitability.

**The practices that HR needs to stop, start and continue?**

**Stop:** Spending time and effort in managing administration of employee benefits and policies which can be automated.

**Start:** Measuring business impact of HR interventions and making line managers accountable for anchoring people processes for their respective teams.

**Continue:** Spending time with employees through one-on-one interactions. 🙌



**Swati Jain, 29, Mumbai**  
*Head-HR Operations,  
 KEC International*

**Introduction:** A recipient of RPG HR Excellence Award and KEC Challenger Award, she is also the HR professional to make it in the Top 50 ET Young Leaders Contest 2011

**'Are You in the List' award for me is:** It has added to my confidence & credibility as a professional

**Mantra for the future of HR:** To be more agile when it comes to responding in the VUCA world.

**Advice for aspiring HR professionals:** To be open to explore opportunities in different facets of HR. 🙌



**Ashishh Kapoor, 32, Mumbai**  
*Manager, EY*

**Introduction:** With a rich academic and professional background, his prime focus is on developing emotional intelligence in the leaders of today while making self-awareness, self-regulation, motivation, empathy and social skills as core attainments. A PGHRM from Ontario, Canada and a PGDBA from Symbiosis, he has been with EY since 2006.

**'Are You in the List' award for me is:** It is not just an achievement, it is a restoration of faith in what I do and how I do it.

**Mantra for the future of HR:** Have more learning and probably less control. I believe HR will do well in the role of a 'facilitator' (facilitating the employer - employee connection through technologies that ensure employee self-service and managerial independence) of a 'designer' (designing and helping implement high performance people strategies); and an

'educator' (introducing fresh thoughts and ideas by constantly adopting best practices and ensuring extensive communication).

**Advice for aspiring HR professionals:** Focus on achieving financial success by emphasizing on employee well-being and highlight the same to the management in terms of numbers, ratios and return on investment figures. Share the big picture with the management.

**The practices that HR needs to stop, start and continue?**

**Stop:** Over automation of processes to enable employee connect and ignoring ergonomics and mandatory government regulations.

**Start:** Developing advanced workforce planning capabilities and induce extensive and transparent communication.

**Continue:** Developing HRIS (Human Resource Information Systems) and health-care benefits and wellness programs. 🙌





**Deepa Chandrasekhar, 33, Bengaluru**

*Process Head- TA, ING Vysya Bank*

**Introduction:** A behavioral and organizational psychology enthusiast with a rich industry experience, she is an articulate speaker, and is much sought after to speak on HR forums and at management institutes. Her role includes building the strategy for the talent acquisition function of the bank and also managing ING Vysya Bank's employer brand, workforce planning and the overall hiring strategy.

**'Are You in the List' award for me is:** An opportunity to benchmark self against the best in industry, an inspiration and a launch pad for the next phase in my career.


**Mantra for the future of HR:** The success of organizations lies in the value its employees generate. HR needs to take up this position with confidence and authority and be the key contributor to the bottom line rather than being a mere support function.

**Advice for aspiring HR professionals:** Humility is the key to learning and as long as a young aspiring HR professional is humble enough to learn, there is an exceedingly bright future ahead for the individual and the HR community on the whole.

**The practices that HR needs to stop, start and continue?**

**Stop:** Being seen as a control function rather than a key facilitator in the organizational success and stop considering only internal requirements while framing policies and processes, rather than including information on macro-economic trends as well.

**Start:** Employee involvement in people policy formation, increased utilization of social media in communication and gamification of policies.

**Continue:** Using data and analytics for framing policies and decision making; and technology to automate processes and empower the employees and managers. 


**Chandini Kamal, 33, Chennai**

*Global Lead- Employee Engagement, HCL Tech*

**Introduction:** A dedicated and skilled HR professional, she really admires Nitin Pande, Senior VP, HCL Tech, for being a perfect blend of a people's person and having a business focus at the same time. Her parents are her role models as they led by example and taught her ethics, hard work and never-say-die attitude.

**'Are You in the List' award for me is:** A reassurance that my efforts are focused in the right direction and an affirmation of the confidence, for myself and others around me, in my abilities to do well. I want to build a better workplace with the experience gained.

**Mantra for the future of HR:** Never forget the 'H' of 'HR' and also remember and work in accordance with the fact that systems and processes are meant to facilitate and not dominate.

**Advice for aspiring HR professionals:** Evolve with the times and don't confine yourselves within any boundaries. Just go ahead, experiment, execute and create something new. 



**Kaustubha Parkar, 30, Mumbai**

*Assistant Vice President, Axis Bank*

**Introduction:** An avid chess player and an amateur painter, Kaustubha holds a Masters in HR from JBIMS

**'Are You in the List' award for me is:** An opportunity to network and interact with young talented professionals across share our thoughts, ideas, experiences and build perspectives

**Mantra for the future of HR:** Develop and build agility within organizational processes and people mindset. 




**Subhashini Acharya, 31,  
Bengaluru**

*Senior Manager - OD, SAB Miller*

**Introduction:** A passionate learning and travel enthusiast, she holds a PG Diploma in Management from Xavier Institute of Management, Bhubaneswar

**'Are You in the List' award for me is:** It is a huge encouragement for my professional development.

**Mantra for the future of HR:** Develop an impeccable understanding of people one works with, deep understanding of business realities and a genuine connect to drive decision making. HR helps organizations by making great people decisions. 

**P. Satyadeep, 31, Bengaluru**

*Manager - HRD, TVS Motor Company*

**Introduction:** An engineering graduate who later did his MBA, Satyadeep has interests in music and plays the tenor saxophone.

**'Are You in the List' award for me is:** It is the first award on my ladder to the sky and will help me climb towards greater professional heights

**Mantra for the future of HR:** HR has to work WITH business rather than FOR business by being more strategic, proactive and forward thinking, and deliver that which the business expects, rather than that which the business demands.

**Advice for aspiring HR professionals:** Never feel that the work assigned is not in line with our academic credentials as every responsibility is an opportunity to learn. Remember that "education is for life, not to merely earn a living."

**The practices that HR needs to stop, start and continue?**

**Stop:** Spending time on administrative and transactional activities.

**Start:** Leverage social networking sites to reach out to candidates and internal communications channels among staff

**Continue:** Invest on farming talent rather than fishing for them by increasing collaboration with universities. 



ARE YOU IN THE LIST?



**Anunay Shrivastava, 33,  
Mumbai**

*AVP - HR, Kotak Mahindra Bank Ltd.*

**Introduction:** Having worked in small and big organizations, he gained exposure to varied HR practices. He is also passionate about football, reading and travelling. He graduated from Hotel Management and did his PGDM from SCMHRD, Pune. He derives his inspiration from Johan Cruyff, legendary Dutch footballer, who institutionalized the concept of "Total Football".

**'Are You in the List' award for me is:** A feeling of achievement and endorsement of the fact that my learnings and efforts resonate with the senior leaders of the HR fraternity in some or the other way. This award will help in my journey as an HR professional as it will be a major differentiator.

**Mantra for the future of HR:** I believe the HR function is evolving very fast and moving in the right direction. The future of HR in its best sense would be to have HR


provide a greater number of CEOs to the organization and maintain the momentum it has got into.

**Advice for aspiring HR professionals:** Be open-minded about accepting any kind of work as it comes, at least in the first five years. Have a strong execution focus and possess the intellect and courage to question things.

**The practices that HR needs to stop, start and continue?**

**Stop:** Procrastinating and being a post-man

**Start:** Driving data-based human capital decisions and thinking about increasing the "employable" population base; driving the BUILD mindset

**Continue:** HR should never let go of its sensitivity and continue believing that transactions are not hindrance to the work, they help build people connect. 





**Geetika Mehta, 30, Bengaluru**  
Head-HR, PUMA Sports India

**Introduction:** A self-driven and result oriented HR professional, her mother is her role model. She has previously worked with Cadbury India and Trilogy E-Business Software India Pvt. Ltd.

**'Are You in the List' award for me**

**is:** It gives me a sense of achievement. The award is a reinforcement of my efforts to build a strong HR function in this organization

**Mantra for the future of HR:** Building an entrepreneurial environment and redefining the concepts of work life for the young dynamic employees joining the workforce

**Advice for aspiring HR professionals:**

The journey from a MT to a good HR professional requires a lot of focus and discipline and self motivation. So introspect and see for yourself if this is what you really want to do and if yes then prep yourself of continuous learning process in your career

**The practices that HR needs to stop, start and continue?**


**Stop:** Being clinical about the people orientation

Not taking a stand in conflicts between management and people. It's not about siding with either parties but it's about standing up for what's right for both the business and the people

**Start:** Thinking out of the box to align HR processes with the actual requirements of the business and the workforce

Thinking one step ahead of the business to anticipate the future requirements as well as provide the solutions for the problems anticipated

**Continue:** Being people champions since the basics of the roles will not change and if you are unable to connect to the people, your impact will always be limited

Redefining the HR processes and systems based on the changing workforce dynamics. 



**Tooba Modassir, 29, Mumbai**  
AVP HR Strategy & Planning,  
Citigroup

**Introduction:** Prior to Citi, she was with Wipro Technologies-Talent Engagement & Development & holds a PG in HR from Goa Institute of Management

**'Are You in the List' award for me**


**is:** A prestigious platform for HR professionals and also a re-validation of the fact that HR adds tremendous value to business! Additionally, this is a great forum to meet and collaborate with HR peers and leaders across industries!

**Mantra for the future of HR:** Perceive, understand and pro-actively deal with change. Build managerial capability and empower managers to make pragmatic yet empathetic people decisions.

**Advice for aspiring HR professionals:**

A good understanding not only of human behavior but also the external business environment & financials/commercials of running an enterprise are critical to be a sound HR professional. Strike a balance between business interests and employee advocacy.

**The practices that HR needs to stop, start and continue?**

I can't really suggest specific practices to stop/start/continue in HR since practices are relevant (or not!) in light of what the situation or environment demands. 



**Shivin Tikoo, 29, Mumbai**  
Manager - OD,  
Mahindra & Mahindra

**Introduction:** With an MBA from XLRI, Jamshedpur, Shivin wants to become a globally renowned Organization Development expert.

**'Are You in the List' award for me**

**is:** The recognition will help me network with other HR and OD experts and create transforming HR solutions for entire community.

**Mantra for the future of HR:** HR needs to really customize solution for individual needs, predict employee behaviours and become a 'true' business partner. 





**Sourya Sidhhartha Dash, 31, Kolkata**

*Regional HR Manager, M&M*

**Introduction:** An avid reader, sports follower, ardent writer and a social network enthusiast. Sourya started his career with Spencer's Retail. Role models are Mahatma Gandhi and Sachin Tendulkar.

**'Are You in the List' award for me is:** A special achievement as it was evaluated by industry stalwarts and a platform to connect with lots of young as well as experienced HR professionals.

**Mantra for the future of HR:** HR has to understand the details of business. It must innovate constantly and be more transparent. 

**Hitesh Agarwal, 26, Mumbai**

*Assistant Manager, Corporate Business HR, Tata Power Company*

**Introduction:** An IT engineer, an MBA from Xavier's Institute of Management, Bhubaneswar, and a successful HR professional, he enjoys movies, books, dance and travel.

**'Are You in the List' award for me is:** A platform to help me attain my goal of becoming a business leader.


**Mantra for the future of HR:** Know your People, Know your Business, Know Your Function

**Advice for aspiring HR professionals:** HR Managers should partner with business managers to design processes to increase the HR capability of line managers

**The practices that HR needs to stop, start and continue?**

Stop: Annual (Tenure/Performance Based) Promotions

Start: One-to-One Employee Connect: It will be meaningful only if HR systems & practices have the ability to deal with individual; Multi-skilling: Candidates with multi-skilled capabilities will help the workforce to be flexible and self-managed.

Continue: Performance Management System: PMS system is the pre-requisite for effectiveness of other HR systems & thus also a precursor to sustainable growth of business. 



ARE YOU IN THE LIST?



**Pooja Chawla Sanghavi, 33, Mumbai**

*Senior Manager, TCS*

**Introduction:** She is a Gold Badge Tata Business Excellence Model expert and a part of the high potential fast-track program of TCS. She has been responsible for designing the end-to-end Employee Recognition program known as TCS Gems. She admires women CXOs who have made it to the top despite various challenges. Her role model is Srila Prabhupada, the founder acharya of ISKCON temples.

**'Are You in the List' award for me is:** I feel humbled at the recognition. The award is a reassurance not only of my passion and dedication to the HR field, but also the competencies that I have developed with my experience in managing and leading people.

**Mantra for the future of HR:** Upgrade to the Business Integrator level and become equally responsible for delivering business results


**Advice for aspiring HR professionals:**

Work towards making a difference in your areas of influence rather than getting influenced by the situational challenges at work

**The practices that HR needs to stop, start and continue?**

Stop: Paper-based outcomes i.e. printed resumes, compensation letters. Go green; eliminate inflexible HR policies and practices

Start: Upgrade the HR sub-functions to delight Gen Y workforce through options like gamification and build capabilities of business managers who in turn are representatives of effective deployment of HR practices.

Continue: Use of technology and data modelling to support effective decision-making and strategically outsource non value-adding or monotonous work. 



**Rashi Anand, 32, Pune**  
Senior Manager - Human Resources, Lupin

**Introduction:** A Symbiosis alumni, Rashi has expertise in Organizational Development & Transformational HR and has worked in IT and manufacturing sectors across India & China. She counts her mother as her role model.

**'Are You in the List' award for me is:** It is a milestone and an acknowledgment and recognition of my work, something that I hold very close to my heart. The award is also a testimony that whatever I've achieved is valued in the HR fraternity and across industries.

**Mantra for the future of HR:** Be a true partner to your business. I think when your business leaders (including the critics) have the confidence in consulting you on people decisions, you've made a mark. Constantly think out-of-the-box and try new solutions that will cater to the changing landscape.

**Advice for aspiring HR professionals:** Never give up learning, be a subject


matter expert and constantly move the bar upwards. Remember even the best can be made better! Don't be in a hurry to bag titles.

**The practices that HR needs to stop, start and continue?**

**Stop:** Taking up all activities that comes under 'no man's land' (that no other department wants to do) and non-value adding work

**Start:** Understanding the business and follow the industry; also add value to the customer satisfaction index by picking up and owning 'people aspects'.

**Be a true business partner by providing solutions or playing a consultative role to business, also orient managers towards owning their team and becoming 'people managers'.**

**Continue:** To improvise on the processes at least once a year and moving up the value chain as a function; to be able to work towards the future of HR and leverage HR analytics in a big way. 



**Prashant Kumar, 32, Cochin**  
Senior Manager - HR, Harrisons Malayalam

**Introduction:** After completing his B.Tech in Electrical Engineering and MBA in XLRI, he joined the RPG Group in 2008

**'Are You in the List' award for me is:** It means that I have proven myself against the country's best HR young talents.


**Mantra for the future of HR:** Develop expertise in Employee Relations; develop data analytics; and develop yourself to be a trainer

**Advice for aspiring HR professionals:** Collaborate from within and outside; always be fair and firm and show integrity in all actions

**The practices that HR needs to stop, start and continue?**

**Stop:** Copying best practices in other companies without understanding the context; one size fits all engagement practices

**Start:** More face-to-face interactions with employees and periodic meetings with all groups of employees to listen to their suggestions on improvement of work conditions

**Continue:** Collaborate with line managers to arrive at policies / practices / suggestions which are implemented, accepted and create a positive impact in the organization. 



**Anu Anand, 30, Delhi**  
Manager, Talent Acquisition, Reckitt Benckiser

**Introduction:** Passionate about enhancing HR's role in organizations to change agents and facilitators of business. She completed her MBA from SCMHRD and joined ITC in 2007.

**'Are You in the List' award for me is:** A feeling of contentment and a hunger for more.

**Mantra for the future of HR:** Align and influence the three H's of Human Resources – Head: Informing minds through logic; Heart: Moving hearts through emotions and; Hands: Enabling action through right tools and processes. 





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K RAMKUMAR

# The Busby way to talent management | Part I

Sgt. Matt Busby turned around the fortunes of the Manchester United club when it was languishing at the bottom with his talent management



**M**anchester United Football club, a premier club today, in 1945 was languishing with only one league title in nearly 40 years. Its coffers were empty. It was saddled with a debt of 15,000 sterling pounds. Its stadium was bombed out, derelict and dilapidated.

It was under these circumstances that the club appointed an army physical training instructor Sgt. Matt Busby as its Manager. Busby immediately recruited Jimmy Murphy as his assistant.

Busby first hammered out with the directors of the club a deal, not to interfere with how he ran the team. This was a first for the football club tradition of that period. Managers and coaches were not the super stars which they are today. According to people who were privy to the inside story, they attributed Busby's proximity to Mr. Louis Rocca as the reason for getting this authority. Rocca apart from being credited with the naming of the club in 1902 as Manchester United had grown on to become the "club's fixer" — he was the man for all seasons. Rocca was instrumental in convincing Busby to come to Man U from Liverpool.

Busby first took stock of the talent at his disposal. His only purchase was Jimmy Delaney from the Celtic. He had realised from his days as a player that when players played outside their position of ability they struggled. Busby discovered his talent when he shifted to a "defending half back" from being an "attacking inside half."

Busby restructured the playing positions of his team. His objective was to maximise the talent at his disposal. He shifted Johnny Carey (Captain) an "inside forward" to "right back" and crafted the famous forward line with Jim Delaney, Jack Rowley, Charlie Mitten and Stan Pearson. He then once again rearranged his forward line by shifting Chilton from "inside forward" to "centre forward" to play alongside Delaney and Rowley.

The result was that Manchester United finishing second in the league behind Liverpool, missing the title by just 2 points. The decades of languishing at the bottom of the table were over. Manchester United now was a title challenger. In the next 5 years Manchester United finished at a heart breaking number two for 4 years, and eventually won the title in the 1951-52 season. In the meanwhile the club won the FA cup in 1948 after 40 years.

During this period Busby put to practice his vision of nurturing the talent from within. His idea was to identify boys as young as 15 years from the schools and alleys all around, and nurture them. He then went on to recruit a group of assistants to help him gather a youth squad. He brought in Joe Armstrong as the scout because he found in him the talent for "establishing a lot of contacts, an appetite to travel around, an eye for locating ability in school boys and an ability to convince their parents".

Thus arose the Manchester United youth academy and the youth team. Bobby Charlton, the legend, states "I was aware of Manchester United because of Busby's youth team which went on to become the famous Busby's Babes and I am proud that I was one of them".

Busby instilled in them a style of play, neither adopted nor practised in England during that time. He always encouraged them to play one touch and at best two touch football. He egged them on to stay on the attack.

He wanted them to play a flowing football with a perpetual drive forward with the ball moving seamlessly from one to the other with a single touch. He placed a premium on character and loyalty to each other. He instilled in them that scoring goals mattered more than just moving the ball around. So he built his team around the forward line. He instilled an attitude that it was no shame to lose in the quest for a win.

By 1951, as his youth team was developing he started bleeding players as young as 19 and 20 years into the senior team and was easing out the aging stars of the past 5 years. Jackie Blanchflower and Roger Bryne made their debut with the senior team in November 1951 and Delaney and Carey were out.

In the 1952-53 season the sensational Duncan Edwards from the youth team made his debut at the age of 18 years. He went on to play for England by 1954. Bill Foulkes another youth team talent graduated to play for the seniors. He identified a rare talent from the second division Tommy Taylor and signed him up for Manchester United. In 1952-53 Busby tried as many as 30 players in the first division.

Manchester United slipped to number 8, a year after winning the league. Bobby Charlton made the grade to the senior team this year. This was the worst league standing in 7 seasons for the club. The season ending game saw Manchester United being thrashed by Middlesbrough 5-0.

However the strategy of bleeding the youth academy players was to pay rich dividends in a few years. In just 4 years, with players averaging just 22 years of age United brought the league title back to the club and retained it the next season as well. Finally "Busby's Babes" as they were called were on top of the world. 🏆

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#### ABOUT THE AUTHOR

**K. RAMKUMAR** is the Executive Director of ICICI Bank

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Twitter → @krish\_ramkumar

Email → [ramkumar@theotherview.in](mailto:ramkumar@theotherview.in)



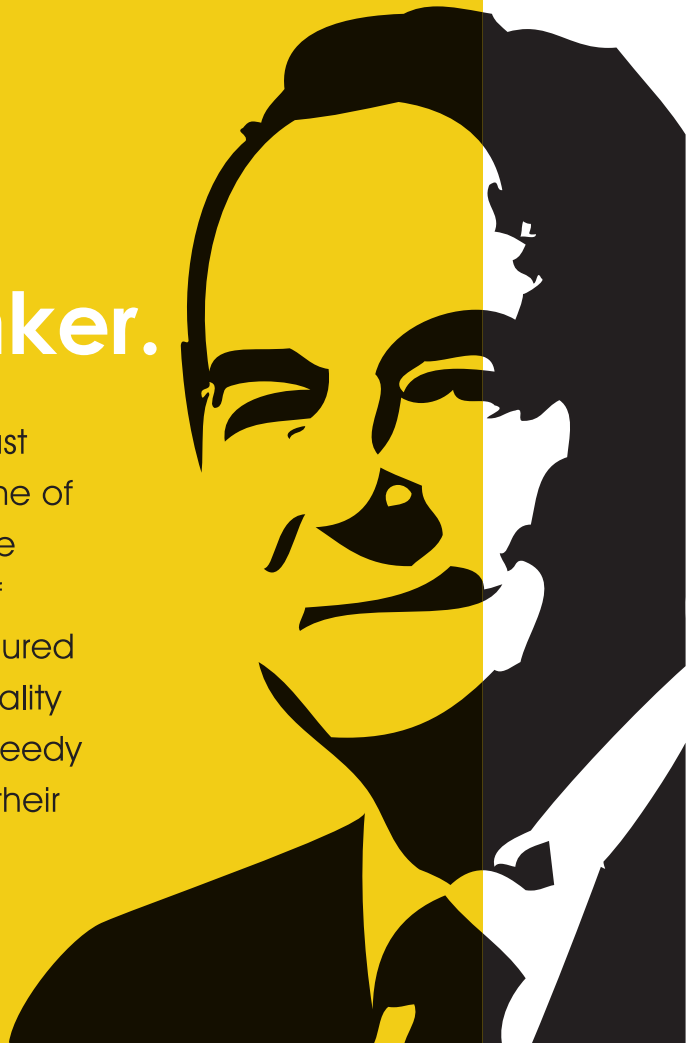
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# Ray Kroc

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Manager.**

**Leader.  
Critical thinker.**

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Q &amp; A

# Innovation is the bedrock of things that Pepsi drives in HR



**Cynthia Trudell**, Executive Vice President, Human Resources and Chief Human Resources Officer – PepsiCo on innovation, leadership model, learnings from India region and more  
by **Vikram Choudhury**

**Q How innovative is PepsiCo as a company and how does the organization support innovation among its people? Are there any region-specific learnings on innovation that Indian operations at PepsiCo can learn from its global operations and vice-versa?**

**A** Innovation is at PepsiCo's heart and it is an integral part of our product portfolio. Look at India region where we have beverage innovations for local tastes like Pepsi Atom, Tropicana coconut blends and snacks like Kurkure range and Quaker Nutri Poha & Nutri Upma.

In terms of people practices, while we do emphasize on innovations, we also give equal focus and importance to adoption of best practices across geographies. Let me illustrate it with some examples of our HR core processes in India that are now best practices. PepsiCo globally gives a lot of emphasis on manager quality and the institutionalization of Manager Quality Performance Index (MQPI) in India is a best practice that is now being replicated globally. Similarly our initiative- 'ICARE' (Include, Coach, Appreciate, Respect, Empathize) is now a best practice that has the potential of being adopted within the PepsiCo global system. The underlying belief is that by exhibiting ICARE behaviors, a manager will be able to inspire team members to deliver bigger, better and faster results.

Keeping true to our philosophy of attracting

best talents, we have implemented an IT-enabled world class recruitment management system. This system is a one-stop shop for the entire candidate management experience, including linkage to job portals and agency portals. Therefore, innovation lies in most of the things that we drive in HR. Being a global HR team, we believe in best practice sharing and we have Talent Sustainability Teams where HR employees across sectors work for various projects.

We have observed trends in learning process of employees and have made huge progress in creating online training process under the global umbrella of PepsiCo University....this has functional and leadership courses across the functional domains and can match any international curriculum.

**Q What are the key parameters that define leadership at PepsiCo? What are some of the processes and initiatives the company has put in place to groom future leaders?**

**A** PepsiCo globally follows a robust leadership and individual effectiveness model that works as a beacon for all our leadership development interventions in terms of key competencies and associated behaviors, which are espoused by all our associates to meet our performance goals. It is designed to reinforce our inclusive and value-based culture and our focus on excellence and results.

Important pillars and imperatives on which leadership is built upon are individual's ability to "Set the agenda", "Take others along" and "Do things in the right way". Our holistic approach towards leadership and career progression is governed by demonstration of results, functional excellence, leadership capability and knowing



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the business and gaining relevant critical experiences. PepsiCo India has over a period of time built a very strong pipeline by giving people a mix of different critical experiences within PepsiCo India and internationally and continues to do so.

Accelerated leadership development programs customized for the regions are the medium practiced by us to develop and groom internal leaders at all levels. These development programs, known as Academies, are created and conceptualized with the help of top management Institutes and consultants to ensure best in class learning.

With regard to other learning and development opportunities, we are working towards integrating our learning processes globally and provide employees with high-end development opportunities in line with the business realities. These programs shall be aimed at honing up employees skills that will set them up for future success. Focus would be to develop leaders and employees at large in areas of digital skills, agile thinking and skills to operate in global environment.

**Q What makes the Asia Pacific talent market unique? What are some of the key points of similarities and differences between aspects of talent management in this region compared to the West?**

**A** Asia, Middle East & Africa (AMEA), the sector that India is a part of, is represented by the most diverse set of markets in the world. India is a great crucible to learn and develop cross cultural thinking since each region is like a different country with its own language, cultural identity, food and habits. With a median age of 28, the country offers immense opportunities for young Gen Y graduates. While the need for education has emerged as one of the key drivers of this growth, there is a huge skill gap that needs to be bridged for India to fully leverage the power of its unique demographic dividend.

We are currently leveraging several agencies working in line with government policies to mobilize talent at the grassroots and make them PepsiCo ready. Project Funnel is our program at India region to proactively bridge the potential talent gap at front line.

**Q As a global company spread across different regions with diversity in cultures, processes and regulations, how does the company manage a unified face of HR? Or does the HR in different regions operate independently?**

**A** It is a one PepsiCo HR team for us. In today's virtual world, distances are not

that much of a concern. Our BIS (Business Information Service) team has worked significantly to enable regions and offices integrated through tele presence meeting rooms, web casts and other virtual medium.

We are constantly in touch with each other transcending boundaries. For example, at AMEA sector level, we made Talent Sustainability Teams on various important elements of HR functioning. These teams had representation of HR managers from different countries and they regularly meet through web-based tools. These teams have been successful in drawing best practices from different countries and suggest integrated and common processes for the whole sector. We are quite excited about achievements of these Talent Sustainability Teams, which has brought people together and a distinct change in the way we operate and bond.

## PepsiCo is shoring up its learning processes with increased focus on developing leaders and employees in areas of digital skills, agile thinking and skills to operate in a global environment

**Q What is the structure of the HR department at PepsiCo? What is the level of centralization and decentralization? What decisions do the talent management teams in different regions have the flexibility to take on their own and which decisions are driven from the centre?**

**A** Our values promote delivery of sustained growth through empowered people acting with responsibility and building trust and we abide by this culture. It is not possible for any global organization to work efficiently and effectively without empowering people at local levels. Structures in the organizations are enablers in decision making and that's what we follow and practice.

One of our guiding principles is diversity and inclusion, which rests heavily on collaborative efforts. Teams take decisions in a very collaborative manner and we ensure enough communication amongst managers to keep everyone concerned on a common grid. I believe that the current business world one can't be effective and

agile by creating structures, which impair swift decision-making.

We, as an organization, are at different stages of evolution in different countries or regions. Hence, structures are based on the need of delivering business results. Nonetheless, our approach across all the geographical locations is very much global and integrated.

**Q PepsiCo promotes diversity and actively demonstrates its commitment to developing women leaders within the company. What are the key diversity challenges that the organization faces? What are some of the most important initiatives to meet its long-term diversity objectives?**

**A** At PepsiCo, we have unique and talented individuals who represent a variety of cultures and backgrounds. Our diversity is one of our core strengths and

a competitive business advantage. We are committed to foster and value a diverse and inclusive work environment — one that allows each and every one of our employees to achieve professional growth and fulfilment in all they do.

Challenges with regard to diversity differs from geography to geography, in certain parts of the world if there is an issue of mindset in certain other areas you may find concerns around infrastructure. In our case, our regional teams work closely with the businesses and local forums to overcome these issues.

As part of this commitment, in India, we now have a cross-functional Diversity & Inclusion (D&I) Council that has been actively working on creating a more diverse and inclusive work environment, with a holistic focus on building infrastructure, talent acquisition retention and more importantly building an inclusive culture to not only increase gender diversity but also a gender intelligent organization. **Cm**

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RICHARD REKHY

# Building lasting leadership models

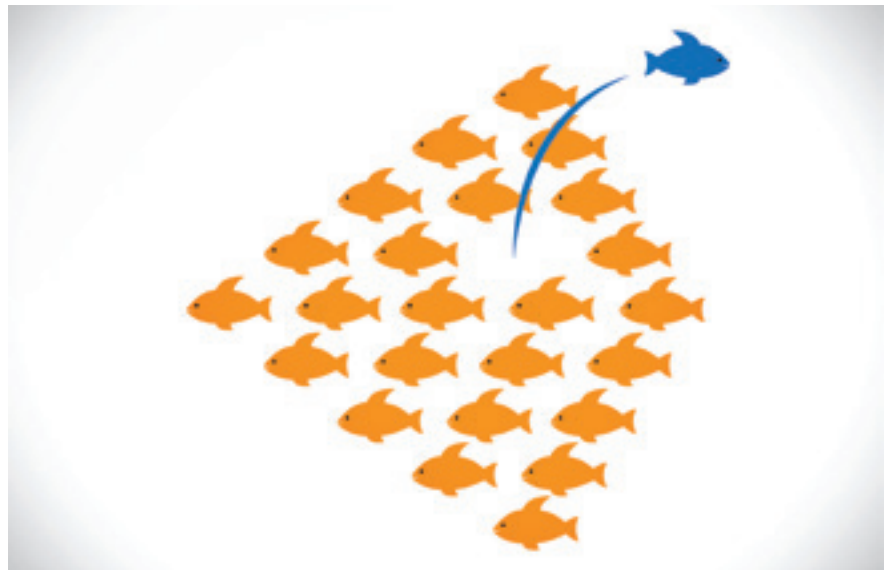
Leadership is a lot about emotional courage and that is difficult to teach. The only way to teach courage is to demand it of people

*"Survival of the fittest is not the same as survival of the best. Leaving leadership development up to chance is foolish"*

- Morgan McCall

**W**e are living in an increasingly interdependent world. Rapid shifts in technology, geopolitics, environment, economy and business models have created complexities that the world has not seen before. This era is hyper dynamic and threatens to overwhelm companies with its velocity of change. Are we prepared to meet these challenges and take our companies through the next phase of growth? What is the one factor that will work across sectors and make companies robust enough to face the new world and carve out the road to success? We need more leaders, better leaders and we need them fast. We need leaders who add genuine value to people and organizations; we need leaders whose integrity is unquestionable; we need leaders who can inspire and motivate and we need leaders who have the capability to create a legacy.

The words of John Maxwell resonate with me - *"The single biggest way to impact an organization is to focus on leadership development. There is almost no limit to the potential of an organization that recruits good people, raises them up as leaders and continually develops them."* It is true that one of the most critical factors of a company's future is the depth and quality of its leadership. Companies that invest in leadership development find themselves future-proofed and better prepared to deal with uncertainties and a changing world. It is critical to realize that the ethos of leadership development lies in creating a culture of performance. Great leaders attract, hire and inspire great people. A mediocre manager will never attract or retain high-performing employees. A focus on leadership development attracts high-performers and promotes a high



It is important that identifying high potential leaders for future becomes a part of the DNA of an organization, followed by assessing their strengths and development needs, and then a plan that hones them into leaders

performance driven culture. Organizations that are 'built to last' are those that take leadership development seriously.

Is your organization focused on developing leaders who will be needed for long-term success? Is talent management, retention and successful leadership transition a part of your business plans? Are you building a leadership pipeline that is broad based and cuts across various levels in the organization? Succession planning usually focuses on the CEO or those who are a few levels below the CEO. In its true essence,

the only way to build a leadership pipeline is to focus on each level within the organization. The objective should be to produce a continuous supply of leaders. It is important that identifying high potential leaders for future becomes a part of the DNA of an organization, followed by assessing their strengths and development needs, and then a plan that hones them into leaders.

It's not just about achieving business results; it's about nurturing people. In fact, business results cannot be obtained without energizing and challenging people

who make it happen. Companies need leaders who truly care about people. It is time that leaders realized that the scope of succession planning must broaden, that building talent pipeline ought to extend beyond top management. It must include everyone who makes a meaningful contribution to the company's plans. The talent pool within the company must match the pace of growth. Every leader at every level must work to create more leaders and not followers. People who are secure in themselves will have the courage to do this. Jack Welch articulates this well, *"I was never the smartest guy in the room. From the first person I hired, I was never the smartest guy in the room. And that's a big deal. And if you're going to be a leader – if you're a leader and you're the smartest guy in the world – in the room, you've got real problems."* - Jack Welch

While the process starts with the scouting and identification of leaders at each level in the organization, leadership development has to go beyond conventional skills training. You have to also look at attitude and behavioral aspects. The first and foremost focus must be on values and ethics. No amount of skill or knowledge can compensate for the lack of values. It doesn't matter what your title is, if you don't do the right things for the right reasons, you will fail. If an organization fails to assess the values test in potential leaders, it is letting itself up for future disaster. Ultimately, an organization lives and dies by its leadership; it must, therefore, aim for a value-based leadership development program. The former PepsiCo Chairman Wayne Calloway has rightly said, "I'll bet most of the companies that are in life-or-death battles got into that kind of trouble because they didn't pay enough attention to developing their leaders."

Leadership development cannot be detached from business strategy. It must be able to uncover skill gaps that can disrupt the growth of the most promising leaders. Getting the right skills in the right place must be the fundamental goal. The education and development process must be embedded in the business and married to key strategic initiatives of the company. Training must be continuous and on the job. It cannot be event driven. It must offer practical, real world connections. The connection to reality must never be lost. The development programs must offer different modules that aim and target different aspects. Cramming too many things together will result in a loss of focus. Effective leadership development programs will be a balance between formal learning approaches, learning on the job, learning by doing and learning from others. There

must be an opportunity for application of knowledge on the job. There must be real life exposure to a variety of jobs, situations and bosses.

Leadership is a lot about emotional courage – and that is difficult to teach theoretically. The only way to teach courage is to demand it of people. A leadership development plan must put people into real life situations where their ability to take courageous decisions is tested, where they have the opportunity to demonstrate that they can remain steadfast in uncertainty, remain pleasant and unfazed in the face of opposition and demonstrate that they have the courage and the conviction to stand by their values. These traits cannot be learnt by attending a lecture or by reading a book. That is why leadership development must be integrated into work. In the words of Albert Einstein, *"Learning is experience, everything else is just information."*




The power of motivation and inspiration must not be forgotten. A good leadership development program must therefore make space for coaching and mentoring. Real life leaders are greatly positioned to train and motivate people to higher levels of performance. Existing leaders have a wealth of knowledge and experience that they can share with potential leaders. If existing leadership can be the icons that people within the organization look up to, great aspirational energies are created. A mentor or coach can provide leadership training in its most holistic aspect. A mentor who believes in an individual can inspire the individual to greatness. A lot of people have gone further than they thought they could because someone else believed in them and guided them.

To be a leader means to be an influencer; it means that you have the power

to shape the lives of others and have a significant impact on the organization. Any leadership program, therefore, must emphasize how a leader should think and act. He must realize what it means to be in a leadership role. He must be trained to understand power, dealing with politics in the organization, how to influence people, how to build trust and create alliances that will increase his ability to get positive results. Leadership development must be a balance of body, heart and soul; of skills & knowledge, and of execution and behavior.

Despite the tough economic conditions, opportunities abound. Companies will do themselves and the world a great favour by creating a pipeline of leaders who are prepared to face the new world. Organizations need to have strong processes in place before promotions take place for senior leadership positions. This group of people needs to be aligned to the vision. It's impor-

## Leadership development cannot be detached from business strategy. It must be a balance of body, heart and soul, of skills & knowledge, of execution and behavior

tant that promotions are based on merit and not on emotions. If we have to create leaders of the future, the young must be guided, their skills honed, their attitudes set in the right direction, their bodies prepared for the grind of hard work, their minds strengthened with emotional courage and their hearts grounded. In the words of Noel Tichy, "Winning companies win because they have good leaders who nurture the development of other leaders at all levels of the organization". 

#### ABOUT THE AUTHOR

**RICHARD REKHY** is the Chief Executive Officer of KPMG India

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DR TANVI GAUTAM

# Future proof your career

When it comes to future proofing your career, your network can well be your net worth



I find it interesting how every year the conversation on the prediction of job growth is followed with such fervour. While I understand the eagerness to predict employment prospects, I am unable to discount the volatility of our environment and the precarious ledge on which all such predictions rest.

In the highly interdependent world that we live in, a September 11, a Tsunami, volcanic ash and even locusts have the ability to overnight disrupt the grand plans and predictions we may have put in place. The disruption could even come from positive events such as technological advances that shift the way an entire industry functions, case in point being the impact of Skype and Whatsapp on the communications industry.

The response to this, of course, cannot be to stop planning or predicting but rather future proofing one's career (not job) in a manner that deals with the interconnected volatility, uncertainty and disruptive potential of progress. So, under the circumstances, how do we shift the way we think about careers? What ideas do we need to be mindful of if we want to future proof our career?

My work on LeaderSHIFT assumes that the shift in mental models is the bedrock of any change that we wish to embrace. The mountains we have to move are often more in our consciousness. In this case, it is important to remember that a skill set does not make our career future proof as much as our approach to it: What we learn and how we learn and our capacity for resilience and our entrepreneurial mindset.

**1. Approach to learning:** You may have heard - if you are the smartest person in the room, then you are in the wrong room! Let's face it, many of us would love to be surrounded by people who bear testimony to our brilliance. However, real learning consists of discovering how little one actually knows. To future proof

The shift in mental models is the bedrock of any change that we wish to embrace. The mountains we have to move are often more in our consciousness




your career, you must be in a constant beta mode and willing to learn from and through a diversity of forums - tech-based and real life.

**2. Resilience:** Words such as courage, faith, self-esteem all figure in the conversation on future proofing your career. When faced with uncertainty and unfavourable outcomes, it is important to remember that stress is not a result of the circumstances but rather our response to the circumstan-

ces. Being able to separate the event and its consequences from our sense of self is important. Without this, we can go down a spiral of helplessness and inaction, which does not help our career or our personal lives. Building capacity to face uncertainty and downturns is an investment in your future career.



**3. Entrepreneurial mindset:** You don't have to be an entrepreneur to have an entrepreneurial mindset i.e. a world view where you see possibilities and potential in your circumstances. People with this mindset are always connecting with others and know how to spot a place where a need is not being fulfilled. Such spaces exist in every organization. We should be willing to remove our blinders from the grind of daily tasks and step away just long enough to see the potential. Those with an entrepreneurial mindset are producers and leaders who will always be in demand no matter the state of the economy.

If I was to identify a powerful common thread between the three suggestions, it would be networks - professional as well as personal. The diversity of our networks helps us learn and grow, while a good network allows us to rise from the fall that we must all inevitably take at some point in our career. The people and opportunity connection also happens best through networks. It is for this reason that when it comes to future proofing your career, your network can well be your net worth! 

ABOUT THE AUTHOR

**DR TANVI GAUTAM**  
is the Managing Partner  
of Global People Tree

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Q &amp; A

# What you do influences how you perform

**Robert Rosen**, CEO and founder of Healthy Companies International, on the hallmarks of a healthy company, why healthy leaders are essential and what can leaders do to keep themselves motivated during uncertain times

By Anu Babu Kurian

**Q What do you think are the hallmarks of a healthy company?**

**A** Every company has four strategic agendas: The finance agenda, which is about making money; the market place agenda, which is about customers and reputation; the operations agenda, which is about how they make their products and make their people/organizations lean, smart and efficient and the human agenda, which is about the values, leadership and culture of the business.

Healthy companies do all the four agendas really well, but the human agenda – the people, the values and the culture – are the leading indicators of driving the value chain and the finance agenda is just a support part. How do leaders build a healthy company? The first thing they do is tap into a higher purpose by awakening people's passion and forge a shared direction by creating the world map in people's commitments; they build great relationships and unleash the hearts and minds and human energy of the business; and then they tap into the company's growth and drive high performance. The best companies and best leaders understand the value of human agenda. They prioritize it and make investments on it. They have a whole different philosophy on how to create value inside their business.

**Q Given the fact that focus on talent has become quite fierce, how do you think talent management practices will change?**

**A** Global studies show that career well-being is the number one priority, especially for younger workers. There are four primary activities that will get more attention in 2014: One is the whole issue of the development of high potentials, recognizing who they are and giving them more attention. Secondly, it is the area of talent mobility as companies are realizing that moving people around to different jobs or functions is a great formal action and also innovating by bringing in new minds and thinking to deal with business challenges. The third area is succession planning where companies will not only have a pipeline, but need to think very carefully about how we are planning for the next generation of leaders. Lastly, the area of leadership development, where I think we will see a whole new approach.





**Q Do you think there will an adverse effect on the rest of the workforce if companies focus intensely on the high potentials?**

**A** I think there's going to be a focus on education and learning across the organizations, but more so on high potentials. Companies are going to get better in identifying them and giving them special opportunities in terms of more meaningful work. People want to work for companies that have a higher purpose, that allow them to make contributions while learning on the job. So we have to figure out how to create the conditions that nurture the high potential people.

**Q Your mission has been to help CEOs across the world to build healthy companies. So, in the face of continued uncertainty and inflation, what can leaders do to keep themselves motivated?**

**A** The world is changing faster than the ability of leaders to reinvent themselves. There is a gap in many companies between the leaders they have and the leaders they need and one of the problems is that the leaders are caught in the winds of change and it doesn't matter whether they are in India or in other parts of the world.

There are six main changes: One is the pace of work, making balanced life work difficult. The other is the impermanence and uncertainty of the business that is constantly changing. The third thing is how to focus and prioritize what your direction is as business becomes more complex. The fourth one is the pressure to stay transparent with integrity in a 24x7 world. The fifth one is fierce global competition and the last one is global responsibility. Companies cannot be islands of self-interest. So when these winds of change blow, they affect all leaders. Now, the leader can either be complacent about it, or be overwhelmed by it or anticipate and leverage those winds of change.

**Q The turnaround time for CEOs has reduced because companies are not too tolerant of a CEO who has not been able to keep it in the black. Your comments on this.**

**A** The leadership model that we have is broken and is obsessed with short-term profits at the expense of the long-term values of the company. Helping human beings sometimes gets in the way of short-term profits. I find that the best leaders grapple with the short term and also look at the long term. They recognize that they can't create short-term outcomes without having a healthy and engaged workforce. It's a balance, but I think that there is a growing recognition that the softer part is

the harder part and it is really critical for a successful business.

**Q If the CEO is focused on the short-term matrix, what would happen to building a talent pipeline?**

**A** When CEOs look through an organization, they realize that there is a gap between the leaders they have and the leaders they want and it raises questions on the leadership model. One of the problems in the leadership model is the notion that what you do defines who you are. In my book *Grounded*, we flip the model to say that who we are drives the potential of what you do. So the problem is that companies are obsessed with leaders' external appearances, status, self-preferences, agendas and short term-results, but in the long term that affects who they are as human

The world is changing faster than the ability of leaders to reinvent themselves. There is a gap in many companies between the leaders they have and the leaders they need

beings. We have to focus much more on who the leaders are: Their values, character, emotions, thoughts and purpose. CEOs, who are the most self-aware, conscious and evolved human beings, are rooted in six roots of leadership:

**Physical health:** Leaders are very aware of their mind and body and they manage their energy and peak performance lifestyles

**Emotional health:** Leaders are deeply self-aware and are positive and resilient in the face of adversity

**Intellectual health:** Leaders who are deeply curious and have an adaptive mindset


**Social health:** It is about being real, trustworthy and authentic, developing mutually rewarding relationships; nourishing teams and leaders

**Vocational health:** Leaders who are learning at all times and have the drive for success

**Spiritual health:** Serve a higher purpose and have the spirit of gratitude and generosity

The best leaders are those who are grounded in these six areas of leadership and are prepared for change.

**Q Do you think healthy companies need healthy leaders or healthy practices?**

**A** I think it all starts with healthy leaders. The singular trait of healthy leaders in great companies is self-awareness and self-development – a leader who understands his strengths and vulnerabilities and importance of values. Healthy leaders have healthier perceptions. They understand themselves and the people around them very well. Secondly, they think openly rather than having a close, rigid and biased mind. Their thoughts are growth-oriented and curious. Thirdly, they feel positive and rely on their positivity – they act productively and responsibly. The CEOs need to focus on who they are as human beings and become more self-aware and make a commitment to become healthy leaders. If they can create healthy teams, it will have a huge impact on the success of their business. 




(SCAN THE CODE TO KNOW MORE ABOUT ROBERT ROSEN)

#### ABOUT THE AUTHOR

**ROBERT ROSEN**, better known as Bob Rosen, is a trusted CEO advisor, organizational psychologist and bestselling author. He founded Healthy Companies International over 20 years ago with the singular goal of helping top executives achieve their leadership potential. He has personally interviewed more than 350 CEOs and is the author of *GROUNDING: How Healthy Leaders Stay Rooted and Aspire to New Heights*. His firm, Healthy Companies International, has worked with Johnson & Johnson, Northrop Grumman, Intel, Boeing, ING, PricewaterhouseCoopers, and other major organizations. He has written for *The New York Times*, *The Los Angeles Times*, and many other publications.

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ELANGO R

# Time that's mine

The ability to manage this resource is one of the most critical skills to achieve personal and professional success

I was very intrigued by the question “What’s your most important resource?”

What would have been your answer to the above? Here is a range of answers that I received in a spot quiz in a team meeting this morning! Computer, internet, my brain, money, books, somebody said my spouse, my company....

But one person hit the nail on the head by saying – “Time that’s mine”!

I couldn’t agree more – you could have all the computers, books, money and the smartest brain but if you didn’t have the time to apply it, use it, spend it – what is the point?

Time is like the air we breathe that we don’t realize until it smells foul or becomes scarce! The ability to manage this resource is one of the most critical skills for us to achieve personal and professional success. Mastering this skill is the most difficult.

For starters, this is also one of the most egalitarian of all resources at our disposal. We all have the same number of hours and minutes available to us. So how is it that some of us manage to accomplish more and more while some of us are perennially out of time, rushed, stressed and wishing there were more hours in a day?

After closely watching several professionals and personal friends, I believe it all boils down to our ability to do a few things right repeatedly.

## Note to self 1: Prioritize and get out of the activity trap

Answering ‘what will you do’ is very important. Most of us tend to allow our emails and situations to dictate our daily schedules. Instead if we took a step back and looked at why we are doing what we are doing, we would be surprised at how much time we have in our hands. Personally, I had an AHA! moment a few years ago when I requested my assistant to correlate my schedule with the goals I was being measured on! I spent less than 10 per cent of my weekly time on my goals, but spent most of my time in meetings, mails and issues that seemed to keep me busy. I made a conscious decision then to get out of the activity trap and allow my goals to prioritize what I did. The same applies to personal life; if your family is a priority, you have to make time not to

flop in front of the television but to do something with the family, even if it is household laundry.

## Note to self 2: Short-term rewards versus looking at the bigger picture

We all want to be everywhere, do everything, be with everyone and accomplish all that we can. Unless you have found a way to clone yourself, this is impossible. Remember this, “Every time you say yes to somebody else, you are saying no to your time for something else”.

Next time your boss throws that extra assignment at you, think through before you accept it. Don’t do what a colleague of mine did to her detriment by saying ‘Yes’ because she was worried that the boss will pass that assignment to her peer who was her competitor. She made a hasty decision despite knowing the fact that her plate was already overflowing.



Next time your boss throws that extra assignment at you, think through before you accept it



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Sure, saying no may mean some short-term rewards don't come your way. Think through it and accept this reality. It helps manage this perceived loss better, if you can see this in the frame of bigger goals like health, quality of work, family... whatever the bigger picture is for you.

### Note to self 3: Delegate or Outsource

Most smart people can't do this. They believe they have to do everything themselves because only they can do it as well. Or the time taken in teaching somebody else to do this is better spent doing it themselves. I am sure most of us have been here and felt this way right?

I loved the way a colleague of mine explained this to me succinctly. "I outsource doing the dishes, laundry and cooking to the help at home. Agreed the help may not be as good a job as me, but it has to be done because I can now use the same time to do other things like read to my child, finish up the novel or simply have a quiet dinner every evening with the family. The salary I pay and the drama I put up with the help is allowing me to spend time where I want and with whom. Likewise, helping my child do his homework, can I do it? Of course I can, but if my parents who live with me are willing to do so, I will gladly delegate. They didn't do too bad a job with me. I can always use that time to finish up on the extra project I took up, which in turn will help me get a better bonus, and hopefully a good family holiday using the bonus."

I was amazed at the simple thinking: No egos and only focus on outcomes and who is the best person to get it done. How many of us can do that? At our homes and in our workplace? It takes a very detached, outcome based and yet a very simple approach to look at where we can best spend our time.

### Note to self 4: Depth and Expertise

Some people are experts at what they do. What takes others three hours to do, they will do it in an hour. They were not always this way – they got there by just doing this so many times that it is a part of muscle memory. And when they did not know how to do something, they spent a lot of time figuring out and mastering how to do it. They, however, tried and stayed as close to their core so they did not spread themselves thin. Many of them did this without thinking it and it just seems to be a part of their DNA. Prioritizing relentlessly, Learning to Say No, Delegating or Outsourcing and being an expert seemed to be ingrained in their muscle memory.

I asked these experts for some tips for lesser mortals who have not coded this in their muscle memory as yet. Here is what I heard:

**Scheduling is everything:** Schedule everything in a calendar. Without becoming mechanical block time for everything on the calendar and the tricky part - stick to it!

**Creativity is key:** Make creative use of your time. Case in point- you have a long commute, use that time to watch the serial on your phone, listen to your podcast or make those calls. Got to go for a PTA meeting during the week? Convert that to a lunch date with the spouse.



## Schedule all your activities in a calendar. Without becoming mechanical, block time for everything and stick to it

**Establish routine:** Build a weekly routine. Five days a week build a routine, get up at this time, get out of home at this time, and be back by this time! Weekends just let go and allow the time to take over!

**Create a support network:** Build a network of support be it friends, family, professional colleagues mentors. It takes a lot of give before you take. Initially, it can be very counter intuitive if you are busy and have to make compromises, but it does pay off in the long run. You may not always like to work with a certain colleague but if they are the expert, swallow your preference and get along. The chances of you finishing it and doing so faster are much better.

**Zoom out:** Step out of the race every now and then. There will be times like marriage, childbirth, sickness, elder care... slow down and make some of the compromises at work, lower your expectations. Don't try to do everything and make a mess of it.

**Say yes:** Say yes when you can. Work 100-hour weeks, travel like crazy, volunteer to help, sacrifice those weekends to babysit your nephews. It could be when you are young, when everything is going okay or you have great help at home. Make use of this golden period to build equity, networks, capability and favors.

Most importantly learn to take things on your chin and focus on the big things.

Let me end with a favourite pithy saying: **Don't major in the minor things of life**

Hopefully the valuable time you spent reading this article gives you many useful pointers in the long run.

Good luck managing one of your most important resources on your way to professional and personal success! 🙌

#### ABOUT THE AUTHOR

**ELANGO R.** is Executive VP Emerging Geographies SBU and Global CHRO at Mphasis

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OSCAR DE MELLO



# Oops! You've bought a lemon

Hiring mistakes happen - we're human after all! The important thing is to read the signs and act - quickly

**Y**ou've just welcomed a new member to your team after a detailed, exhaustive hiring exercise. After several rounds of interviews, conducted by various groups of people, everyone finally agreed that she's the one! Articulate, intelligent, with an excellent CV, terrific references and witty to boot! You wipe the metaphorical sweat off your brow and smile...

Beyond competencies and experience, every new employee is the harbinger of hope and positive change. The good news is that most of the time, that's how it pans out.

However, when talent is 'bought' from the outside - whether from another company or another market the company operates in - it's like a gamble. With due respect to modern-day acquisition processes - psychometrics, interviews, verifications et al - that nagging fear invariably lurks.

So until such time as the newbie starts delivering, many necks are on the line: The hiring manager's, her boss's, the HR contact, besides the sundry consultants who facilitated the move. A veritable army of trained professionals - Yet they are human and prone to error. Mercifully, errors can be fixed. The quantum of damage, however, depends on how soon the error gets recognized and fixed.

Many organizations benevolently allow new employees time to 'settle in'. Others implement elaborate onboarding programs to help the person integrate with the processes and culture. This 'honeymoon period' can range from one to six months!

If it's on the wall, the important thing is to 'see':

**Non-collaborative approach:** This is the most obvious one! Many newbies believe that they have to thrust their agenda forward - and upon everyone and they have to get things done even if it means going it alone. The fact is today's business can only



work if there's alignment at the top and teamwork all around.

**Over-commitment and under-achievement:** Both mortal sins, if they recur. A missed deadline or target number is essentially an integrity issue. Worse, it could indicate that the person over-stated - actually lied about - her capabilities during the interviews. Integrity!

**Customer feedback:** Customers are not concerned with your internal strife. They've paid, and expect seamless service. They're sensitive, vote with their feet - and cost a bomb to re-acquire. Customers complaining about your new hire means trouble. Competence!

There's good news and bad news. The good news: A good healthy conversation can turn things around. Your newbie may have been looking for just that - some constructive feedback. She gets the drift and life gets better! The bad news: the person 'hears' you. Oops! You've bought a lemon!

Recognize the signs, the precursors: These usually show up within the first two months - by which time the person's 'best behaviour' would have worn off.

Admit that there's been a misjudgment: It involves suppressing an ego - yours!

Many newbies believe that they have to thrust their agenda forward. They have to get things done even if it means going it alone

One way to look at it would be to convince people - starting with yourself - that the interview process did indeed let in a good person. The important thing is to humbly do the mea culpa today rather than endure the loss of money - and face - later.

**Have that conversation:** Inform the person that things are not working out. Plan an exit strategy and offer to help the person find another job. Having such 'conversations' is tough and downright depressing. Medicine is usually bitter. Pray that the stress is on both sides and the person too comes to understand that it was a bad move. It's known to happen...

Getting the 'right' fit is exhilarating - given the sheer number of variables involved even in today's evolved talent acquisition processes. There are enough cracks for things to fall through - despite everything. Lemons do happen, that's reality! So it is important to find them and ease them out early on. Well before their sourness percolates into your organization. ☹️

#### ABOUT THE AUTHOR

**OSCAR DE MELLO** is Director of Just Hull and the former country head - Reward Information Services of Hay Group

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# My job is to make successful leaders even better

In a conversation with **Abhijit Bhaduri**, globally renowned executive coach **Marshall Goldsmith** talks about practicing leadership, writing and feed forward



**Q What is the most common development gap that you have noticed in the CEOs and leaders you coach?**

**A** In my book “What Got You Here Won’t Get You There”, I wrote about how you should not let what made you successful in the past blind you to what you will need in the future. We all have a tendency to repeat behavior that is affirmed by positive reinforcement. Nobody gets more positive reinforcement than a CEO. So, they replicate the same behavior even when the world changes. My area of expertise lies in creating the process that helps people change behavior.

**Q What do you see as the next big thing in behavioral sciences?**

**A** I would like to see how to help people make positive long-term changes in behavior. Most of the leadership development is based on concepts. A common misbelief that people have is that, I will do something if I understand it. The challenge is to practice our understanding of leadership. Long term behavior change does not happen because we are hesitant to measure things that can threaten leaders. Most executive coaches don’t get paid for results. They get paid by clients to love them.

**Q What is the secret of your prolific writing?**

**A** We can’t dictate when we will be creative. Creativity takes time. Therefore, I have set aside long stretches of time to think and to write. I have tried to eliminate things that I like to do (like teaching) that come in the way of writing. The key to prolific writing is not to be mentally tired. I am very good at writing fast. What takes time for me is coming up with concepts. That is where coaching helps. Coaching is where I learn everything that goes into a book. My older books were built on Buddhist philosophy. My next book is based on Hindu philosophy and a bit of Buddhist philosophy. It is called Triggers. My basic attitude to life is that we are all going to be equally dead. If I can help people, why shouldn’t I? A lot of concepts of intellectual property are nonsense as everybody builds on the work of someone else.

**Q Who do you learn from?**

**A** I was blessed to have many wonderful mentors. One of my mentors was Dr Paul Hersey who developed Situational Leadership. Another mentor was Peter Drucker. And then of course there is Alan Mullaly, the CEO of Ford Motor Company. In theory, I was his coach. I have probably learned 10 times more from him than he has from me.



**Q Should organizations put people into roles based on strengths or should they use assignments to develop them in areas that are relatively weaker?**

**A** The people I coach are already leaders. You can argue on whether they should or should not be in those roles; but they are already there. My job is to take people who are already successful leaders and make them better. At the level of the “occupation”, one should build on strengths. Within the occupation, focus on fixing the developmental areas. For instance, someone who is a great engineer but with zero interest in people should not be put in a leadership role. Or for that matter, take Tiger Woods. At the level of the occupation, he is a golfer and not a comedian. But as a golfer, he will have opportunities to improve. For example, he cannot only hit drives, he also has to putt equally well. Without that, he would not be able to make the Pro circuit. Within the level of the occupation, one should develop on what they do not do well.

**Q Feedback helps people grow. So why do we resist hearing things we need to work on?**

**A** I use “feed forward” and not feedback. That way you can cover 80 per cent of what you would cover in feedback and it is less threatening. In feed forward, the leader learns to ask for information. Listen to people’s suggestions about what to do differently in future, thank them, never promise to do everything, listen to them and don’t punish the messenger. Giving your boss feedback is not a career enhancing strategy and it doesn’t matter what the theory is. In feed forward, you can cover the same aspects in a far less threatening way. In my coaching, all the feedback is confidential, what is not confidential is the feed forward.

**Q Should feedback be given in a spontaneous manner or in a structured manner?**

**A** I think it could be either way. I teach something called the Six Question Process. The six questions to ask are:

1. Where are we going as a team? What are the priorities and issues?
2. Where are you going?
3. What is the person doing well?
4. Ask the person, what they think they are doing well.
5. Ideas for improvement - what can I do to help?
6. What ideas do you have for me?

If in between the employee feels confused, or they don’t know what they are doing, then they have the responsibility to talk to their manager. These six questions have to form the basis of an ongoing dialogue and it is a structured process.

**Q Why do organizations struggle with making coaching and mentoring as part of their culture?**

**A** The programs are imposed from the top down. People don’t have personal ownership for it. Those programs fizzle out over time. Typically, these programs also lack structure. In most mentoring programs, some high level executive takes some young person out for lunch, tells him/her about

everything they have done right and the young person pretends to care. That is passed for mentoring. It is very hard to change the behavior of someone who has no interest in changing. Once you work with people who volunteer to do so, give them some kind of structure that they can use to monitor.

**Q Do people have to choose between being happy or being successful?**

**A** In order to be successful, one needs happiness and meaning. Happiness is correlated with success, but there isn’t a 1:1 correlation. If what you do leads to short-term happiness but is not meaningful in the long run, then you will have too much hollowness in your life. If you do what is meaningful and do not enjoy the process of doing it, you feel like a martyr. You have to do two things at the same time to be successful. Enjoy the process, so it makes me happy. Simultaneously, do something that is meaningful.

**We are hesitant to measure things that can threaten leaders. Most executive coaches don’t get paid for results. They get paid by clients to love them**



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**Q How can leaders craft happy organizations?**

**A** I am doing some new research on employee engagement that is based on Hindu philosophy. It is called Triggers. I ask people six questions every day: Did I do my best today to set clear goals? Did I do my best to make progress towards achieving my goals? Did I do my best to be happy? Did I do my best to find meaning? Did I do my best to build positive relationships? Did I do my best to be fully engaged? This forms the basis of my next book.

When people do this every day, they learn to challenge themselves, rather than wait for the company to make them happy and be engaged. Focus on the process and not just on the results. That is the essence of Hindu philosophy. Do your best to be where you are. Take personal responsibility for your own life, happiness and meaning. People have to take responsibility for their own happiness rather than waiting for the company to do something.

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**ABOUT THE AUTHOR**

**MARSHALL GOLDSMITH** has been voted as one of the top thinkers of our times. He is a coach to several CEOs and has several teaching assignments. Marshall has been recognized as one of the world’s leading executive educators and a prolific author. He has more than 30 books to his credit, including “What Got You Here Won’t Get You There”. In a world obsessed with copyright, here is one of the most celebrated thinkers giving away his ideas for free ([see Marshallgoldsmithlibrary.com](#)). Goldsmith, a Buddhist, explains, “Buddha never charged anyone for his ideas. Why should I?” **ABHIJIT BHADURI** is the Chief Learning Officer of Wipro Group

S. MUKHERJEE

# It pays to brand an organization's HR

The Human Resources Management discipline has failed to build a brand and advertise itself properly

**T**he two critical assets that support a company's short-term stability and long-term success are brand equity and human capital. Organizations have long recognized the power of brand management for attracting and retaining external customers; it is only recently that companies have begun to realize the benefits of HR branding. In an economic environment where turbulence is the norm, branding helps organizations drop anchor and survive the ruthless competition.

Human Resources Management (HRM), as a discipline and profession, has time and again felt the need to reinvent itself. HRM is one of the rare management disciplines, which has always been at pains to explain its role to other management specialists. In fact, it has often attempted to justify its existence variously as advisors, experts in handling HR, aligners to business and currently total solutions providers on the HR front. HRM practitioners have often wondered whether there could be a more focused way of projecting the discipline vital for its practice and existence.

HRM practitioners often plunge headlong into actually doing things rather than first defining what they are doing, leading to speculation as to their area of application or specialization. Much of this is due to the nebulous nature of HRM function-

ing; however the practitioners are also equally to blame. It is high time that HRM discipline sets to rest the issue of its fundamental raison d'être once and for all. It is said that 'Perception is the ultimate reality'. Being good is not good enough; people need to understand and perceive you to be good. The problem is that HRM discipline has failed to build a brand and advertise itself properly.

Branding is not about getting your target market to choose you over the competition, but it is about getting your prospects to see you as the only one that provides a solution to their problems. The America Marketing Association (AMA) defines a brand as a name, term, sign, symbol or design, or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of other sellers. What a good brand does is: Delivers the message clearly; confirms credibility; connects to target prospects emotionally; motivates the user; and concretizes user loyalty.

A brand usually resides within the hearts and minds of the users, consumers, clients and prospects. It is the sum total of their experiences and perceptions. Some of the experiences and perceptions can influence a consumer/user and some can't. A strong brand is invaluable to win customers. It is essential to spend time and invest in researching,

Branding is not about getting your target market to choose you over the competition, but it is about getting your prospects to see you as the only one that provides a solution to their problems



defining and building one's brand. The brand is in fact the source of a promise to the consumer; it's a fundamental piece of communication and one cannot do without it, which is why marketers place a lot of emphasis on brand building and invest money and time into it. A brand lives on even after a product is no longer used. Everyone in India still remembers Dunlop Tyres, Metalbox, Rajdoot Motorcycle, Kelvinator Fridge, Murphy, Bush, EC TV etc. Remember, how Coca Cola hardly had any problems when it was re-launched in India, because of its fantastic brand recall.

Brands are very valuable and sometimes even get put on balance sheets of companies. When Tata Motors bought Range Rover from Ford, they had to pay \$2.56 billion for the brand. Some would say even the US dollar is a brand. In the current economic scenario, it has been noticed that brands do better than unbranded products. Branding of products and services is easier to understand but does it have any relation to HR?

In fact, HRM discipline requires a well thought out strategy to ensure that the discipline and the professionals who practice it get the correct branding. However, there is a fundamental dilemma here: Should one concentrate on HR branding for the discipline per se or HR branding for the organization? The orientation in both the cases may be different though the core essence would be the same. Since the HRM discipline is in its infancy compared to other disciplines, only stray attempts have to be made by institutions, professional bodies and practitioners themselves to brand itself. However, can those who are entrusted with HRM in any organization afford to wait till others do the rescue act? Of course not!

HR branding is, however, much more comprehensive than mere employer branding, which some organizations do undertake. Many a times, an organization's marketing team needs to work in tandem with the HR team to understand and ensure that the common values of the organization internally and externally are in sync. Savage Branding & Corporate Design, based in Houston Texas, defines HR branding as an emotional attachment that makes employees long-term partners in achieving a company's goals.

The brand rings true when it is reinforced across all touch points that employees encounter in the organization they work for. One is often confronted with a formidable section of management thinkers as well as HR practitioners who question whether HR branding is really that important. To get a precise answer, one must understand that for the external branding to be effective, the unique corporate culture



## HR branding is much more comprehensive than employer branding and HR managers have to carefully define the employer value proposition to the employees

of the organization needs to be aligned with the external branding. And what builds the corporate culture? HRM of course! HR branding is actually the fundamental sealant, the Vander Val forces, so to say, which hold the organization brands together. Without HR branding, the brands of an organization would get scattered. Brands essentially deal in emotions and HRM branding is all about the emotional connect.

So how does one go about doing HR branding? First and foremost, HR managers need to ask if the company treats its employees as well as it treats its customers. The HR managers have to carefully define the employer value proposition, what are the employees going to derive beyond salary and benefits from working in the organization. The effort, needless to mention, should have the support of top management or else it's bound to be ineffective. The fight for talent is becoming quite intense and so this is where HR branding will help an organization in its acquisition and retention strategy.

The organization's compensation strategy should meet the market norms; competitive offerings always enable the right talent acquisition. Once the brand is created, there is a need to stick to it. An organization has to assess the characteristics of the employees who have remained with the organization for the longest time as also those employees whom it lost before it wanted to. It has to then assess whether its employees with long tenure are top performers. The HR brand has to be extended to the potential employees through campus shows, trade association meetings, networking events etc. It remains to be seen how HR branding can enable employees to become the company's brand ambassadors.

When branding yourself remember that you must create a strong and consistent brand. You cannot skimp just because it's about you. HR professionals have to start thinking like their marketing counterparts – through the 4Ps of Marketing – Product, Place, Price and Promotion. The Product would be the organization brand or culture; Place would be the work background; Price would be the reward or recognition used to attract talent; and Promotion would be the communication through which HR would send messages to reflect organization's culture.

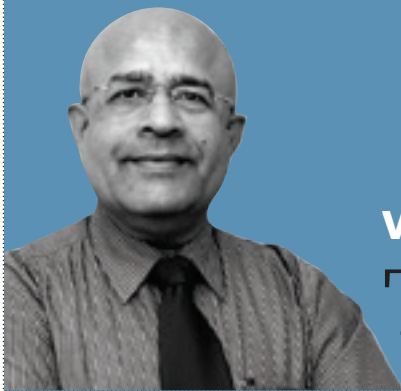
Today, in organizations, HR brand statements need to explain how HR creates value for customers and the stakeholders. There needs to be clear standards of performance by employers, which are aligned with the brand. HR professionals need to be rewarded based on their performance in delivering the brand and line managers will need to support HR's brand intention. In turn, HR systems need to facilitate consistent HR brand performance. Much of what has been stated is done by HRM practitioners in some form or the other in organizations but there is a lack of coherence, declared intentions and a systematic, time-bound measurable approach. The positive fallouts of HR branding are too many for organizations to ignore.

Strong brands are clear about what they are and what they are not, which is why branding yourself can be an easy process. The key to successfully branding yourself is to first establish a personal brand identity. Once you have done that, focus the message on who you are and what you stand for within your chosen field. The time has come for when HR needs to brand itself and it needs to do that fast, before someone else does it. ☐

### ABOUT THE AUTHOR

**S. MUKHERJEE** is the General Manager - Corporate Communications in Indian Oil Corporation Limited





VIVEK PARANJPE

## The Counsellor

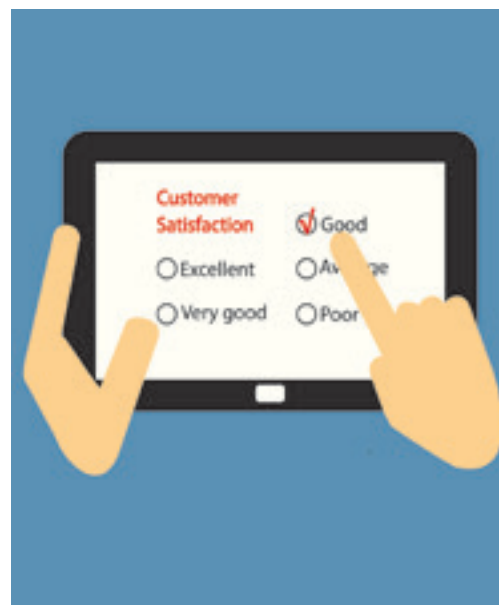
Taking customer feedback for the appraisal process should not end up becoming like a form-filling exercise & age should never be a criterion for promotions

# Of targets, appraisals and promotions

**CASE 1:** Three to four big ticket IT and blue chip companies have decided to let their clients decide if the employees should get hikes or not. In an unusual move, the companies are using customer feedback to rate their employees. Senior IT industry executives say linking customer feedback with key result areas drives positive behavior among executives to ensure enhanced customer satisfaction. Employees appraised using customer feedback are almost always sales and other client-facing executives who are responsible for raising client satisfaction levels. Is this a good move by the companies? What are the pros and cons of this move?

Getting a 360-degrees feedback for developmental reasons is not new. This ensures that the employee gets a full view of the self while embarking on the developmental journey. However, the 360 degrees feedback is not extensively used for performance appraisals and rewards that follow. Customer feedback in the form of overall customer satisfaction ratings is not an uncommon KRA for the customer-facing employees.

It indeed is an excellent move to see that some corporations are trying to include the direct customer feedback in the appraisal process. Getting the results, meeting and exceeding the targets is certainly very important. However, the means and the process deployed to achieve the goals and the qualitative and non-quantifiable aspects of the results are equally important for the long-term sustenance of the individual performance and in turn the corporation. Direct customer feedback will certainly be valuable in assessing the various traits of an individual such as consistently meeting and exceeding the commitments, appropriateness of the solutions recommended, problem-solving



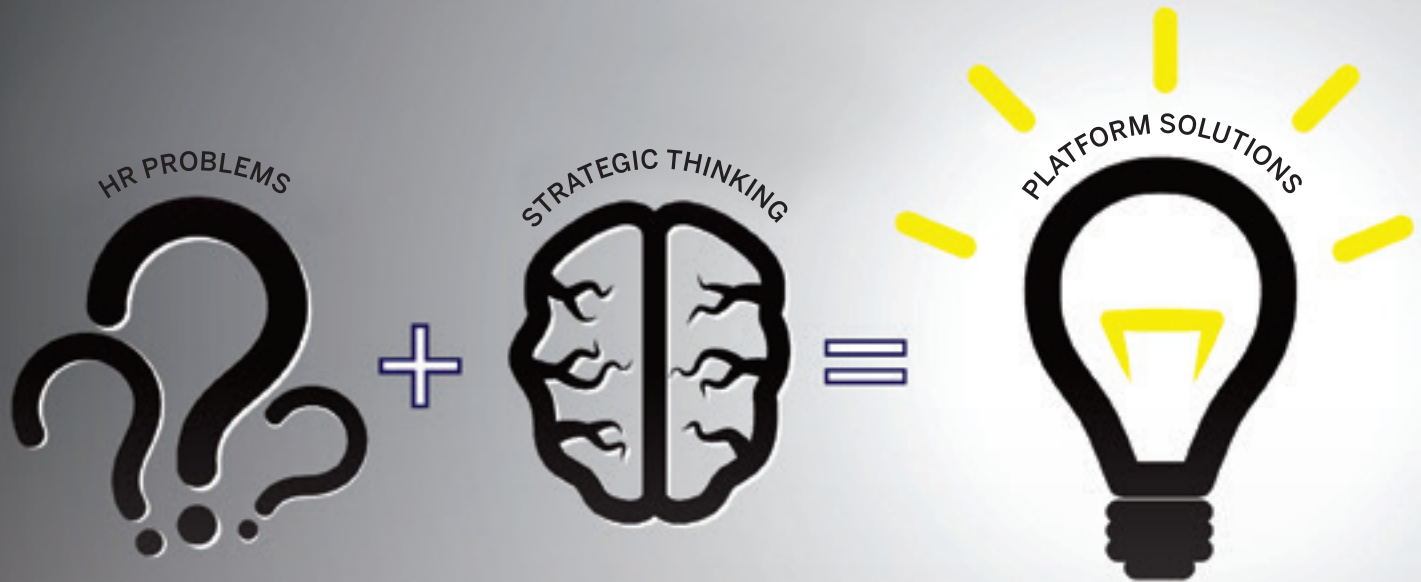
Customer inputs for the appraisal process have to become part of the regular interaction processes such as periodic client engagement forums, account review process, etc



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#### ABOUT THE AUTHOR

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



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## Rapid promotion of younger staff can cause problems among older, experienced employees if the young promotees are not ready or mature enough to deal with the senior staff

skills and other behavioral issues that a customer expects from the front-end professionals.

This process will, however, not work if getting customer's voice in the appraisal process becomes another annual ritual of form filling. The customers are not likely to do a great job of filling some forms given by the service providers once a year. Customer inputs have to become part of the regular interaction processes such as periodic client engagement forums, account review process, etc. This should be supported by immediate corrective actions and coaching. It will become very important for the managers of the front-ending employees to develop deep engagement with the customers if this process has to succeed. In absence of the deep engagement by the senior leaders of the service providers, the front-end professionals are likely to make compromises just to please the customers and get favorable ratings from them.

**CASE 2: Banks are promoting junior hires in a bid to retain them and stop rivals from poaching them. With talent in short supply and businesses growing faster, companies in emerging markets are promoting employees faster than the normal process of more than five to six years it takes globally to move up a level. With promotions, pay has also risen. While it is laudable that younger employees are being given senior roles, is it advisable to do so? The staff may be young but they are also inexperienced. Also, it would lead to considerable heartburn among older employees. What should companies do in such instances?**

For promotions and growth, age should be the least important criterion. The most crucial criterions

will include skills, capabilities, knowledge and the wisdom to perform the role for which the person is being promoted. Promotions should not become the retention tool but must remain a method to fill a vacancy. A person who is not ready to perform well on the role, which is being offered to him/her, is sooner or later bound to fail. We have to keep in mind the principle of "right person for the right role".

Today, the corporations are growing at a faster pace than talent. Due to acute shortage of talented professionals, some corporations may adopt tactics of accelerated growth without the accompanying accelerated developmental initiatives, which is dangerous in the long run. Young fast trackers, who are not ready are themselves, are likely to burn out fast and damage the organization in multiple ways. Talent shortage in Asia's three largest economies viz. China, India and Japan, are getting worse by the day. In such an environment, the enterprises have to adopt innovative talent retention strategies, accelerated growth programs of the key / top talents, which will enable them to acquire the right skills and knowledge at a faster pace.

Rapid promotion of younger staff can also cause problems among older, experienced employees if the young promotees are not ready / talented / matured to deal with senior staff. My experience tells me that older employees can quickly accept the younger leaders if the latter can prove their capabilities by excellent results.

One has to take a holistic long-term view of the talent shortage and not adopt the gimmick of the fast growth without the associated critical aspects of development and preparedness of the people on the growth trajectory. 🧐

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Q & A

# ‘HR is the most undervalued function’

**Dermot J. O’Brien**, CHRO of ADP Inc, talks to *People Matters* about driving big transformation from the bottom up and doing that with honesty and integrity

**Q** How did ADP transform itself from a US-based backend payroll management company to a global human capital management company?

**A** To me, everything starts with the client. When ADP realized that clients had been asking for a broader offering of Human Capital Management (HCM), we built our internal capabilities & products and acquired strategic partners where it made sense. From the business side, it was purely market-driven as we transformed from a payroll company to a broader HCM solutions provider. The alignment of the people strategy with the business strategy was a significant step as we needed to think about what businesses we needed to be in, not just in terms of revenue but also in terms of skill sets. We acquired partners that helped us expand our skill sets. Since we are a long-tenured company with an ingrained culture, change was measured. Listening to our clients not only helped us get into a broader market, but also helped us to adapt more.

Part of the challenge was to integrate ADP with the new partners. We created ‘The ADP Way’ of driving end-to-end change. HR has been playing a major role in it because much of the battle is not just about the process and the data, but about the people and helping them drive the change. We’ve created our own change management process (The ADP Way) so that there was a standard approach and framework to facilitate change.

The challenge was that in order to provide people with solutions, we need to be a leading practi-

**When you are making big changes, it is necessary to be honest with people about the possibilities**



tioner inside the company. For us to be credible with our offering of HCM solutions, we should be world class in our people management. A big part of our transformation was to put a mirror up to ourselves and analyze – qualitatively and quantitatively – the stakeholders, big users of HR inside the company & HR people and then prioritize the areas of greatest pain. We are now very clear about our people strategy and are in the process of executing the pillars of that strategy. In the first phase of execution, we have created seven work streams and they are dealing with issues ranging from technology strategy to pay for performance.

At the macro level, you have to keep it fairly simple and be consistent in your messaging. That is how we are executing our transformation.

**Q Transformation leads to not only resistance to change but also the fear of the unknown. How do you tackle those insecurities?**

**A** When you are driving big changes, roughly a third of the people are going to be with you, a third will be on the fence and then you have the resistant third. The question is: Are you savvy enough to help them see that they can also be a part of the change early and in the right way? When we are driving change, we know that there is going to be impact. The key is treating people with respect. . When you are making changes, it is necessary to be honest with people about the possible outcomes. You need to be transparent about what you will do to ease the transition for those affected.

**Q What are the pros and the cons of being the talent head in a talent services company?**

**A** One very big plus is it helps in attracting the right talent. We can use the same effective hiring practices on our own behalf that we supply to our clients. The downside is that expectations on what we can deliver are much higher. We've had pretty good success meeting those expectations. .

**Q What is your recommendation to the head of HR who is trying to get the talent agenda to be the top priority?**

**A** In the last five years, the talent conversation in the C-suite has changed. It is time for HR to transform from an art to a science and get the basic fundamentals right. For that you need feedback and data. HR needs to have multiple frameworks underpinned by data and to bring the topic of talent into the weekly and monthly meetings until the leaders discuss it like they do financials. HR complains that top leadership does not listen. That's not true. We just have to provide quality information to the leaders. It is time for HR to take ownership through dialogue and influence.

**Q How do you develop the new capabilities required for HR?**

**A** I have a passion for this function and I think it is a very impactful role. But unfortunately, it is can be undervalued. For HR to be taken seriously, we need to bring in the right people, give them the right opportunities and demonstrate diversity

## HR needs to have multiple frameworks underpinned by data and to bring the topic of talent into the weekly and monthly meetings until the leaders discuss it like they do financials

(gender, race, etc). HR needs to make sure that they provide opportunities and allow people to grow. You need to be able to measure HR's effectiveness. If you are driving the transformation, do it from the bottom up. This is something that I learnt from one of my earlier CEOs. HR needs to make sure that whatever approach it takes becomes sustainable in the long run.

**Q During this transformation exercise, what keeps you awake at night? What worries you?**

**A** The biggest thing that worries me is behavior. We need to have the right character in place at the leadership level. Having the right character to respect people and having the integrity to tell people where they stand are important qualities. I want values to be lived and not just paid lip service. The second thing that worries me is the culture cancer where companies say one thing and do another. Worldcom and Enron are two examples of that. The Boards of these companies were interested only in the financials of the company and not the culture. They were not good at sensing culture. The question you should ask yourself is how comfortable are people in raising issues when they see one? 🙏

**ABOUT THE AUTHOR**

**DERMOT** joined ADP in 2012 and leads the company's global human capital strategy, including talent acquisition, performance management, succession planning, learning, compensation and benefits, diversity and inclusion, and corporate social responsibility. Prior to this, Dermot served as Executive Vice President of Human Resources at TIAA-CREF, a Fortune 100 Company, where he served for nine years. Dermot is a founding member of the Human Resource-50 Group, an invitation-only, thought-leadership and knowledge-sharing group consisting of chief human resource officers from the world's most respected companies. ADP is one of the largest providers of business processing and cloud-based solutions, including payroll, talent management, human resource management, benefits administration and time and attendance to employers and automotive dealerships around the world.

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# Talent management in a shared service world

The ACCA-People Matters roundtable on shared service accounting talent management reveals that organizations are tapping only the tip of the potential talent iceberg

By Vikram Choudhury

As accounting is a highly specialized and niche area of business, the talent management function is rather clueless about how to enhance the skills of existing talent



**T**he Association of Chartered Certified Accountants (ACCA) and People Matters discussion on 'Talent management in a shared services world' on February 6, 2014, brought together talent management leaders from many industries to discuss the unique challenges that organizations face with regard to managing the highly specialized talent line of accountants. Organizations face several of the following talent management challenges while managing the accounting function, which is an essential and integral part of business operations.

**Building a globalized talent mindset among accounting professionals:** As business operations grow more complex and expand beyond national boundaries, training accounting professionals to become effective global professionals is a key area of concern.

**Attracting top talent:** Talent management teams continue to struggle with

means to make their accounting service function look attractive for bright talent.

**Bridging qualification-expectation gaps:** As accounting professionals become more experienced, they develop several expectations from an employer, starting from salaries to job opportunities. Talent management teams, however, find it difficult to match those expectations with employment experiences.

**Enhancing skills of existing talent:** Considering this is a highly specialized and niche role of business operations, the talent management function is rather clueless about how to enhance the skills of existing talent.

**Creating a talent pool:** Creating a talent pool that can take up crucial and critical positions in the organization with minimum disruptions within the company continues to be a key challenge for accounting companies.

**Leadership development:** Owing to the nature and specificity of accounting

jobs, talent management teams do not have defined plans of developing accounting talent for leadership roles. As a result, there are very few instances of accounting professionals taking up leadership roles such as CFO.

**Defining a clear career path:** Most companies do not have a defined career path for accounting talent. Many talent management teams are clueless about alternative or parallel careers that will allow accounting talent in the company to stay engaged and be loyal to the organization.

**For Indian organizations, three key questions are of substantive importance for managing accounting talent:**

*What are the capabilities required in new finance delivery models?*

*What are the interventions required to sustain engagement among accounting talent in these emerging finance delivery models?*

*What are the implications of the evolutions in the accounting space for finance leadership?*


While organizations realize immense cost efficiencies through finance shared service organizations, which are occupied mostly by accounting talent, most are clueless about the talent management programs in their shared service groups. According to a recent study conducted by the world body, Shared Service Organisation (SSO) and the Hackett Group, 72 per cent of organizations globally do not know about the existence of talent management programs in their shared services organizations. Companies miss out on substantial opportunities to tap the potential of shared services talent because of their inability to define clear horizontal and vertical career paths for accounting talent.

Some of the key practices that organizations do to tap the potential of their shared service finance talent include the following.

**Global rotations:** One of the largest software services company in India has a very clear horizontal path for its shared service talent. When an individual has hit the roof of vertical movement, the organization provides opportunities for shared service talent to move to other geographies. These rotations enable the individual to develop global leadership skills as well as get exposure to global accounting practices.

**Technology and communication skill development:** Many leaders agree that accounting professionals do not consider it important to learn a diversified set of skills owing to the fact that their skills are niche and specialized. Organizations, however, do understand that there exists a huge gap between the evolution of accounting technology and the skills that accountants in India have. Many companies are addressing this gap through specialized skilling sessions. In addition to technology skills, companies are also providing opportunities for accounting talent to develop their soft skills which can enable their ascent through alternative career paths.

**Alternative career paths:** While there is a lack of precedence of accounting talent making their way through to more senior positions, such as CFOs, some examples from progressive companies indicate that accounting talent hold potential to become great CFOs. Companies, therefore, are thinking hard about creating alternative career paths for accounting talent. Succession planning processes, therefore, are evolving to accommodate the possibility of accounting professionals making their way to leadership positions.

It is no secret that there exists gaps between the skills that accounting talent acquire and the skills that multi-national corporations need. There is a big need for professional accounting bodies to address the issue both from the demand, as well as the supply side. Organizations need to realize that owing to several talent management gaps that exist in the present day accounting world, they are utilizing only a small percentage of the potential gains from their accounting talent. It is, therefore, necessary for the industry and professional bodies to partner and close this gap between potential and actuals. 

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## ‘Only 28% companies have talent management programs’

**Helen Brand (OBE)**, Chief Executive of ACCA, on why talent management programs are not given their due in the country



### Q Why do you think talent management is important?

A Talent management is becoming increasingly important because of two reasons: Firstly, the complexity and the scale of the type of work that has been undertaken means that you need a broad and flexible workforce, which has the talents and skills they can apply to many different areas, and deep specialists in some cases. You need to manage the talent to meet the changing needs in an economic environment where people are looking for innovation in business models continuously.


The second is retention of talent, where people have a clear path and talent management is present in the DNA of the organization. They are more likely to stay with the organization and develop the loyalty to business.

### Q What's your view on the maturity of the shared services in India?

A In different organizations at different levels of maturity, India is most advanced in the world in terms of thinking. They are really looking at value add-ons they give to business and it is a lot more focused on clients.

The fact is only 28 per cent companies have a talent management program and the majority don't think they are affected. It tends to be tackled in a silo way and maybe under-invested so that when the priority is around increasing headcount versus investing in existing headcount, there might not be the right level of investment there and there might not be the right kind of people skills within the organization – the people leadership skills within the finance team itself or the HR team supporting them. I think those processes that are effective and succeed have the right technology support in place, have the right communication amongst the various parts of business and the finance function in the shared services offering. Initial recruitment has also been carefully looked at what the pipeline is and the training and development needed for the talent; amalgamating the business and the people aspects to have that strategic outlook for talent management within the organization.

### Q What is your advice to business and talent heads to plan their talent management programs better?

A Business heads need to understand the competency framework that they will need in the organization and provide a clear line of sight to individuals and departments to lead the organization and figure out how those competencies can be built and developed. You probably need a matrix to make these things happen in the organization, but the business benefits will be immense. 

# L&D: From creators to designers

**ORGANIZED BY:** People Matters, Knolskape  
**EVENT THEME:** Talent Transformation via Simulation – The future of learning

The role of the L&D teams are changing from creators of content to designers of learning environments where people interact, share and gain knowledge from each other. The industrialized training approach is giving way to more adaptive learning modes, customized to business needs. Simulation-based programs put users in control of their learning by giving them autonomy to choose, ability to monitor progress and freedom to seek successive levels of mastery of a skill. The roundtable on “Talent Transformation via Simulation – The future of learning”, which was conducted by People Matters and Knolskape in Bengaluru, brought together HR professionals from diverse industries to

discuss how organizations are approaching simulation-based learning today.

When Microsoft launched Windows 3.0 in 1990, they included a card game called Solitaire in the operating system. Solitaire was meant to ease people into the new graphical user interface by familiarizing them with the revolutionary concepts of clicking, dragging and dropping. Microsoft created a simulated learning environment where the first time user could try, fail and test the new interface.

Twenty years on, organizations are reducing the seat time on e-learning and classroom training and substituting them with simulation-based learning systems that help managers to work through real-time business challenges. For instance, pilots and surgeons spend months in simulated environments before they start performing on the job.

It is observed organizations that do not provide the same opportunity to their employees as they fail to recognize the high stakes outcome in management. Organizations continue to invest most of their resources on classroom trainings, which form only 10 per cent of the learning input. About 70 per cent of the learning occurs subconsciously on the job and therefore there is a need to blend simulation into the everyday work context.

The session also focused on converting the learning from the push to a pull approach. Organizations feel that engagement and recognition needs to be integrated into the learning module in order to build effectiveness. According to Ebbinghaus Forgetting Curve, close to 40 per cent of information received in a classroom is lost in the first 20 minutes and more than 70 per cent is lost within one day. The key to retention lies in the practice of a skill in a relevant context. Experiential learning employs a continuous spiral of experience, reflection, conceptualizing and testing. An immersive gamification medium, for instance, creates competency through repeated attempts and failures in a simulated context. A simulated environment encourages the user to expend effort to advance in the game unlike the free flow of input in a classroom setting.

## KEY TAKEAWAYS

- Industrialized training approach is giving way to more adaptive and customized learning modes
- Organizations invest most of their resources in classroom training



Mamta Malhotra, Vice President & Head - Professional & Leadership Learning, Talent Management at Mphasis, speaks at the People Matters-Knolskape Roundtable in Bengaluru

# Creating a Smarter Workforce

**ORGANIZED BY:** People Matters & Kenexa, an IBM company  
**EVENT THEME:** Optimizing Talent for Superior Business Value & High Performance

Anmol Nautiyal Director, IBM Collaboration Solutions, India Software Lab, Kenexa addressed the CHRO community gathered in the room on the necessity to create a smarter workforce. The smarter workforce conclave was held in Bengaluru. Focus on the candidate experience

is not enough; it has to be backed by consistent engagement and development of the employee, he said. Workforce analytics enables to identify the training and development needs, leading them to be smarter and more empowered. It is also observed that organizations using social platforms for business purposes have their efficiency going up proportionately. Naveen Narayanan, Global Head - Talent Acquisition, HCL Technologies presented about the best practices on the HCL way of

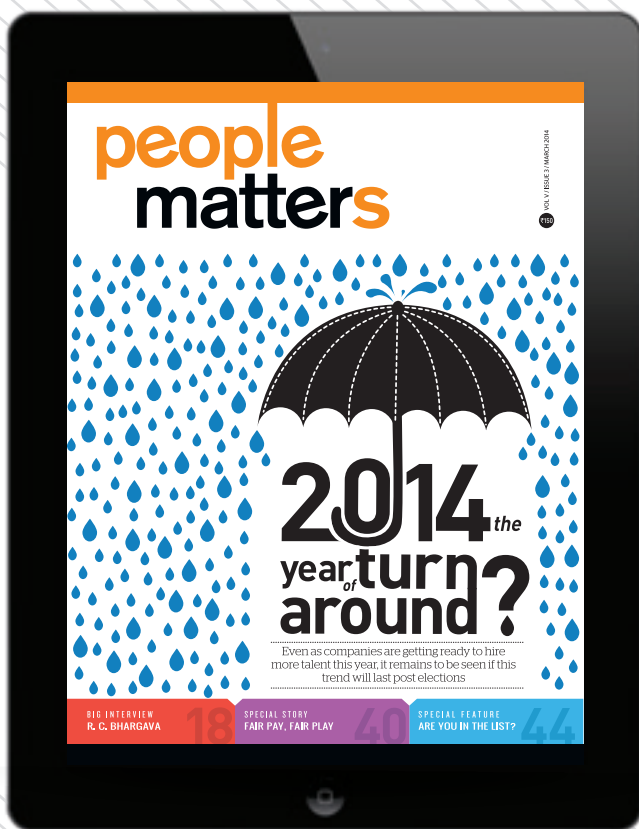
socially engaging their employees from the candidate experience through their employee life cycle. Dilip Boury, Consultant in Kenexa's Leadership and Assessment team, concluded the session by giving details on how important employee data can be captured by implementing a smarter workforce.

## KEY TAKEAWAYS

- A workforce that is more empowered and engaged will help become stronger, deliver with more efficiency and thus, improve business outcome
- The focus this year is on candidate experience – ‘The year of the candidate’



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## HR Conclave 2014

**ORGANIZED BY:** Indian Oil Corporation's Pipeline Division Head Office

**EVENT THEME:** Leadership for Sustainable Growth

The inaugural session of HR Conclave 2014, organized by Indian Oil Corporation's Pipelines Division Head Office, was held on January 18, 2014. R.C. Bhargava, Chairman, Maruti Suzuki India was the keynote speaker for the event. "The ability of corporates to develop leadership for sustainable growth will determine the sustenance and success of organizations in times to come," Bhargava said while delivering the keynote address.

In the day-long conclave, Suneel Sethi, Executive Director (HR), S Y Siddiqui, COO, Maruti Suzuki India Limited, Lt. Gen. (Retd.) Gautam Banerjee, Esther Martinez Hernandez, Co-founder & Managing Editor, People Matters, Ashok Bhat, Mindshare HR Consultancy, Maria Mathai, Director, M M Advisory Services, Sunita Singh Sengupta, Professor, OB Area, Faculty of Management Studies, Delhi University, Pramod Sardarjoshi, Senior Director, People and Change Advisory Services, KPMG Management Consulting and S.K. Bose, GM (HRD, MS & Trg.) deliberated on the theme leadership for sustainable growth. J.P. Ojha, Executive Director (Operations), V.K. Khurana, Executive Director (I/C-Projects), A.K. Tyagi, Executive Director (M&C) were among the dignitaries present on the occasion. Dr. Pritam Singh, Director General, International Management Institute, New Delhi presided over the concluding session of the conclave.

Suneel Sethi, Executive Director (HR) in his inaugural address said, "To survive in the new, fiercely competitive and hugely diverse globalised market, everyone needs to adapt to the evolving trends in industry and commerce. Business leaders need to



R.C. Bhargava, Chairman, Maruti Suzuki India delivering the keynote address at the HR Conclave 2014. Seen from the left are Suneel Sethi, Executive Director (HR), S Y Siddiqui, COO, Maruti Suzuki India Limited, and Lt. Gen. (Retd.) Gautam Banerjee

seek broader horizons and embrace fresh strategies. They need to develop a profound understanding of the nature of the global landscape, with all its complexities and local variety. Businesses and corporate leaders must hone their skills and fast track their growth in the prevailing turbulent economic climate. The leaders need to develop their leadership pipeline and develop leaders at all levels of the organization so that it contributes to execute their strategies and realize their vision."

Dr. Pritam Singh said that leadership is not a technique; it is a philosophy of life. If one fails to understand life, he or she can not exercise leadership. He remarked, "A leader needs to demonstrate qualities that inspire his people to believe in people aspects that create the cultural fabric of the organization. Too often, in the absence of an influential and inspiring leader, the organization loses track of the larger picture of the values, objectives, and goals of the business and operates with short-term horizons in mind."

### KEY TAKEAWAYS

- Organizations' ability to develop leadership will determine its success in the future
- To survive in the competitive world, everyone needs to adapt to the evolving trends in industry and commerce

## Tapping human potential at World HRD Congress

**ORGANIZED BY:** World HRD Congress

**EVENT THEME:** Mining the human potential for creating great organizations



Some of the speakers at the World HRD Congress

The World HRD Congress that was conducted in Mumbai from 15th February to 17th February saw the confluence of the biggest gathering of CEOs, HR leaders and industry experts in recent times. It even had representation from the academia. There was no dearth of sessions as industry leaders from different functions spoke on many topics of interest.

Some of the topics that were discussed during the three-day conference were Motivating Gen Y, Re-invent work. Revolutionize business. Build a Smarter Workforce, Big Data Busts the Top Three Myths of Employee Engagement and Leadership, Spotting Talent and nurturing Talent, Coaching in Everyday Conversations, Talent Excellence in the Organization. The conference also saw a lot of interest in the area of HR analytics as the sessions discussing the topics drew a lot of crowds.

Some of the speakers included Dr. Ganesh Natarajan, Vice Chairman & CEO, Zensar Technologies, Himanshu Goyal, Country Manager, IBM Collaboration Solutions, IBM India/SA, Y. V. L. Pandit, Managing Director, SHL India and Dr. Henry Yeoh, Deputy President, Malaysian Institute of Human Resource Management.



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# The thought platform



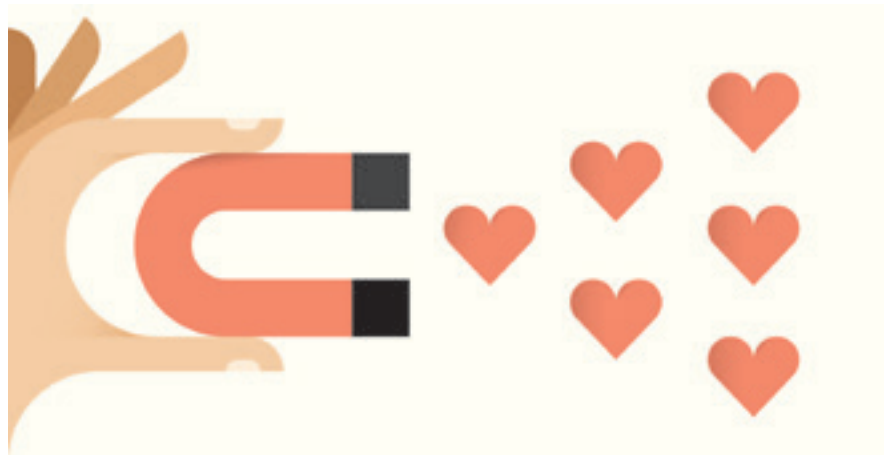
Sapient won the People Matters 2013 TA Leadership League Awards for the Best in Employer Branding

**A** global services company that provides business, marketing and technology services to clients, Sapient is based in Boston, Massachusetts in the US. It rakes in at least \$1 billion in revenues and has more than 11,000 employees across the world. Globally, they are known for their game-changing and award-winning work for clients across North America, Europe and Asia-Pacific and have been recognized as a great place to work in multiple geographies.

In the third quarter results published in November 2013, the third quarter service revenues were up 12 per cent and non-GAAP operating income up 17 per cent compared to third quarter 2012. The company operates three divisions – SapientNitro, Sapient Global Markets and Sapient Government Services – that fuse insight, creativity and technology to drive innovation and to help clients navigate complex business problems.

Ever since Sapient began operations in India in 2000, the country has primarily been a talent market for the company. India houses over 60 per cent of the global workforce. After the economic slowdown in 2009 and until 2011, the company's brand perception and reputation was impacted in the talent market. Not only did it impact the company's ability to hire qualified talent and raise talent costs, but also impacted profit and led to attrition.

So, in a bid to shore up employer branding, Sapient launched an industry forum for knowledge exchange – a property that was innovative, less capital intensive, sustainable, inclusive and highlighted the company's expertise. The company conceptualized and created separate thought leadership events: Redefining Perspectives for Sapient Global Markets (a division of Sapient) and Idea Engineer Exchange for The SapientNitro. (the other division of Sapient).




## Ever since Sapient began operations in India in 2000, the country has primarily been a talent market for the company

The idea behind the events was not only building a thought leadership platform leading to higher awareness and stronger preference and reputation in the talent market but also to give the audience a platform to experience the company's value proposition first hand. The typical event would last anywhere between four and six hours, where an audience of 50-60 would be invited to engage with Sapient leaders. The audience would get a chance to see some of Sapient's latest work, exchange ideas, gain knowledge and network with peers from their domains.

What stood out in terms of Best Practice was how the TA leaders managed to get the buy-in from the business leaders. Since the forum gave each of the business units an opportunity to present their uniqueness to an audience of their choice, the collaboration between the marketing and the business teams was great. The event was driven by in-house talent and financing for this

project was used from other discontinued projects. It gave the leaders in the company a chance to showcase their abilities as well as use the forum to learn.

All these efforts have resulted in the company being chased by talent. The number of applicants has since doubled from 2011 and the company has launched more such thought leadership forums to keep the link with talent alive. Over 100 ex-employees of Sapient have rejoined since 2011 citing work and culture as reasons and in 2013 employee referral applications increased by at least 30 per cent compared to 2012. So -what can TA leaders from other companies learn from this initiative? It is best to start small and then scale up. The second learning is that use internal talent and ensure people are tapped to the full extent of their capabilities. 

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# Of GOLD programs & practices



Genpact won the People Matters 2013 L&D Leadership League Awards for the Best in Accelerating Leadership Development for its GOLD initiative

**G**enpact began in 1997 as a business unit within General Electric. In January 2005, Genpact became an independent company to bring process expertise and unique DNA in Lean Six Sigma to clients outside the GE family. In August 2007, Genpact became a publicly-traded company (NYSE: G). This business process management company has 60,000+ employees and clocked \$2 billion in revenue in 2012 and renders services like business process consulting, technology services, analytics and research, financial risk management, enterprise application services and IT services.

After becoming independent, Genpact realized that while they had strong leaders to manage their current business, they needed to grow leadership skills to sustain their growth targets. This could potentially become a disadvantage and stretch the bandwidth of the existing leaders.

While hiring talent and domain expertise from the market was always quick-fix option, it was also rather expensive. The availability of talent and stiff competition for this limited talent made the situation worse. It is at this juncture, the L&D team came up with the concept of a Global Leadership Development (GLD) Team with the only focus on developing Leaders for the future. The curriculum and goals of the GLD team were closely aligned to the growth and hiring forecasts of the company. GOLD (Global Operations Leadership Development) was GLD's first program offering. The objective of GOLD was to groom high potential managers and senior managers into strong operating leaders.

The success of the GOLD program can be attributed to getting early buy-in from the business leaders, great planning and execution. Detailed interviews were conducted with senior leadership to understand the competencies required in a leader.



**The Global Leadership Development Team was assigned with only one responsibility – Develop Leaders for the Future. The GOLD was an offshoot of this**


Surveys were conducted and focus groups were organized with middle management to understand their challenges and developmental needs. And, finally an extensive market search was done to get industry best practices. Training partners were identified to build and facilitate the training along with Genpact training leaders.

The GOLD program has not only led to employee development, but it also allowed

Genpact to have a ready pool of leaders, who had the capability to crack bigger deals, make forays into other regions, and explore opportunities. For the participants, the GOLD program increased career growth opportunities manifold.

The first batch of GOLD (Global Operations Leadership Development) program graduated in 2008 and since then seven batches have been successfully launched. The participants have maintained an excellent track record and on-program “double promotions” (i.e. a participant was promoted two levels while being part of the program – Manager to Assistant Vice President) – stands at 9 per cent. A program that started as a training program has now become is hugely aspirational for middle management. It has created strong operational leaders with great exposure, reduced attrition to less than 2 per cent and given high visibility to Genpact's young employees.

GOLD has also become the company's face of Corporate Social Responsibility, one of the values Genpact strongly believes in – giving back to the community. GOLD has helped increase the number of women in leadership positions from 23 per cent in 2006 to 44 per cent in 2013. It also increased global representation from regions across the world and increased leadership positions – from 17 per cent (2006) to 46 per cent (2013).

Genpact's GOLD program is a great illustration of the importance of getting early buy-in from the relevant stakeholders and modifying the program to incorporate feedback and best practices. The jury though, is still out on whether GOLD can be applied as is to other organizations. 

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## upcoming trainings

- 01 Project Management Professional (PMP) 4-day Certification Training  
📅 08th - 16th March '14  
📍 Delhi-NCR
- 02 The Magic of Making Training Fun !!  
📅 12th - 13th March '14  
📍 Delhi-NCR
- 03 Certified Learning and Development Manager Program  
📅 20th - 21st March '14  
📍 Delhi-NCR
- 04 High Impact Presentation in Mumbai  
📅 11th - 12th March '14  
📍 Mumbai
- 05 Become Money - Wise  
📅 15th March '14  
📍 Pune
- 06 NLP Practitioner Certification in Bangalore  
📅 07th - 12th March '14  
📍 Bangalore
- 07 Certified Compensation and Benefits Manager Program  
📅 08th - 09th March '14  
📍 Bangalore
- 08 Train The Trainer Certification  
📅 11th - 14th March '14  
📍 Bangalore
- 09 Masterclass On Customer Management by M.D.Ramaswami  
📅 25th - 28th March '2014  
📍 Bangalore
- 10 5 Day Train The Trainer – Peak Certifications  
📅 14th - 18th March '14  
📍 Chennai
- 11 Financial Modeling Classroom  
📅 22nd - 27th April '14  
📍 Hyderabad
- 12 iTender - 'Know-How' to win govt tenders!  
📅 Online  
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- 13 Professional Selling Skills Programme  
📅 Online  
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- 14 Advanced Certificate in Human Capital Management  
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## upcoming events

### 5th, 6th 7th March

**EMPLOYER BRAND: FROM STRATEGY TO EXECUTION**

**ORGANIZER:** People Matters, LinkedIn

**VENUE:** Crowne Plaza Gurgaon, Sofitel Mumbai, Ritz Carlton Bangalore

**WHO SHOULD ATTEND:** HR Head, Head - Talent and Recruitment & Head Talent Management

**EVENT THEME:** The importance of Social Employer Brand

### 11th March

**L&D LEADERSHIP LEAGUE - 3RD HALF DAY EVENT**

**ORGANIZER:** People Matters

**SPONSORS:** CCL, Great Lakes Institute of Management, CIMA

**VENUE:** The Leela, Mumbai

**WHO SHOULD ATTEND:** CHROs, Heads of HR and Heads of Learning

**EVENT THEME:** Aims to promote knowledge enhancement & development of L&D professionals & encourage peer-level best practices sharing

### 20th, 21st March

**EMPLOYEE ENGAGEMENT 2.0 - CREATING AN ENGAGED AND EFFECTIVE 21ST CENTURY WORKPLACE**

**ORGANIZER:** People Matters, Towers Watson

**VENUE:** Crowne Plaza Gurgaon, Sofitel Mumbai

**WHO SHOULD ATTEND:** CHROs, Head Talent Management, Head- L&D/OD of Indian MNCs

**EVENT THEME:** Building Sustainable Employee Engagement Programs

### 25th March

**HR CONCLAVE 2014 - BUILDING PEOPLE FOR A BETTER TOMORROW**

**ORGANIZER:** CII

**VENUE:** CII NR Headquarters, Chandigarh

**WHO SHOULD ATTEND:** CHROs, HR leaders, business leaders, HR professionals

**EVENT THEME:** To create linkages between industry and academia to bridge the talent deficit and combat the challenges of changing demographic profile

### 15-16th April

**NASSCOM GIC CONCLAVE 2014**

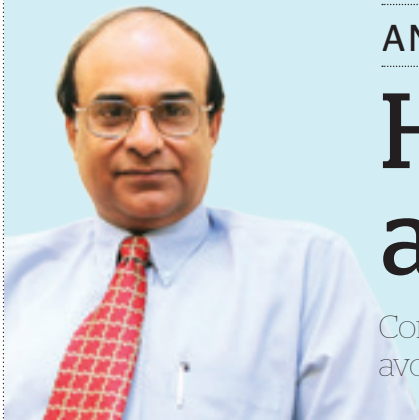
**ORGANIZER:** NASSCOM

**VENUE:** Hotel Hyatt Regency at Pune

**WHO SHOULD ATTEND:** CHROs, HR leaders, business leaders

**EVENT THEME:** Onward and Beyond- Delivering Excellence – To strategize on the growth path of Global In-house Centres (GICs) on developing the skill sets of talent





ANAND TALWAR

# How to avoid negativity at the workplace

Combating negative attitudes before they spread will help you avoid sticky situations and put an end to problem performers

**W**orkplace negativity usually starts with a small group of employees and then soon spreads like wildfire, bringing down an entire department, tragically affecting employee morale and destroying productivity. Am I painting a grim picture? Well, to an HR manager, workplace negativity must be a serious issue to deal with because it creates unnecessary disruption in an otherwise professional environment.

HR managers have to resume control and diffuse the negative impact of unproductive behavior because a positive environment boosts morale thus reducing attrition, improving performance and building employee loyalty. What HR managers don't realize is that the best way to avoid or dissipate workplace negativity is free and quite obvious! Decision and quick action is the key.

## Signs of Workplace Negativity

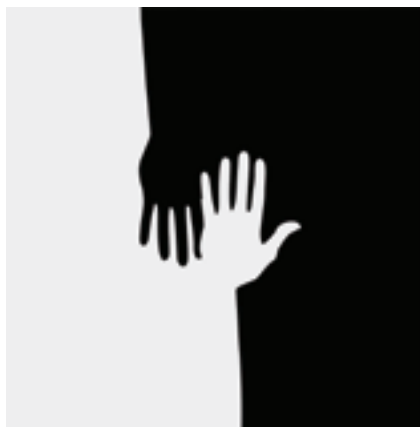
**Gossip:** Gossip takes place when employees are not willing to discuss problems with their managers who could possibly end rumors.

**Complaints:** Growing complaints may not be signs of legitimate problems but of general frustration and low morale.

**Conflict:** This happens due to a breakdown of open communication systems resulting in employees asserting their own authority and a lack of consensus and cooperation.

**Low Efficiency:** In a negative workplace, employees often become indifferent, inefficient and begin to contribute less. This adversely affects the productivity and business performance of the whole organization.

Combating negative attitudes before they spread will help you avoid sticky situations and put an end to problem performers and unacceptable behavior. Dealing with negativity requires open communication, good listening skills, and the ability to



## Quick Tips for Dealing with Workplace Negativity

- Stop rumors and office gossip
- Create a motivating and fun environment
- Recognize early signs of serious problems
- Control crises by nipping it in the bud
- Communicate openly and often
- Don't accuse or defend unfairly
- Differentiate between one-time and chronic negative behavior
- Counsel employees before taking action
- Stay positive and in control

focus on solutions rather than the problem. Here's how you can turn the negative into positive:

**Check Assumptions:** Communication breakdowns are common everywhere and ugly situations arise usually when people jump to conclusions. Instruct managers to check assumptions before they take any action by asking questions like: "What has happened that makes you think \_\_\_?" or "What makes you say \_\_\_?"

**Think Different:** If approached with an escalation that a team has not been able

to resolve, brainstorm a number of possible solutions that would best serve the needs of everyone involved.

**Communication:** Encourage and practice open communication, especially respectful disagreement. Encourage managers to share information, feedback and future plans with their teams.

**Seek Opinion:** Ask for input/opinion on changes, procedures, or plans that affect employees. And don't forget the shy/introvert employees by asking direct questions.

**Regular feedback:** Encourage team leads/managers to share negative and positive feedback on a regular basis. They must remember not to insult or demean employees, but to share feedback with the objective of improving performance.

**Deal with disruptive employees first:** Instead of dealing with negativity in the whole team, begin with seeking out the employee(s) feeding the negativity. Start by addressing concerns but don't hesitate from taking strong action if required.

**Don't Discipline Publicly:** Preach and practice discreet action. The aim is to remove or mend negative influencers, and not to vent personal vendetta. Never humiliate, or bad mouth or demean employees, and check managers/heads who might be doing so.

**Reward:** Build a system of using small rewards like allowing an employee to come late or leave early, or small gift certificates, to recognize employee effort.

In summation, communication is the key to avoiding workplace negativity or unproductive behavior often associated with disengaged employees. Open and consistent communication helps build employee commitment, increases morale and productivity and creates an overall positive environment. 🍌

ABOUT THE AUTHOR

**ANAND TALWAR** is the Senior Vice President-Talent Management at ITC Infotech

## Jobs of the week



### GBG Services India Private Limited

Assistant Manager -HR

**Location:** Hyderabad

**Job ID:** 14747569

**Description:** MBA graduate with 3 - 5 years of experience in Recruitment, Training, Payroll, Appraisals, Exit Interviews.



### Neeyamo

IT Recruiter (US)

**Location:** Pune

**Job ID:** 14423925

**Description:** Graduate with 1 - 2 years of experience in US IT recruitment. Should have hands on experience in end-to-end International recruitment. Good Communication, listening skills and detail oriented.



### Quality Engineering and Software Technologies Pvt. Ltd.

Global Payroll Specialist

**Location:** Bengaluru

**Job ID:** 14400046

**Description:** Any graduate with 5 - 8 years of overall experience with comprehensive and working knowledge of payroll systems. Demonstrated payroll processing experience.



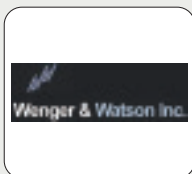
### Melstar Informamtion Technology Limited

Technical Recruiter

**Location:** Chennai

**Job ID:** 14744987

**Description:** MBA - HR graduates with 0 - 1 years of experience in IT recruitment, with 60% aggregate in all educational credentials. Excellent Communication and Inter Personal Skills.



### Wenger and Watson Inc.

IT Recruiter

**Location:** Bengaluru

**Job ID:** 14714271

**Description:** We are looking for smart IT Recruiters who have worked for IT soft product based clients & closed niche positions (SDE/ SDE2/ SDM/ TPM/ MTS/ SMTS/ Product Manager/ L7/ L8/ Director/VP/CEO/CXO-any).



### Firstsource Solutions Limited

Asst. Manager – Employee Engagement

**Location:** Bengaluru

**Job ID:** 14738416

**Description:** Post Graduation in HR from an institute of reasonable repute (Essential). At least 1 to 5 years of HR generalist experience. Good HR Process knowledge Communication skills with Leadership ability.



### Rose IT Solutions Pvt. Ltd.

IT Recruiter (US)

**Location:** Delhi

**Job ID:** 14745326

**Description:** Responsible for servicing IT requirements from US based clients. Achieving Daily Submittal Targets and maintaining good submittal to Interview/Placement ratio. Freshers can also apply.



### Intelnet Global Services Limited

Team Leader/Officer Business HR

**Location:** Delhi, Gurgaon

**Job ID:** 14733874

**Description:** Ideal candidate should have 3 - 5 years of overall experience. Will be the first level of interface between HR & Operations for all HR related initiatives and query handling.



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## Jobs of the week



**Ujjivan Financial Services Pvt. Ltd.**  
HR Officer  
**Location:** Agartala  
**Job ID:** 14716197  
**Description:** Any graduate with 2 - 5 years of total experience. Main responsibility is managing employee relations and ensure that grievances of staff are attended in a timely manner.



**Penta HR**  
Manager - HR  
**Location:** Hosur  
**Job ID:** 14605826  
**Description:** MBA/ PG in HR, with experience of minimum 7 years preferably in Jewellery. Should have handled all functions of HR department of reputed organisations. Should be a Team player and fluent in Tamil.



**Addus LLP**  
AGM/DGMBusiness HR  
**Location:** Noida, Roorkee  
**Job ID:** 14704815  
**Description:** MBA graduate with 12+ years of experience in Employee relations, C&B, HR Policies, Talent Management and HR Operations.



**WNS Global Services Private Limited**  
HR - Deputy Manager C&B  
**Location:** Mumbai  
**Job ID:** 14499683  
**Description:** MBA graduate with 3 - 10 years of experience in Compensation and Benefits, HR Policies.



**ISS Integrated Facility Services Pvt. Ltd.**  
Assistant Manager-HR  
**Location:** Chennai  
**Job ID:** 14676517  
**Description:** Ideal candidate should have 2 - 5 years of experience in Contract Labour Act, Shops and Establishments Act, Statutory Compliance, Registration & License, Liaisoning with government officials.



**Ecoms Consultant Private Limited**  
HR Head - Manufacturing Company  
**Location:** Kolkata  
**Job ID:** 14666509  
**Description:** Minimum Experience required is 10 to 12 yrs in Manufacturing Company only. Candidates should be Male only and Non - Bengali (Marwari preferred). Salary given will be 20 lacs - 25 lacs CTC.

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BIMAL RATH

# The New HR Manager

If the HR manager does not aspire to change, then s/he will become redundant



**T**here is no real reason for the HR manager to renew themselves in this particular year (as against any other year). Except that change is more likely than ever to catch up and make the professional HR manager redundant sooner than later, if we don't change. And there is a great opportunity for the HR manager to earn some more respect from CEOs and other professionals (notwithstanding the debate as to where the respect level stands right now).

A shift in perspective could do some good in this regard and here are a few new perspectives worth reflecting by my fellow HR professionals:

**1. Organizations are about employees, not employers only.** The top leadership is important to pay attention to. But in the new age, value creation can and is happening at all levels of the organization. HR's role is to help create value for the marketplace by supporting people alignment with culture, ideas and execution. This requires deep listening –not just to the bosses, but also to the masses, and maybe some really bright young people. It will require learning to work better across layers, being a little irreverent to hierarchy and creating value just like any other employee.

**2. Genuineness is far more important in managing people than the rule book.** Almost all great people managers are great listeners and are seen as extremely genuine. If HR is to source, help manage and get the best out of organizational talent, it needs to be seen as a 'person'. And not a bunch of forms and emails. Harnessing and farming talent will only happen if HR managers are genuine in the way they approach people and issues, and role model that for other managers.

**3. Learning is the new leadership.** Organizations will thrive if they adapt quickly and meaningfully on an ongoing basis. And that means individuals, teams and



## Harnessing and farming talent will only happen if HR managers are genuine in the way they approach people and issues

the leadership have to adapt. Anyone who is becoming a hindrance to learning is actually taking the organization back. HR has to not only promote this thought but take a lead in promoting learning on a daily basis. This will mean not just reorienting the whole learning and leadership development function, but also rewarding newer behaviors.

**4. The more you share, the more you get.** HR managers tend to hide behind position, confidentiality and hoarding of information. And employees simply hate it. The sense is that the HR is on a different planet. We must make an effort to firstly come onto the same planet as our employees. The future of HR systems and processes (if there are any left in a few years!) will be like open source software. The community drives and decides what it wants, within a few guidelines. If HR can educate employees to be 'sensible citizens' of the organization, the real power of co-created organizations can be seen. That would of course mean a lot of courage and openness, and much less of control. Are we up to it?

**5. Appreciation is much more valuable than criticism.** The best in people can be leveraged by allowing them to live their own dreams. The discretionary effort and energy a person will put into the job in an organization is directly linked to the opportunity to maximize his/her own potential in that context. Appreciating the uniqueness of each individual and their contribution, however small, is perhaps the best way to support performance.

**6. Really top talent attracts and creates more talent.** HR managers need to be spending an inordinate amount of time in building leaders. The leaders will create more leaders and set standards for others to follow and better themselves. If HR does not understand excellence and quality, and does not continuously push the bar on leadership upwards, it is only breeding mediocrity and complacency. 

### ABOUT THE AUTHOR

**BIMAL RATH** is the founder of Think Talent Services and an executive coach

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# 8th National Research Conference (NRC)

19-20 March 2014, New Delhi

## “Managing Turbulence in Management Education: Aligning With the Needs of Industry”

The time has come when we should clearly bring out the turbulence faced by Management Education at a national platform, create an environment for open debate and discussion on these issues, identify major disturbing factors and their challenges. Systematically develop strategies to align the management education with industry needs. In view to contemplate on the role of academia, industry, regulators and policy makers, AIMA is organizing a two day National Research Conference in Management Education on the Theme “Managing Turbulence in Management Education: Aligning with the needs of Industry.”

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**Mr Manish Sabarwal**  
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**Dr Rajiv Shorey**  
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**Mr K Bhagavatheeswaran**  
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**Prof A K Sen Gupta**  
Mentor at SIES College of  
Management Studies Founder  
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**Prof Prem Vrat**  
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### Important Dates

- |                                       |                             |
|---------------------------------------|-----------------------------|
| • Submission of Full Length paper     | 02 <sup>nd</sup> March 2014 |
| • Notification of Acceptance of paper | 05 <sup>th</sup> March 2014 |
| • Last date for Registration          | 12 <sup>th</sup> March 2014 |



For further details/Research Paper Submission / Registration, please contact:

Dr. Anuja Pandey  
Conference Director

All India Management Association  
Centre For Management Education  
Management House, 14 Institutional Area, Lodhi Road, New Delhi - 110003  
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Allow respondents to be free and unfettered in their responses so that you get a better picture of the situation and the needs of the user base

## Anonymous Review – Are You Worried?

**R**ecently, one of our departments initiated an anonymous review to determine how the staff perceived its performance.

There were questions on processes and people and it generally revolved around the employees' satisfaction with the performance of the department. It made me wonder a few things: Would HR be bold enough to initiate an anonymous review? What would the results be? How would HR respond to the results?

### Initiating the review

When the department lead came to me asking for help in developing the short survey, I asked what their goal was. Simply put, it was to find out from the user's point of view what gaps they had in their products/services and fill those needs as quickly and effectively as possible.

Think about it – for many people, they are not interested in learning their weaknesses and don't really want to hear from anyone about what they could do better. It takes an open mind and sincere dedication to getting the job done properly to step out and ask for that criticism.

As far as the anonymous element, they understood that when you attribute responses to individual people, you sometimes get skewed results. Allowing respondents to be free and unfettered in their responses will provide a better picture of the situation and the needs of the user base.

### Finding the pulse

Think for a moment. If I walked around with a stack of survey forms and a pen and interviewed the staff at your company, how would they respond to these questions? How important does the HR department at our company make you feel? How well do you think the HR department understands what you need to be successful in your

**One final note on the solution side – don't be afraid to use employees as guinea pigs. You should test new ideas or pilot programs against a small sample size before rolling out to the entire organization**

position or project? Overall, how responsive has the HR department been to your questions or concerns? How clear was the information provided to you regarding benefits, policies, and processes? How user friendly is the HR processes? Overall, are you satisfied with the HR department at our company? What do you like most about the HR department? What would you like the procurement department to do better?

Are you confident in how they would respond? Are you a little shaky in some areas? Surely you're not a 100 per cent "extremely satisfied" across the board...


### Following up

The hard part about surveys is not delivering them. It's analyzing the data and determining what follow up (if any) is required. So let's just assume that you're normal and you get a negative response on one question. It's probably not a complete surprise, but now the pressure is on to actually work to solve the problem. When someone has the opportunity to respond to a survey with their concerns, they expect those concerns to be addressed now that they are a known factor.

For instance, if #5 didn't get great responses, then you need to do some research on what specifically in the processes are

bothering people. Are they too cumbersome? Too slow? Too process-oriented when it needs to have more of a personal touch? First determine the exact problem, and then work to resolve it.

One final note on the solution side – don't be afraid to use employees as guinea pigs. One of my friends always used to say, "Treat your employees like guinea pigs." It meant that you should test new ideas, try pilot programs, and evaluate big changes against a small sample size before rolling out to the entire organization. Feel free to do that here. It's less risky for you, it allows employees to have some say in the final direction, and generally everyone is happier than if you had thrown out yet another blanket policy that didn't address the needs of the staff properly.

*What are your thoughts? Any chance of you doing an anonymous survey of your department/team any time soon?* 



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Why are you looking so stressed?



I am having hard time recruiting suitable candidates for the upcoming project.

But we already have lined-up candidates for Interviews this week, so what's the worry?



I don't want last year's re-run. We could not retain most of the people recruited last year.

Hey may be we need to look at more than just the educational and experiential attainment in candidates.



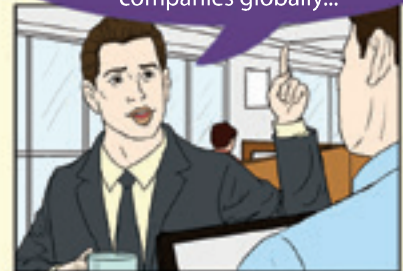
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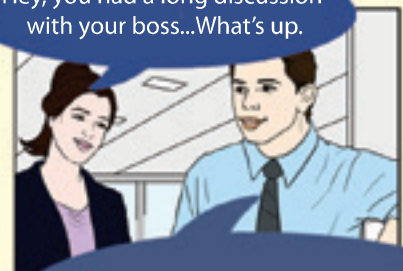
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