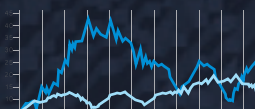# people
matters

₹150

SKILL LEVEL
EXCELLENT

ENGAGEMENT
LEVEL HIGH

ANXIETY
LEVEL LOW

PRODUCTIVITY
LEVEL HIGH

TALENT ACQUIRED
PRIMARY PROTOCOL

VOICE ANALYSIS COMPLETE

001 269872803
004 748392002
006 BHUJGQ847
987 RYTH93827
893 6BHR98034
346 NJGIR9872

NEURO ANALYSIS
APPROVED

HR CYBORGS

While game-changing technologies alter the way the talent managers
operate and decide, they should at all costs avoid the "humanoid trap"

"Check their horoscopes"

It is said that when Napoleon was recruiting troops, he would ask for horoscopes of candidates. Astrologers reviewed these horoscopes to predict whether a candidate was lucky for him.

Clearly, predictive hiring is an age old desire!

Beat the law of averages when you hire or promote

Our world class tools bring science to selection and assessment, and are administered to more than 11 million candidates annually. They measure the abilities, skills and personal attributes that predict job performance, job fit, and employee retention.

Assessment for selection

G.A.T.E.
Customized assessment solutions for hiring

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Off the shelf tool for campus hiring

Assessment for development

LEADER
The next level of assessment for emerging leaders

DeCode
Virtual development center for managers

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Multilayer competency assessment 360° feedback

Reach out to Vishal Singh at vishal.singh.6@aonhewitt.com or visit us at www.aonhewitt.com/india to know more.

Technology makes us more human

What if technology can predict what kind of talent an organization requires? If the technology was smart enough to figure out what kind of roles the organization needs, the people who will fit those roles and what makes those people perform at their best? We are in an age where technology is not only a disruptor in terms of changing business models, but also in the way we deal with our talent.

Word cloud engagement, social media mood and predictive sentiment analysis are just some examples of the things possible today. When GPS debuted, it allowed companies to gather information that was rarely accessible. Today, social networking sites can even influence the kind of mood a person is in. Facebook's controversial study on whether moods can be influenced created a huge uproar around the world, but it kind of hit the nail right on the head. While it gave social media marketers a lot to think about, it also showed how technology can provide never-before-seen insights to decision makers in a format that they could readily use.

More and more organizations are figuring out that utilizing technology and leveraging data helps in gaining greater and richer insights into the talent management conditions in their organizations, and this in turn helps them make better decisions.

Our cover story, HR Cyborgs, shows us a world in the near future where all this is possible. Access to data provides insights that can augment human judgment. It is not about technology being clever, but about technology making us cleverer.

While a lot of HR pundits argue that technology will reduce human intervention, we believe that it will actually have the opposite effect. Technology will relieve HR from being a prisoner of processes, thus giving them more time to focus on culture and behaviors that drive performance, success and sustainability of the business.

For example, using technology and predictive data analytics in talent testing and behavioural assessment can help the hiring process in such a way that the talent manager can focus on the human aspects of hiring such as whether the candidate is friendly and will fit in the culture of the organization. This is exactly where technology and access to data brings the edge of joining the rational and emotional sides of HR.

Also in this issue, Lynda Gratton, Professor of Management Practice at London Business School, takes center-stage in our Big Interview. Timely news features on the Union Budget and the FIFA World Cup 2014 and our regular columns. We also have interviews with Expedia Senior Director-HR Barrie Stone and Eric Morse, Associate Dean of Ivey Business School.

Technology's role in HR is obvious to us at People Matters. In fact, we see HR-Technology becoming a single domain eventually. In this backdrop, we have conceptualized India's first conference in HR technology–TechHR Conference with the theme 'Futurism for the Workplace'. The TechHR Conference will aim at helping HR leaders keep up with the pace of change and enable their path to becoming first movers by incorporating tech solutions in appropriate aspects of HR.

Happy reading and see you all this August 22nd at TechHR!

Esther Martinez Hernandez Editor-in-Chief

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✉ → ester.martinez@peoplematters.in

THE COVER STORY (BEHIND THE SCENE)

1 who is the cyborg?

2 oooooh, needs more work.

3 whats happening? This doesn't look right!

4 close, we are getting there.

5 hmm

6 ya i think you're almost there

pheww
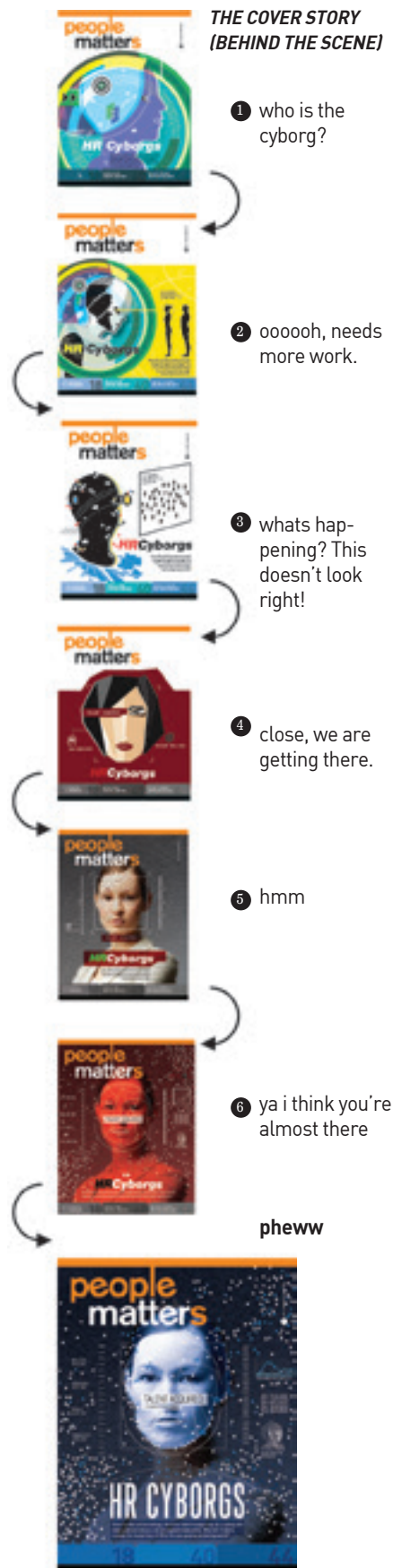
The best thing about my MBA is attention to detail

" Learning here is anything but superficial. From rigorous outbound MBA orientation to a 5-step internship review, from student-faculty joint research to student live projects, from annual curriculum changes to new methods of class lecture, the focus is always on making us learn better. "

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Management Development Programmes

May 19 - November 1, 2014

Title of the Programme	Programme Coordinator(s)	Dates	Venue	Title of the Programme	Programme Coordinator(s)	Dates	Venue
Assessor Certification Programme on Assessment Centre Approach to Competency Mapping	R K Premarajan	May 19 - 23	Bangalore	Bond Portfolio Management & Interest Rate Derivatives	H K Pradhan	August 25-28	Mumbai
Managing Outsourcing & Contract Labour	P K Padhi	May 23 - 24	Kolkata	Strategic Management for Business Leadership	Sharad Sarin	Sept. 1-3	Bangalore
Labour Laws for Corporate Managers	P K Padhi & Tina Stephen	July 14 -16	XLRI	Communication & Presentation Skills	Manish Singhal	Sept. 1-4	XLRI
Basic Leadership Skills	Fr. E Abraham, S.J & Dr. ISF Irudayaraj	July 14 -18	XLRI	Strategic Human Resource Management	L Gurunathan	Sept. 1-5	XLRI
Marketing of Services: Strategies for Competitive Advantage	N Rajkumar	July 21- 23	XLRI	Effective Marketing	Pingali Venugopal	Sept. 1-5	XLRI
Strategic Industrial Relations	Pranabesh Ray	July 21- 25	XLRI	Business Analysis: Perspectives from Economics and Finance	Suma Damodaran & Uday Damodaran	Sept. 4-6	Bangalore
Performance & Pay-Designing-Effective Incentive Schemes	L Gurunathan	August 4 - 6	XLRI	Managing Strategic Change	Indrajit Mukherjee	Sept. 8-11	XLRI
Beyond Coping: Thriving Under Stress in the Workplace	Manish Singhal	August 4- 7	XLRI	Sports Marketing Strategies: Emerging Structures & Applications	Sanjeev Varshney	Sept. 8-12	New Delhi
Leading Firm Growth: Industry, Innovation & Resource-Based Strategies	Manoj Thomas	August 4 - 8	XLRI	Basic Leadership Skills	Fr.E Abraham, S.J & Dr. ISF Irudayaraj	Sept. 23-27	XLRI
Managing Technology & Innovation	Trishit Bandyopadhyay	August 7 - 9	Bangalore	Human Resource Development	M Srimannarayana & Dr. I S F Irudayaraj	Sept. 23-27	XLRI
Corporate Valuation	Prantik Ray	August 18 - 20	Mumbai	Branding through Customer-Centric Management for Enhancing Growth & Profitability	Sanjay Patro	Sept. 23-27	XLRI
HR Business Partnering	Gloryson R B Chalil	August 18 - 21	XLRI	Teamwork Competency for High Performance	M G Jomon	Sept. 24-27	XLRI
Customer Experience Management for Building Strong Brand	Ravi Shekhar & S Patro	August 18 - 22	XLRI	Social Media and Digital Marketing	Arpita Srivastava	Oct. 9-11	New Delhi
Speechkraft: A Solution Focussed Short-Term Programme	Fr. Francis Peter, S.J	August 18 - 22	XLRI	HR Audit-Leading to Internal Auditor Certification	M G Jomon	Oct. 14-18	XLRI
Business Analytics for Managers	P C Padhan	August 18 - 22	XLRI	Demand & Business Forecasting	TAS Vijayaraghavan & P C Pradhan	Oct. 27-29	XLRI
Managerial Effectiveness through Self-Awareness	E S Srinivas	August 20 - 22	Mumbai	Professional Sales Management	Pingali Venugopal	Oct. 27-31	XLRI
CRM: The Heartbeat of Retailing	Smitu Malhotra & Mukesh Chaturvedi	August 21 - 23	New Delhi	Finance for Non-Finance Executives	Santosh Sangem	Oct 27-31	XLRI
				Business Analysis: Perspectives from Economics and Finance	Suma Damodaran & Uday Damodaran	Oct. 30-Nov. 1	Goa

MDP OFFICER, XLRI, Circuit House Area (East), Jamshedpur - 831 035

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TALENT ACQUISITION

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Acclaris
Experience More.

"The intervention has resulted in greater buy-in and team engagement!"

The Acclaris-Dale Carnegie Training Partnership

Acclaris merges the disciplines of technology and health care into a unified whole. Based on their proven foresight in anticipating the changing needs of the industry, they are consistently a step ahead of the competition. Acclaris prides themselves on their collaborative work atmosphere, absence of traditional hierarchical structures and open organizational communication.

"Acclaris conducted a series of programs with Dale Carnegie Training including Leadership Training for Managers and Building High Performing Teams.

One of the key areas of focus for Acclaris was creating a "ONE" culture which would align all employees across regions and nationalities to the company's goals and mission, given its diverse geographical spread. To achieve this objective, Dale Carnegie Training has been Acclaris's Engagement Partner delivering high quality content through excellent training programs. Once Acclaris had shared its vision with the Dale Carnegie team, the customized model created to fulfill the need, was beyond expectations. The trainers even felt like an extension of the company!

After the intervention, we could see many of the learnings applied by Acclaris employees in their workplace. The employees were more positive in their approach, able to embrace change more easily, showed willingness to learn and were definitely more aligned with the vision and mission of the organization. The leadership team also started to display more inclusiveness and decisions-making skills. They have led the way by motivating others, green-lighting ideas and mentoring their juniors which has resulted in greater buy-in and team engagement!"

Dale Carnegie Training India

| Dale Carnegie Course | Leadership Training | Team Engagement | Customer Service | Sales Advantage | Process Improvement |

Letters of the month

JULY 2014 ISSUE

The DNA of SMAC-king talent

Really interesting title to this article..very well written. Really liked the reference to Star Trek.

— Dhananjay

This is a very timely story as SMAC has started making a mark in the HR industry and is soon set to change the dynamics of how HR functions. The story brings in great insights and is a very proactive one in terms of the theme chosen for a cover story and the ideas shared therein. Would love to read more such insightful stories!

— Kavita

This was a very insightful feature and it has come in at a very good time. SMAC is really changing the industry in a big way within the last couple of years. This is a great initiation for some Indian companies who have not moved to that stage.

— Sudha

The Quest for Talentnomics

Completely agree with you on this..it is very topical discussion and poor talent alignment is really going to cost India in the long term as well.

— Astha

Very interesting story! The talent war is surely going to create huge impact on not just organizations but their entire dynamics of existence and skill availability. It will create a strong need for proactive measures to keep a talent pipeline ready... The trend has already begun! Its time to gear up and this story offers a lot of expert advice on the same. Look forward to more such stories in the coming issues!

— Prabhat

I really liked your story on succession planning. It keeps in mind the current scenario with so much going on with Infosys and Yes Bank!

— Chandreyi Bandyopadhyay

Can HR be an entrepreneurial venture?

"Does HR exist to hire, to retain, provide expert advice, design processes to manage people"? Why? Why?? Oh my friend do you need HR at all? How much are they willing to pay me? These are some very potent questions. Hopefully in time India will reach the stage where it will be less about the money and more about the service.

— Astha

HR–The SMAC-KING driver of change

It's a very interesting article! SMAC is surely the key to the next era of technology and how HR will function in the coming times and this article really helps understand the same better!

— Suneetha

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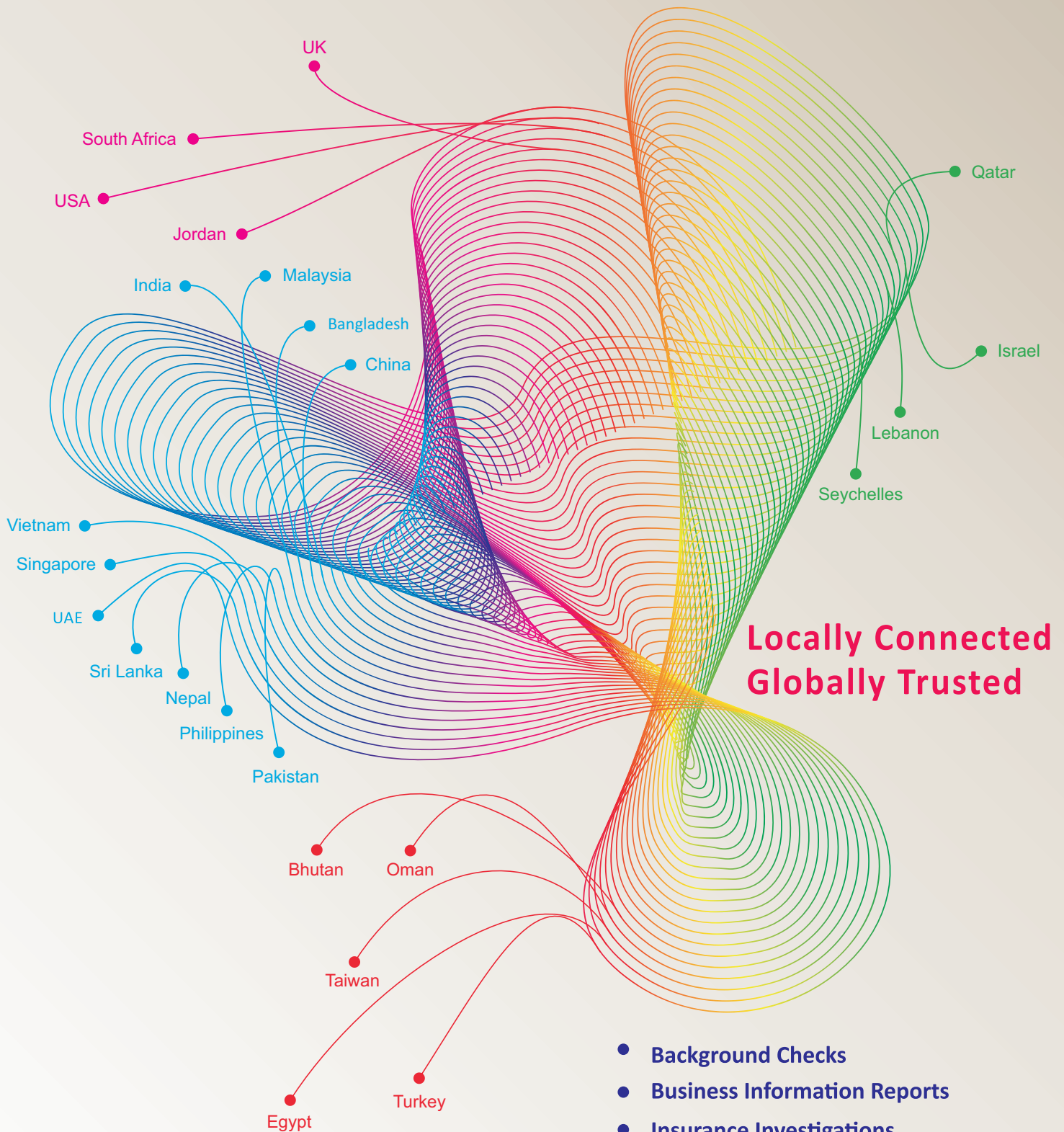
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VIP VISIT

Facebook's Sheryl Sandberg on her maiden visit to India

FACEBOOK CHIEF OPERATING OFFICER, Sheryl Sandberg spent almost a week in India early last month. She was in India as a business leader, philanthropist and an author. So she juggled between meeting customers, captains of Indian industry and senior politicians, including Prime Minister, Narendra Modi, as a senior Facebook executive, doing some charity work and promoting Lean In during her visit. While in the country, she did not leave a single stone unturned in ensuring her visit is a fruitful one. After the meeting with Sandberg, Mr Modi posted, "Had a very fruitful meeting with Sheryl Sandberg. She pointed out that India is a very important country for Facebook, considering the high number of active Facebook users in India." "Being an avid user of social media myself, I talked about ways through which a platform such as Facebook can be used for governance and better interaction between the people and governments. I also talked about how Facebook can be used to bring more tourists to India," the Prime Minister said.

In an endeavour to encourage SMEs and entrepreneurship, Sandberg said, "the answer to growth is entrepreneurship". "Individuals are creating businesses and employing other people, and in India, the SMB growth is strong. And Internet provides more growth stories to SMBs. People are connecting to people and getting more customers and that's what leads to economic growth," she added. Sandberg, who was with Google before joining Facebook in 2008, has been named one of the 100 most influential people in the world by Time magazine. A Harvard Business School alumnus, Sandberg has served as chief of staff for Undersecretary for International Affairs of the US Department of the Treasury Larry Summers in the Bill Clinton administration.

Sources: Economic Times, NDTV, IBN Live, TOI

SHUFFLING CONTROL
Indiabulls Group rejigs management

THE THREE PROMOTERS OF INDIABULLS GROUP--Sameer Gehlaut, Rajiv Rattan and Saurabh Mittal--have mutually decided to reorganize management control of the group's entities among themselves to accord greater focus to each of them, the Hindu Business Line reported. The group has interests in housing finance, real estate, securities and power. The restructuring is effective July 9, the company said in a communiqué to the stock exchanges. Gehlaut will retain control over Indiabulls Housing Finance, Indiabulls Real Estate, Indiabulls Securities and Indiabulls Wholesale Services. Rajiv Rattan and Saurabh Mittal will relinquish all control, management and oversight in these businesses. Saurabh Mittal and Rajiv Rattan will step down from the board of IBHFL. Rajiv Rattan and Saurabh Mittal will control and supervise the power business.

TRIMMING BUSINESS
Microsoft to lay off 18,000 jobs, mostly from Nokia unit

MICROSOFT CORP IS SET TO CUT more than 18,000 jobs in an attempt at reinvigoration, the New York Times reported. The cuts are the first major change made by Satya Nadella, the company's new chief executive, who said Microsoft needed to be more nimble and focused. The job cuts would be the largest in the company's history, representing about 14 percent of its work force. Most of the cuts will come from the Nokia mobile phone business Microsoft acquired this year. The vast majority of the jobs being eliminated will come from the Nokia groups, though some will come from overlap at Microsoft resulting from the deal. Microsoft said 1,100 job cuts would come from Finland, and 1,800 from a Nokia factory in Hungary. The result is that Microsoft is letting go of nearly half of the 25,000 people who joined the company from Nokia.

Air India terminates 45 cabin crew for absenteeism

National carrier Air India has in the last six months terminated the services of 45 cabin crew on ground of absenteeism and will be serving final notices to 59 more in the next month and half, the Economic Times reported. "We began this drive last year when we saw a large gap between the number of cabin crew on our rolls and the number reporting for work," said the executive who didn't want to be named. The carrier currently has about 3,400 cabin crew on its rolls and above 800 more on contract. Under the new drive, the carrier sent notices to people who were absent from work without authorized reason for more than 15 days. That was followed a few weeks later with chargesheets and a few months after that, termination notices. About 400 such employees were given such notices last year, the executive said. Many came back to work, while others resigned on their own. The rest–about 20–were fired.

Contract workers on strike at Britannia's Delhi factory

Contract workers at the Delhi factory of biscuits major Britannia Industries have gone on strike, partially affecting production. The company has declared the strike illegal and said availability of its products in the market will not be impacted by the workers' stir. In a filing to the BSE, the company said the contract workers at its factory located in Delhi have gone on an illegal strike. "The illegal strike has had a partial impact on production/ operation at the factory," it said. Further, the company said: "This illegal strike has a very small impact on the overall business/operation of the company, including the availability of finished products in the market." The company, however, did not specify the reasons for the strike by the contract workers.

BBC News to cut 400 jobs in austerity drive

The BBC said it will cut 415 jobs from its news department in the latest cost-cutting measures by the world's largest public broadcaster. Director of news James Harding said the cuts over the next two years were part of savings needed as a result of a freeze in the licence fee, which all British households with a television must pay. But he said the BBC would create 195 new posts in the news division as part of a restructuring plan, meaning a net reduction of 220 full-time jobs overall. BBC workers are set to go on strike on 23 July during the opening of the Commonwealth Games in Glasgow, Scotland over the layoffs. British Prime Minister David Cameron's coalition government froze the licence fee for six years in 2010 as part of sweeping austerity measures to cut a record deficit.

Coal India won't be split: Piyush Goyal

Putting speculation of breaking up state behemoth Coal India (CIL) to rest, power and coal minister Piyush Goyal has said the new government will not split the world's largest coal miner but will work to improve its performance. The new government wants to fix the coal sector quickly to ensure uninterrupted electricity supply across the country, the Economic Times reported. Banker-turned-politician Goyal, 50, said, "We have been assessing the performance of Coal India in great detail and I think there is a lot of potential to smoothen the edges and enhance the production at different mines," he told PTI in an interview here. He saw great

strength and benefit in keeping CIL, which accounts for 80 per cent of India's coal output, as one company instead of converting its seven units into independent entities to unlock value and increase efficiency.

States to pay entire compensation for wage delay by July end

The Centre has come down heavily on states asking them to pay the entire compensation to workers arising out of delay in wages by July 31 under the employment guarantee scheme, in the absence of which states will not be allowed to apply for further funds under the scheme from the Centre. At present, 25 per cent of the payments amounting to Rs 2,700 crore are delayed beyond the stipulated 15 days, the Economic Times reported. A fraction of payments, about Rs 125 crore has been delayed for over 90 days. Ministry of Rural Development had introduced the penal system of monetary compensation for delay in wages under the Mahatma Gandhi National Rural Employment Guarantee Act in January this year and till date the cumulative compensation stands at Rs 90.6 crore.

TRIVIUM

Overworking can be fatal!
Did you know that people in China are dying of overworking and stress?

QUITE LITERALLY, CHINA IS FACING an epidemic of overwork. About 600,000 Chinese a year die from working too hard, according to the China Youth Daily. China Radio International in April reported a toll of 1,600 every day. Japan also recognizes this and terms it as 'Karoshi' or death from overwork. It encompasses deaths from stroke, heart attack, cerebral haemorrhage or other sudden causes related to demands of the workplace. While in China such deaths are known as 'guolaosi'. Work-life balance gets short shrift in a society that combines a modern pursuit of riches with an ancient belief in putting the community above the individual, said Yang Heqing, Dean of the School of Labor Economics at the Capital University of Economics and Business in Beijing. In parts of China's capital he's surveyed, 60 per cent of workers complain of clocking more than the legal limit of two hours a day of overtime, taking a toll on workers' family and health, he said.

NEW JOBS

Hiring & Attrition Trend Survey 2014-15

A SURVEY ON THE HIRING SCENARIO of 2014-15 conducted by Genius Consultants Ltd. reported that around 55% companies of the 575 companies surveyed across India believed that new jobs will be created in FY2014-15. However, a few companies deferred in their views. The survey also revealed that organizations plan to give increments to their employees in 2014-15. Here are the other trends and observations:

Hiring Trend for companies for the FY: 2014-15

55% Both new vacancies and replacement hiring will take place

6% Layoffs will happen

6% No Hiring

15% Replenishment hiring against attrition will take place only

18% New vacancies will be created
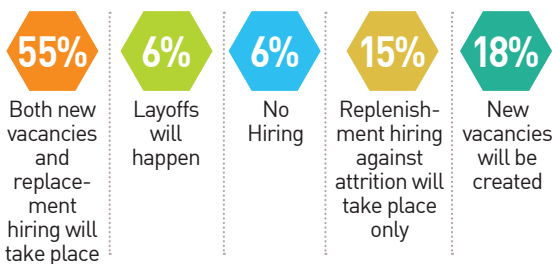
Industries where both new vacancies and replacement hiring will take place

- Manufacturing
- IT/ITeS/BPO
- Banking & Finance
- FMCG
- Construction & Engineering

Locations where both new vacancies and replacement hiring will take place

- Chennai
- Mumbai
- Bangalore
- New Delhi
- Kolkata
- Pune

Candidates Sourcing Avenues for the FY2014-15

Source	Percentage
Job Portals	19%
Consultants	18%
Campus	16%
Referral	14%
Advertisements	12%
Social Media	11%
Internal Recruitment	10%
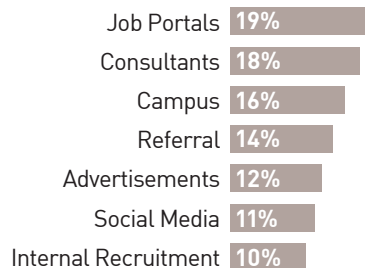
Range of Increments in Compensation for the FY2014-15

- **40%** said it will be 10-15%
- **33%** expect it to be 5-10%
- **13%** expect it to be 15-20%
- **10%** expect it to be less than 5%
- **4%** expect increments to be 20% or upwards
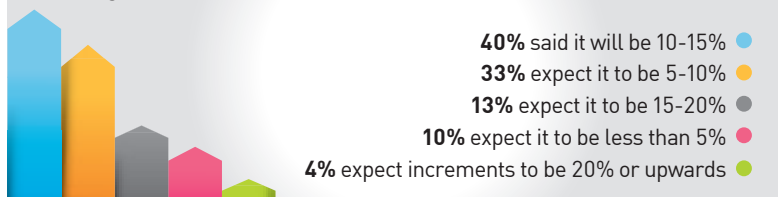
SHUTDOWN STORM

Carrefour to shut shop, 800 employees to be hit

CARREFOUR, WHICH ANNOUNCED its much-anticipated exit from India in early July, has decided to shut its five wholesale stores here after the French retailer failed to find any buyers for them, sources said. The closure will affect more than 800 employees of the company which opened its first cash-and-carry outlet in Delhi's Seelampur area about four years ago, the Economic Times reported. Carrefour has been looking to sell the stores after it failed to forge an alliance with Bharti Enterprises in May. It had hired KPMG to scout for buyers. Other sources and potential buyers who surveyed the five stores for a possible purchase said the company has not been able to find a concrete buyer due to its valuation expectations. Also, some of its stores were in close proximity to those of the potential buyers, which made them unattractive as the buyer can't cover new markets with the purchase.

DISCIPLINE LEAVE

I&B minister asks latecomers to take leave

DOZENS OF OFFICIALS IN THE information and broadcasting ministry were left red-faced recently, after an unexpected visit by minister Prakash Javadekar, who walked into the office sharp at 9am, found more than 100 of them absent from the desks, the Economic Times reported. Javadekar, who also holds the environment portfolio besides I&B, would spend the first half of his day at the environment ministry's offices at Indira Paryavaran Bhawan, Jorbagh, but one day he sprang a surprise by reaching the I&B ministry's office in Shastri Bhawan at 9 am. Sensing that the attendance levels were thin, he decided to take a round of the office soon after at around 9:15 am. The late-comers were mostly the junior staff. Secretary level officials were on time. Officials said some 200 people had come in late to work. While some had valid reasons for their late arrival, around 50 people took casual leave.

NEWSMAKER OF THE MONTH

Joachim Löw –
Germany's shining star

WHEN GERMANY CRASHED out of the Euros in July 2004 in the Group stages, the nation knew something drastic had to be done. They roped in former German footballer Jürgen Klinsmann, whose first job was to hire an assistant coach whom he met at a coaching school in 2000.

Today, that assistant coach led the German national team to victory at the FIFA World Cup 2014 by defeating Argentina. Joachim "Jogi" Löw led the Germans to a historic win in Brazil, the first European team to win the World Cup in the Americas. As a proud mentor, he said, "I told the team before kick-off that they would have to give more than they had ever given before because they wanted to achieve something we had never previously achieved."

"This is the result of many years' work beginning with Jurgen Klinsmann and we continued that. Over the years we have been able to improve our performance and it has been 10 years of tough preparation. The players have a marvellous technical ability and the will-power to carry it out. We are proud to win it here in Brazil, the footballing country par excellence, and to be the first European team to win in Latin America," Löw added.

Players usually start rhapsodizing when asked about working with Löw. Why? Ask Roland Eitel, a former adviser to Klinsmann and one of Löw's oldest friends: "Players respect him because he treats them like grown-ups. He doesn't rule over them. He encourages debate and actually listens to his players, takes their views into account for his decisions."

The son of a craftsman, he's a far cry from old-school coaches who assert their authority with early morning runs and extra-draining training sessions. For him, it's about playing smarter, not harder. He was born in Schonau, West Germany on February 3, 1960, and was a football player with SC Freiburg from 1978 to 1980 and from 1985 to 1989. A broken shinbone at 22 cut short his player career and so decided to become a coach instead. Long considered "Mr. Nice Guy" with a soft touch out of place in today's cutthroat football world, Loew did not shy from shedding that image when he thought he needed be firm and decisive.

Sources: Ozy, Economic Times, The Straits Times

Rajdeep Sardesai, Sagarika Ghose quit Network18

RAJDEEP SARDESAI, EDITOR-IN-CHIEF, IBN 18 Network and Sagarika Ghose, deputy editor at CNN-IBN have quit the Network18 group in quick succession. While Ghose posted "Goodbye CNN-IBN. God Bless!" on microblogging site Twitter, Sardesai confirmed his resignation in a text message: "Proud of what we achieved. We started channels from scratch and built them by putting journalism first." In his farewell letter to staff Sardesai wrote, "I must confess it's not easy to leave a baby that one has helped create/build/grow and to leave such great colleagues. But I guess certain things in life are written in the stars. Editorial independence and integrity have been articles of faith in 26 years in journalism and maybe I am too old now to change!" According to people familiar with the development, Sardesai and Ghose formally put in their papers on 3 July.

Sunil Lulla quits BCCL

SUNIL LULLA, PRESIDENT—corporate development, at Bennett, Coleman and Co. Ltd (BCCL), the publishers of The Times of India, resigned from the company, last month after nine years of service. Lulla confirmed the development and said, "Today is my last day. I've had a fantastic journey here." While Lulla did not disclose details about his future plans, he said he does not plan to continue working in the news media space. "It's time to do different things," he said. Prior to this Lulla was the managing director and chief executive officer of Times Television Network. In January, he moved into the role of president—corporate development at BCCL, while M.K. Anand took over his position at Times Television Network.

Three independent directors quit Wipro

WIPRO ANNOUNCED THAT THREE OF ITS 10 independent directors quit the company, a move that will help country's third-largest software exporter align with the new regulations and also appoint fresh faces. BC Prabhakar and Shyam Saran did not seek re-election at the time of company's annual general meeting on July 23, while the third independent Dr Henning Kagermann left the board on June 30. "I wish to thank BC Prabhakar, Shyam Saran and Dr Henning Kagermann for their invaluable contribution to Wipro over the years," said Azim Premji, Chairman, Wipro Ltd.

QR

NITA AMBANI JOINS THE BOARD OF RELIANCE INDUSTRIES
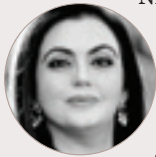
Nita Ambani, wife of Reliance Industries chairman Mukesh Ambani, was inducted on the board of the company at the company's 40th Annual General Meeting. "We are delighted to welcome her (Nita Ambani) to the board of Reliance Industries as an accomplished individual and the founder chairperson of Reliance Foundation for furthering the growth agenda of Reliance," Mukesh Ambani said at the meeting.

INDIAN OIL APPOINTS B. ASHOK AS CHAIRMAN

India's largest oil marketing company Indian Oil Corp. Ltd said it has appointed B. Ashok as its chairman with effect from 16 July. Prior to his appointment as chairman, he was executive director (retail sales) & executive director at the corporate office in New Delhi, the firm said in a statement. He also led the oil firm's overseas business in South-East Asia.

IOC NAMES SANJIV SINGH AS DIRECTOR (REFINERIES)

Indian Oil Corporation Ltd has announced that Sanjiv Singh has taken over as the Director (Refineries) replacing Rajkumar Ghosh, who superannuated on June 30. Singh was Executive Director (In-Charge) at the Paradip Refinery Project in Odisha before his new assignment.

ASHOK VARMA APPOINTED DIRECTOR (ONSHORE), ONGC

In first oil PSU appointment by the new NDA government, Ashok Varma has been appointed Director (Onshore) of Oil and Natural Gas Corp (ONGC). Prior to his joining as Director (Onshore) on June 19, he was heading ONGC's Eastern Offshore Asset at Kakinada, where he was instrumental in putting the Eastern Offshore Asset on production.

RANI RAMESH TAKES OVER AS CEO IN EXTENTA
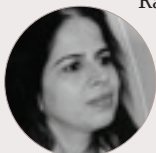
Rani Ramesh has taken over as Chief Executive Officer of Extenta, a Technopark-based human resource management solutions company. Rani has over 28 years of experience in IT operations, facilities management, human resources, administration, and general management, a company spokesman said.

AXIS BANK ELEVATES SANJEEV KUMAR GUPTA AS ED

The board of directors of Axis Bank has appointed Sanjeev Kumar Gupta as Executive Director with effect from September 1. Gupta is the President and CFO of the third-largest private bank since 2009. Gupta has served as a Director at Axis Securities & Sales Ltd and has worked with the State Bank of Bikaner and Jaipur.

HCL TECH R SRIKRISHNA SET TO BE CEO OF HEXAWARE TECH

Hexaware Technologies is close to appointing HCL Technologies' R Srikrishna as its CEO, a source with direct knowledge of the matter told ET, less than a year after Baring Private Equity Asia bought a majority stake. Srikrishna, who headed sales of the infrastructure services and healthcare division at HCL, will join Hexaware in the next two weeks, the source said.

RELIANCE INFRASTRUCTURE APPOINTS MS MEHTA AS CEO

Anil Ambani-led Reliance Group has appointed MS Mehta, a former group chief executive officer of Vedanta Resources, as CEO of Reliance Infrastructure, a move which company officials say is part of a strategy to build a new leadership team for its power and infrastructure businesses.

KATRAGADDA TO JOIN TATA SONS AS GROUP CTO

Tata Sons has announced that Gopichand Katragadda would join the company as Group Chief Technology Officer from August 3. He will report to Chairman Cyrus P Mistry. In this new role, Katragadda would be responsible for technology at the group level and share his expertise in managing research and development operations, leveraging cross company synergies, creating technology strategies for white spaces, and acting as an evangelist for innovation across group companies.

TWITTER REPLACES CFO, APPOINTS GLOBAL MEDIA CHIEF

Twitter Inc named Anthony Noto as CFO, putting the well-regarded former Goldman Sachs executive who led its successful November IPO in charge of finances. The previous CFO, Mike Gupta, was named senior vice president of strategic investments. Twitter Inc has appointed Katie Stanton its new media chief, placing the former Google executive at the heart of its crucial relationships with Hollywood and the global media industry.

GE CAPITAL'S ANISH SHAH TO JOIN MAHINDRA & MAHINDRA

Mahindra & Mahindra Ltd (M&M) has appointed Anish Shah as President of Group Special Projects effective August 1. He will also be inducted into the Group Executive Board. Shah joins M&M from General Electric (GE), where he was President and Chief Executive Officer for GE Capital India, since May 2009.

SUNDER RAMACHANDRAN JOINS PFIZER LTD AS HEAD - SALES TRAINING
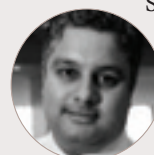
Sunder Ramachandran has recently joined Pfizer Ltd as Head - Sales Training. In his new role as the India Training Lead, he is responsible for the overall training strategy (Brands & Skills) for a field force of 2500. He is also a part of the GCO (Global Commercial Operations) leadership team and reports to the GCO lead based out of Seoul, South Korea.

EIJA HAKAKARI APPOINTED FINNAIR'S SVP HUMAN RESOURCES

Eija Hakakari, M. Sc. (Education), 53, has been appointed Finnair's Senior Vice President, Human Resources and a member of Finnair's Executive Board. She will start in her new role by the end of 2014. She succeeds Finnair's current SVP Human Resources Manne Tiensuu, who leaves Finnair on 31 August 2014.

QUICK READS

You can be a leader at any stage in your life

Lynda Gratton, a British organizational theorist, consultant, and Professor of Management Practice at London Business School and the founder of the Hot Spots Movement, talks about her experiences, her latest book and more

By **Anu Babu Kurian**

Q You have been teaching for many years now and written many books. What have been your key learnings over the decades across the different areas that you have explored?

A I'd say the most significant thing I've learnt is that people are basically cooperative, but organizations need to invest in good management and a collaborative working environment in order to benefit from that.

A lot of my early academic research looked at how people make a difference to a company. In fact, that was the basis of my first book, 'Living Strategy' which focused on how you build a company that aligns with people and their needs. I also looked specifically at cooperation and the role it plays within an organization. What's interesting is that between that first book and the two books I wrote about on transformation – "The Shift: The Future of Work is Already Here" and "The Key - How Corporations Succeed by Solving the World's Toughest Problems" – the one thing that hasn't really changed is the role of cooperation. It's still just as crucial as ever.

My work is about every corporation's most important asset: people. I'm a certified psychologist and I think most people are naturally cooperative – and that is another thing that hasn't changed over the years. Something that has changed in a very drastic way is the size and scope of organizations and that has become a major obstacle when it comes to cooperation. As companies become larger and larger, cooperation becomes more difficult, because they have created an environment where employees have to cooperate with thousands of people of different nationalities and age groups. This diversity makes it more difficult because we all find it easiest to cooperate with people who are in close proximity to us and who we perceive as being similar to us.

The solution to this problem really comes back to placing people at the center of the organization and making sure that every manager is trained to become more collaborative and to help ensure that the organization itself is cooperative at all levels. I think collaborative technology is also very crucial – social media technology allows people to talk to each other and take collaboration to a whole new level and companies need to start jumping on that bandwagon internally as well as externally. Consulting companies use technology for a huge amount of collaboration and that is making a big difference to the way they work.

Q You are a Fellow of the World Economic Forum and have chaired the WEF Council of Leadership. What are the key challenges that leaders face today in this fast-paced world and how can they overcome them?

A The context of leadership has changed dramatically and repeatedly. The remit of a leader has evolved beyond an expectation to run their organization to include taking a view on what's happening in the world. Today's leaders need to be prepared

> **People can take up leadership positions at any stage in their lives. You can be a perfectly good leader but not have the maturity**

to make comments about the developments in the world outside the corporation – and to be held to account for those comments very publicly, too. And on top of that, they have a lot of short-term financial pressures to contend with as well. In my latest book, I talk about the importance of the inner journey, which is the process any leader must go through in order to learn about himself and the world. It's a process which is as vital as it is difficult. That is why leadership is so difficult: a good leader has to build their personal values and be prepared to be judged for them, and at the same time, they also need to have a keen eye focused on the world outside.

It takes decades for people to build the courage and respectability to be able to lead and that is why leadership development is so important. An example of a company that recognizes this is Hindustan Unilever. Part of their management training is to send their recruits to an Indian village. There, they learn about the world outside their organization and this experience helps to put them on that leadership journey when they are still quite young.

Today, leaders aren't just expected to run their organizations but also make comments on developments in the world

Q Do you think leadership development can be accelerated?

A People can take up leadership positions at any stage in their lives. You can be a perfectly decent leader but not have the maturity. I think this is something people in India understand this better than anywhere else – they really grasp the way in which people mature and develop the ability to look at the world in its complexity. You can accelerate this process by making sure there is a coach working with them to ensure they develop that way of looking at their work experiences.

Q In your experience, what are the most problematic areas in the relationship between people and organizations?

A The big difficulty is that organizations have often taken a "one size fits all" approach to development when the reality is that everyone is different. And this has caused problems. So, at this point, I think organizations need to create an alignment between what they are trying to achieve and what employees want. And it needs to be flexible, because people's motivations are very idiosyncratic. There are some people who are primarily motivated by the prospect of having an exciting job and for others their motivation is a desire to feel purposeful and to have clearly defined goals. For others, their motivation is purely financial. There is a need for leaders to recognize that not everyone is motivated by the same things and that not everyone has the same level of motivation. Once you understand that, you can build a much stronger and productive relationship.

Q You direct the program 'Human Resource Strategy in Transforming Companies' at London Business School. What role do HR leaders play in transforming companies?

A The primary role of the HR leaders is to work closely with leadership teams and CEOs and help translate their aspirations into practices and processes. I think some firms have incredible HR communities while in others HR is primarily an administrative function. Some CEOs simply want an admin person and not somebody who takes charge. But in general, I think today's HR professionals are much more skilled and passionate than they were 20 years ago and they are taking on a bigger role when it comes to transforming the companies they work for.

Q In your previous book "The Shift", you talked about how the future of work has arrived. Where does HR fit in the picture?

A The role of HR is to build an engaging future. The big message from both 'The Shift' and 'The Key' is that the world is changing very fast and we need to think hard about how we respond to that change. I think that for HR, their response should be to build resilience. The one thing we know about the future is that it is very different from the present; today you see accelerated globalization, technology and processes in India. We don't know what's going to happen in the future but we should be strong enough and agile enough to survive whatever it throws at us.

Q Tell us about your new book "The Key -- How Corporations Succeed by Solving the World's Toughest Problems".

A My most recent research has been concerned with two areas: One is what we would tell our children about how to prepare for the future and the second one was about the future of corporations. 'The Shift' was about what we would teach our children about planning their career, while 'The Key' is about what you would do as a corporation. The point I make in 'The Key' is that now is the time for corporations to look at what they can do inside and outside the organization, how they can help build the community and work to tackle some of the biggest challenges. **Pm**

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We are the champions

4 reasons why the Germans managed to outwit Messi and his team and bag the FIFA World Cup 2014

By **Anu Babu Kurian**

The number 13 will soon shed the unlucky tag. On July 13 in the 113th minute, history was made. A team, which had been in the making for over a decade finally left their stamp at the World Cup stage and the fact that it was played at the Maracanã in Brazil, one of football's most sacred sites, and against Argentina sweetened the deal.

In the 113th minute of the World Cup final, Mario Goetze—the last minute substitute for veteran striker Miroslav Klose— took advantage of the one gap in an otherwise tight Argentinian defence to score for Germany. It was the magical moment they had been waiting for, when years of hard work and heart break finally made sense in the only manner that the Germans could understand – Winning.

With the win, Germany has stamped its domination on the world scene and are on top of the FIFA rankings. The Argentinians with stars like Gonzalo

The foundation of any team's success is having a great coach, a great leader. Joachim Löw was not just a great coach but also a very inspirational leader

Higuain and Lionel Messi had their chances but the ball always seemed to either go wide or fall short.

There were many reasons why this World Cup was special for Germany. If one were to take a look back at the tournament, then one would see how records were broken right, left and centre. Here is a glimpse of what they achieved:

- The Germans are the first European team to win in the Americas
- The first to hand Brazil its worse ever

defeat in the history of World Cup history in the semi-finals (7-1). It was the biggest margin in a World Cup semi-final
- They reached the finals for the eight time (more often than any other side in the history of the competition) and this is their fourth World Cup victory. The last time they won the Cup in 1990.
- Germany have scored 18 goals in these finals – the last team to score as many in a World Cup tournament was Brazil (also 18) in 2002

- Klose became the top scoring player in World Cup history with his strike against Brazil in the semi-finals (16 goals)
- Thomas Muller has scored 10 goals and provided six assists in just 13 World Cup matches.
- Mario Götze is the first substitute to score a winning goal in the World Cup final and is the youngest scorer of a goal in a World Cup final since Wolfgang Weber in 1966 (22 years, 33 days).

Enough of records. There are several reasons why this German team won the tournament. Here is the story of how the German team snared football's most prestigious honour.

Make a good foundation

The Germans have been working to get the right team for more than 10 years. When Germany failed to make it through the Group stages of the Euro Cup 2004, the whole country was baying for the blood of the then coach. When Germany looked towards Jürgen Klinsmann to lead them out of the mess they were in, he roped in Joachim Löw to be his assistant. The rest, as they say, is history. Jogi, as he is known, led Germany through the years (he took over as the national coach in 2006) – the team made it to the Euro Cup 2008 Finals, the semi-finals of both the 2010 World Cup and the 2012 Euro Cup. The expectations were pretty high as they reached Brazil.

Success is 99% perspiration, 1% Inspiration

"A player who cannot learn is not a good player". This philosophy of Löw set the tone of Germany's World Cup campaign. The foundation of any team's success is having a great coach, a great leader. Even during the finals, as the Germans struggled to break through the Argentinian defence, his words of wisdom to Goetze spurred him to score the one goal that made all the difference in the end. Those golden words were – "Show to the world that you're better than [Lionel] Messi, show that you can decide the World Cup."

The Washington Post had this to say about Low's inspirational pep talk "More a dare than a motivational speech, it had three things going for it. For one, it was personal. Any talented young player wants to be compared to one of the world's great stars, even if it may be a bit of a stretch. It gave Goetze a specific target to envision rather than some amorphous call to "be the best". It also put the moment in stark relief without turning up the pressure too high. Most of all, the sideline

The German team was consistent throughout the tournament. They won six of its seven games and did not once have to get to the stage of penalties

pep talk showed how much Löw believed in his player."

It's important to be consistent

The German team was consistent throughout the tournament. They won six of its seven games from the league stage (they drew 2-2 with Ghana) and got to the World Cup final without needing penalties to decide their fate. The only second time after the finals that they needed extra time was in the game against Algeria in the Round of 16. Clarence Seedorf, a Dutch former footballer, told BBC News in an interview, "Germany are absolutely worthy of winning the World Cup. They were the best team throughout and they grew a lot. They were always very solid, got through the results and improved as the tournament went on. The final was quite equal, maybe the best chances went to Argentina, but it is still deserved by Germany."

Young blood to fuel the fire

The current team of players were a delightful mix of the old and the young. While it had veterans like Klose (36), Bastian Schweinsteiger (29) and captain Philip Lahm (30), it also had youngsters like

Goetze (22), Mueller (24), Mesut Ozil (26), Toni Kroos (24), Jerome Boateng (25), Andre Schurrle (24) and several of the bench players are even younger. Lahm summarized it best when he said this after the match, "Whether we have the best individual players or whatever does not matter, you have to have the best team. And at the end you stand there as world champions – an unbelievable feeling. We stepped up time and again in the tournament, did not let ourselves get distracted by any disruption [and] went on our way."

English footballer Rio Ferdinand said, "This isn't a project started last year by the German FA. It's something that has been in the making for the last 10 years. These players have played together at international youth level, under-21 level. Now they're world champions."

One can take many lessons through the German's win. Usually, it takes a lot of time to change perceptions. The Germans managed to do that in 120 minutes. **pm**

Sources: BBC News, Sports Illustrated
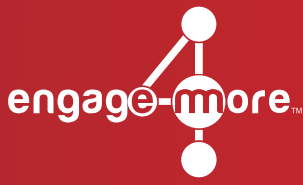
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Budgeting for the future

Modi government is gung-ho on job creation, skill development; Indian economy forecasted to grow 7-8 per cent

By **Ankita Sharma**

On July 10, Union Finance Minister Arun Jaitley finally presented the maiden budget of the NDA-led government at the Centre. Since the new government has come to power, the country has been in a state of anticipation, waiting for Prime Minister Narendra Modi to pull out a magic wand and wish away all the troubles ailing the Indian economy, which has clocked sub 5 per cent growth for two consecutive years. Modi had made a lot of big promises in the run up to the general elections, chief among them being creating more job opportunities and opening certain sectors to foreign direct investment. Let us find out if they have lived up to their promises.

Promising to leave no stone unturned in creating a strong and vibrant India, Jaitley has forecasted that the pace of economic growth will accelerate to 7-8 per cent in the next three to four years. India is still grappling with high inflation and the worst slowdown in years since the recession in 2009. Creating job opportunities is topmost on the mind of the government as it has placed a lot of emphasis on sectors like manufacturing, infrastructure, tourism, textiles and housing–these sectors have the potential to create both skilled and unskilled job opportunities. Also, opening up of FDI will go a long way in stabilizing the Indian economy and opening up avenues for investment in the country.

If one were to go by the sentiment of India Inc after the Budget, one would assume that the industry is very happy with the proposals put forward by Jaitley. In a FICCI poll, most CEOs described the budget as pro-growth. Underlining the need to return to the pre-crisis growth level in order to generate jobs and assure inclusive growth, the corporate leaders applauded the emphasis given to various sectors.

In a FICCI poll, most CEOs described the budget as pro-growth and applauded the emphasis given to various job-creating sectors like manufacturing, infrastructure and tourism

Moorthy K Uppaluri, CEO, Randstad India, said, "Broadly, the budget presented seems to be in the right direction, with intent on economic growth by containing fiscal deficit and inflation. The focus has been on investments in key fundamental areas to revive the economy and spur job growth with a priority on execution and implementation of the schemes and projects. However, we feel that four keys areas have emerged as growth levers to put the economy back on track and achieve an annual growth of 7-8 per cent over the next couple of years. These areas are

the opening up of FDI in a few sectors like insurance and defence, prioritizing the infrastructure, construction and agriculture sectors for growth, focus on skill development and intent to create a predictable tax regime."

Highlights of the budget

The common man: Relief for the average Indian came in the form of extension of the basic exemption limit from Rs 2 lakh to Rs 2.5 lakh; for senior citizens, the non-taxable income limit was raised from Rs 2.5 lakh to Rs 3 lakh. The budget also

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5th & 12th July 2014	26th & 27th July 2014	2nd & 3rd August 2014	23rd & 24th August 2014
Certification Program	Certification Program	Certification Program	Certification Program
Pune, Maharashtra	Hyderabad, Andhra Pradesh	Bangalore, Karnataka	Chennai, Tamil Nadu

The finance minister announced a national multi-skill programme called Skill India, which would skill the youth with an emphasis on employability and entrepreneurial skills

enhanced the annual deduction available under Section 80C from Rs. 1 lakh to Rs. 1.5 lakh, which was a long-pending demand of taxpayers.

Education sector: There has been marked focus on education with allocations for school education going up by 10 per cent and for higher education by 13 per cent from the interim budget. Five new IITs, five new IIMs, four new AIIMs, 12 more government medical colleges and new agriculture and horticulture universities have been announced in the Budget. Educators are still debating the consequences of this move and was wondering if it was a hasty decision to take. However, the education and skills development sector reaped rich dividends from the Modi government's focus on these areas.

Kamal Karanth, MD, Kelly Services India & Malaysia, said, "We believe the budget has addressed a lot of areas that ushers well for the job market. Investment of Rs 500 crore for setting up IITs and IIMs will help to meet the huge demand for skilled workforce in India. The setting up of biotech clusters in Bangalore and Faridabad will not only promote the sector in a huge way but will increase the job opportunity for biotech graduates."

Human Resource Development: The total budget of the human resources development ministry saw an increase of 12.3 per cent from last year to Rs 83,771 crore this year. Modi had said last month that the country should be known as 'Skill India' instead of 'Scam India'. With that precedent set, the finance minister announced a national multi-skill programme called Skill India. It would skill the youth with an

emphasis on employability and entrepreneurial skills. It will also provide training and support for traditional professions like welders, carpenters, cobblers, masons, blacksmiths and weavers etc.

Vinay Pradhan, Country Manager, Skillsoft, India spoke to us about the government's focus on skill development and said, "The incentives outlined will foster the youth to learn and thus indirectly contribute towards the "New India Inc.'s" growth. Further, Skill-India is an excellent initiative to encourage the millennial generation to enhance their on-the-job and entrepreneurial skills. Plus, with a special focus on broadband internet in this budget, e-learning along with correct elements of classroom delivery will ensure that the quality and standard is not only maintained but that it also reaches every corner of the country, especially the rural population."

MSME and Entrepreneurship: In a far reaching move, the government provided impetus to start-ups to bring them from the fringes, to the centre of the national economic discourse. With focus on Medium, Small and Micro Enterprises (MSME) as the backbone of the economy, the government has proposed to set up a 10,000-crore venture capital fund which will provide equity, quasi-equity, soft loans and other risk capitals for start-up companies. It is a prudent approach to harness the 47 million surplus skilled work force that is likely to emerge by 2020. The move opens up possibilities for local financial institutions to participate in the surge of entrepreneurial activities across the country, where at least two start-ups are launched every day.

Ajit Menon, HR Head of Dalmia Bharat, said, "The Union Budget 2014-15 gives a message of stability and continuity. Setting up new vocational training centres, bringing it at par with the higher education system and allocating an Rs 14,389 crore for creation of jobs is a positive sign for the economy. It's evident that the Finance Minister intends to boost youth employment by allocating Rs 100 crore to start village entrepreneurship training schemes to encourage rural youth to start their own ventures and help reduce the demographic divide."

Job Creation: Medium to long term job creation is expected in the insurance sector, whereas long-term job creation is forecasted in the infrastructure and manufacturing sectors as FDI for these sectors have been raised. Fundamental sectors like manufacturing, infrastructure and agriculture have been given a boost, which will lead to a multiplier effect on economic growth and job creation. With focus on the MSME sector, it has the potential to be a key job creator in the long term. Job creation and skill development will help the large percentage of unorganized workforce move to the organized sector.

Pankaj Bansal, CEO of PeopleStrong, said, "Two best things about this budget are the focus on Entrepreneurship and Skill development. Encouragement being given to Women empowerment is an important highlight of this Budget. There are about 160 million women in India – of which 80 per cent are in working age. If problems like women safety and gender discrimination are given special focus, more women can join the work force, providing some respite from job supply-demand mismatch of job market."

With opening up of investment in the country, there are great hopes that jobs will increase and new avenues of employment open up. There is a huge barrage of skilled and unskilled workforce in India waiting for the time they will see the light of day with suitable employment. It remains to be seen how well these policies will be executed, but with an optimistic market there is hope.

One cannot judge how well the wishing wand performs right at the beginning of the budget. However, as a small part of the otherwise trillions of dollars' worth of budget, the HRD sector has received its due. **pm**
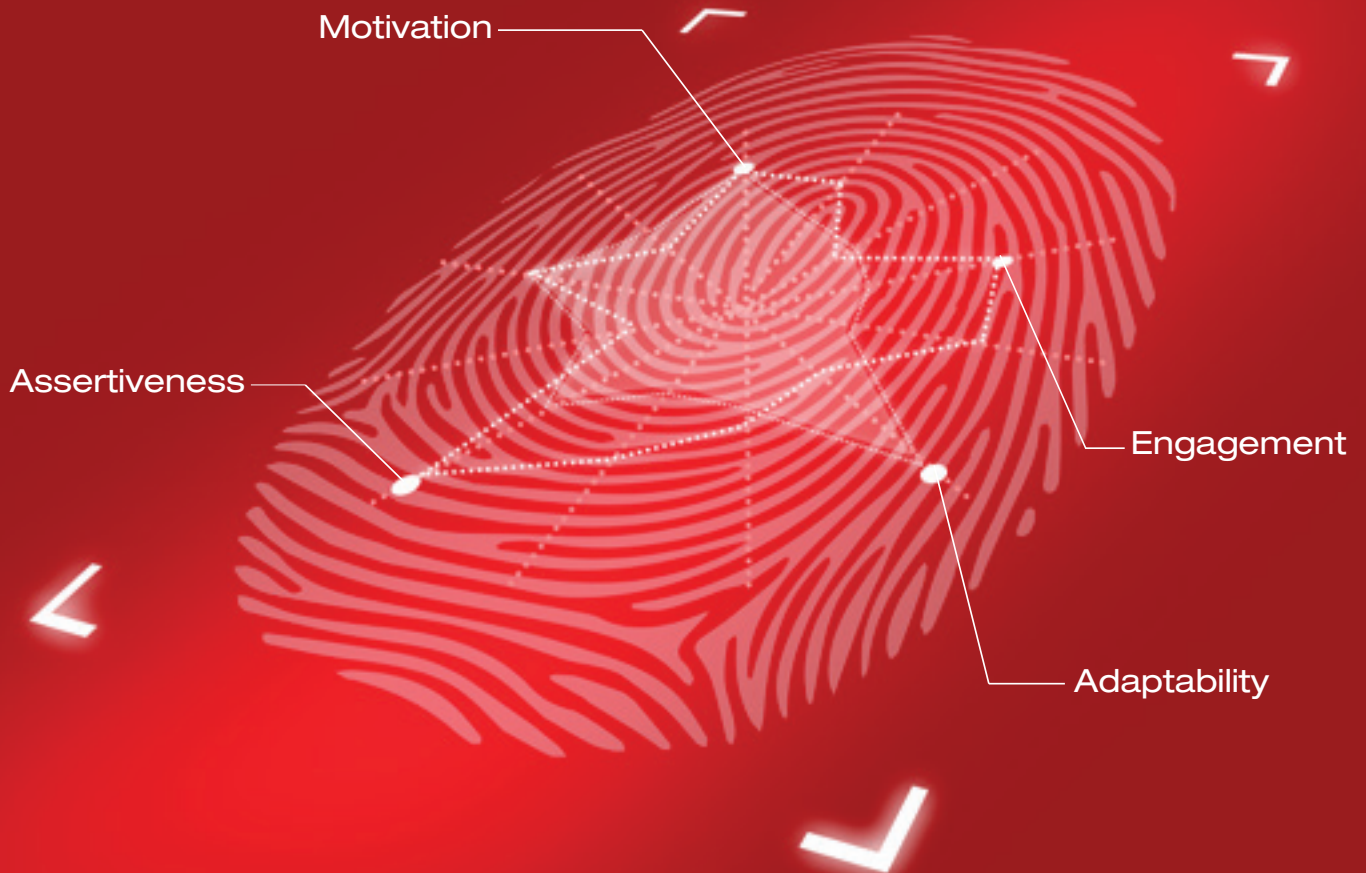
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HR CYBORGS

While technology brings with it immense benefits and helps talent managers do their job effectively, they should at all costs avoid the "humanoid trap"

By **Vikram Choudhury**

Very recently, Virgin Airways successfully completed a two-week field trial of Google Glass. If you are a first-class passenger in Virgin, you'd be warmly received by a "glass-ed" hostess who'd literally know all about you, even pre-empt and address those considerations, which make your travel experience truly memorable. Business analysts tout this as the next big thing in customer relationship management. Futuristic technologies are rapidly making inroads into the way business processes are managed and executed, promising to improve them over time. These promises are grounded on validations, which unmistakably and unequivocally serve as proofs-of-concept. These are validations to the idea that data and efficiency are the only true measures of success in the future.

Last September, we carried a story on the tectonic shifts in the discipline of human resource management by Big Data and argued about the possibilities that it was likely to bring. The Google Glass example seeds the thought that there is no end in sight on the overlay of analytical strata that one can introduce to improve transactions. At present, an HR manager already has several tools at her/his disposal to make deep analytical conclusions about individuals and the workforce. Data on an employee's web behaviour can provide invaluable insights about several talent metrics such as engagement, productivity and integrity. Imagine pivoting this information with organizational events or stages of employment to arrive at conclusions about the employee's time of quitting. Adding another layer, if this information could be mapped to the internal and external

talent database of the organization to find the best replacement. An HR manager of the future could be talking about metrics on the lines of "potential replacements for probable departures".

One cannot help but draw parallels of the future talent manager with the "T 800" cyborg played by Arnold Schwarzenegger in the Terminator movies. At several points, the movies provide glimpses of the cyborg's view of ambient human presence—a piercing peek into a cold alternate reality. The image of a "glass-ed" HR manager looking at an employee as a set of data points suddenly appears like a distinct possibility. Many sceptics predict that the disciple of HR management will face an imminent but slow death in the future. The foundations of HR are not rooted as much in the execution of processes as they are in the fundamentals of good relationships. For good or for the worse, HR technologies are looking to shake this very foundation of HR. While this may mean efficient administration, robust business preparedness and precision execution, it does raise questions on what it means for the deeper and often unpredictable fundamentals of human behaviour—a layer that any analytical model cannot possibly hope to penetrate—of unpredictability, intuition, and impulse of emotion. Until human emotion continues to hold the embargo rights in business decisions, organizations and employees can take comfort in the fact that HR and talent management systems will continue to have the enviable capability to self-correct. When man and machine cohabitate, the possibilities of the future not only sound aspirational— they sound exciting. It is important to know and prepare for these exciting opportunities that the future of HR technology presents.

A peek into the future

The future of HR technology indicates that with the changing conditions of the enterprise, a talent manager will have several tools at his disposal.

A technology-led talent management function will be capable of migrating most of the talent manager's administrative tasks towards simple interfaces or body gestures

Wearable devices and real-time analysis will no longer be possibilities of sci-fi literature but will become part of the mainstream enterprise. What will be interesting to consider is the possibility that all these developments will be driven by the demand from the consumer or the employee and not by the mandate of senior leaders. Rudy Karsan, GM, Kenexa and Smarter Workforce

at IBM, believes that these technologies will automatically trickle from the consumer market into the enterprise. Karsan says, "The trajectory of the smartphone use in the enterprise is perhaps a great indicator of how end-users drive the introduction of technologies within the enterprise."

It is important to note that organizational management should not only be aware of key developments in the technology world, but be fully aware of its impact on the enterprise. Some of the key indicators of future workforce conditions include changing nature of employment contracts, diverse range of expectations and nature of work execution. Such developments will mean more complex methods of talent management and more sophisticated means of meeting requirements.

A technology-led talent management function will be capable of migrating most of the talent manager's administrative tasks towards simple interfaces or body gestures. This will leave the talent manager to perform complex talent management tasks such as engagement and performance. Some of the experts we interviewed during this investigation are already talking about word cloud engagement analysis, social media mood analysis and predictive sentiment analysis. While these technologies are still in early stages, they indicate that there is a clear and present need for talent management functions to start thinking about these predictive analytics platforms. Through these engagement and performance technologies, a talent manager will always be able to keep her/his ears on the ground.

A key area where companies have already started experimenting is in the field of wearable technology. Talent managers can soon expect apps and devices specifically aimed at providing real-time view of workforce measures such as individual vs. overall engagement, attendance, output and productivity etc. Information about an individual's or a group's talent indicators will be accessible through the wave of a hand or the blink of an eye. Experiments with implant technologies are already underway in the consumer market and it is no longer impossible to imagine talent managers with a chip in their wrist or an optical analytical device in an eye. In 2002, an Academy Award winning movie called the 'Minority Report' rocked the imagination of viewers through the concept of 'precognition' or the awareness about a happening before its occurrence. Fast forward to 2014, that incomprehensible concept suddenly appears frighteningly close. As one of the law enforcers in the movie puts it, "Science has stolen most of our miracles."

Opportunities of the present

Progressive HR organizations are utilising technologies to gain deeper and richer insights into the talent management conditions in their organizations and making better decisions based on them. Technology's biggest influence is the way it can mine large volumes of data to facilitate decisions that traditionally rely on judgement and

intuition. As a consequence, the decisions that a talent manager needs to make based on the hunch-and-gut feeling are fast getting replaced with data-enabled insights. Several futuristic technologies are already underway or in "beta" phases and are providing a peek into the power that they hold for the future of talent management.

Engagement is an area where new technologies and innovations have made it possible to predict and correlate engagement metrics more accurately. Progressive talent leaders are tracking sentiments of the talent market, both internal and external, to accurately assess perceptions through platforms such as Glassdoor, Facebook and internal social networks. These platforms not only provide a talent leader insights about the general sentiment about organizational events, but also an indication of measures that can increase engagement to desired levels. Point-in-time surveys are fast becoming obsolete as more and more organizations are looking to capture engagement in real-time. Through social voice analysis and sentiment analysis tools, companies are able to find answers to their deepest engagement problems in a much more accurate and timely fashion. Pratik Kumar, CEO, Wipro Infrastructure Engineering and Member of the Board - Wipro Enterprise, says, "In our organization, we experimented with word cloud analysis to find out if we can use the results to improve our talent outcomes. The analysis provided us with indicative ideas about several aspects of talent management such as improvement of the employer brand, increasing engagement and improving the overall happiness of talent inside the organization. Such measures can potentially reduce the exit of critical talent."

In the field of learning, pervasive and mobile have become buzzwords. An increasing number of technology companies are trying to build learning platforms which are not only immersive, but also interesting. Accordingly, gamified learning is replacing traditional learning methodologies rapidly. Manojit Sen, Group Head of Learning-Trading & Supply at Shell says, "A key area of gamification technology that enterprises are flirting with is gamified on-boarding. Gamified technologies are aiding onboarding processes by involving a new-joinee's supervisors, his buddy, his mentor and his HR to collectively help him onboard through an interactive incentive-linked platform."

Facial recognition and biometric technologies are already showing promise to become a regular part of a talent manager's daily life. Karsan says, "It will not be too long before facial recognition software that can match pictures of individuals and conduct database operations. At the workplace, one obvious use of this technology will be tracking of absenteeism and attendance."

In the face of all this available technology, data and metrics which sound inaccurate, unreliable, and even unconceivable in the current day will become a part of a talent manager's bread and butter in the future. Many technologies that sound futuristic are actually getting developed and implemented in the market, and organizations
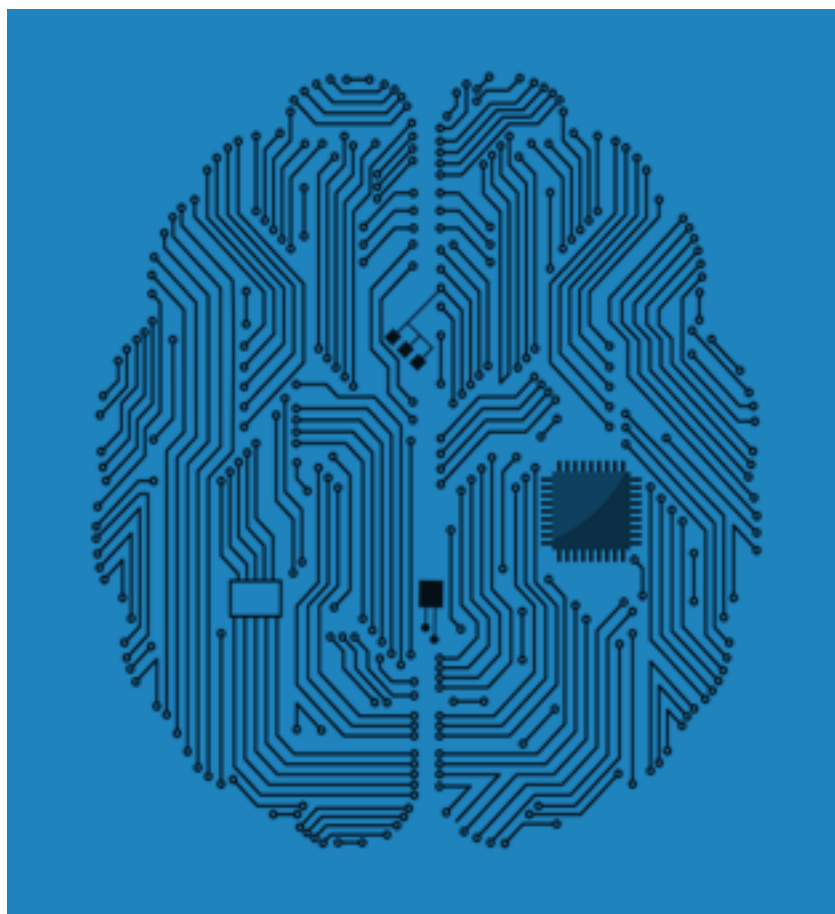
Intuitively, the talent manager exercises the rational mind to look at past trends to make best fit predictions about the future

that are leading these innovations will be better prepared for future talent market conditions. Many organizations are slow in adopting to these ideas because they are stuck in a time-warp, or are unwilling to invest in them owing lack of demonstrable RoI. Adoption is another key challenge that a traditional market like India faces. Historical evidence suggests that the pace of adoption has not kept pace with the pace of innovation in the Indian market. The organizational leadership needs to sit up and notice these trends, and provide the right amount of support for building a tech-enabled talent management function.

Maintaining the human face of HR

While it is possible for the future talent manager to have information and decisions at the tip of the finger, there is a very real risk. With a wearable device or a retinal implant, some argue that a talent manager would end up like a humanoid cyborg who is constantly assessing and analysing people based on system-generated data. The talent manager
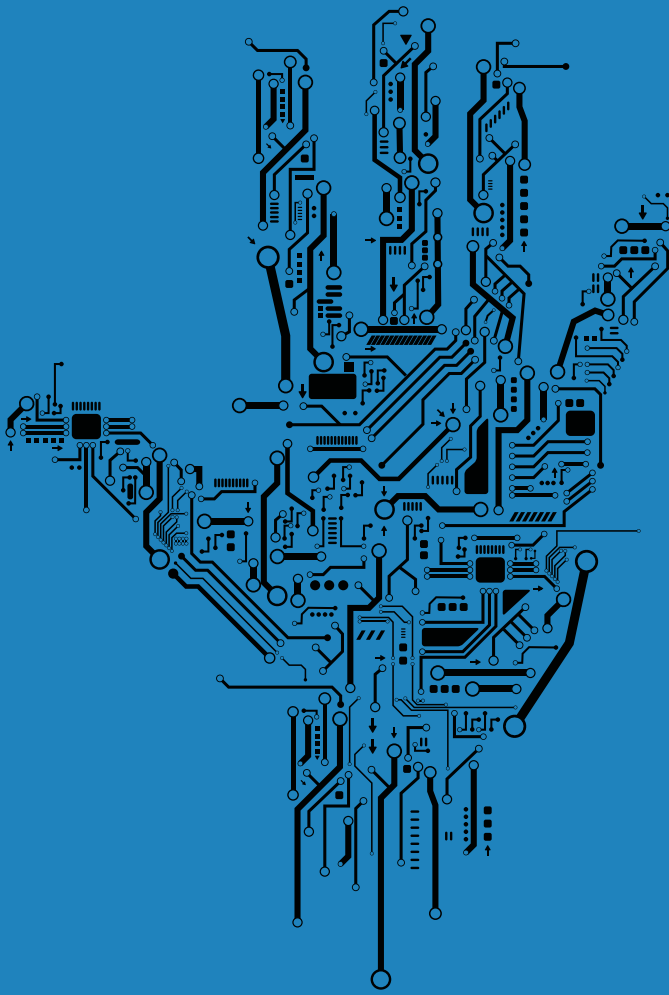
One cannot disregard the risk that many future talent managers may shy away from taking responsibility for actions with the golden words, 'the system told me'

could be performing an in-depth assessment of an individual's engagement, intent, and productivity-all while having a casual in-person conversation. Every interaction, every event, and every activity can be recorded as an input for assessing an individual's productivity, engagement, or potential. Big data will likely become one of the biggest instruments of talent management decisions in the coming times. In such a scenario, an HR or talent manager will only need to look at people and talent as a set of congruent data sets. Taking all these developments into consideration, it is not impossible to perceive a future where a talent manager views employees only as resources and hires and fires only on the basis of data projections.

While the picture of a talent manager in the form of a cyborg may appear extreme at this point, the risk that a talent manager may become over-reliant on technology for every action is also very real. There is a limit to how much technology can predict the outcome of human effort and emotion. Sentiment analysis or emotional modelling can never accurately predict the exact human reaction to an event which is based on much more complex neurological triggers such as past experience, mood, and beliefs. As long as this inaccuracy of technology exists, what will continue to differentiate a great talent manager from an average one will be the ability to make sound decisions? Prithvi Shergill, CHRO at the technology services company HCL says, "One cannot disregard the risk that many future talent managers may shy away from taking responsibility for actions with the golden words, 'the system told me.' The leader of a truly future-ready talent management team should start thinking from now on about how to put together a foundational process that leaves no room for such incompetence."

The talent management function will undergo several transitions such as migrations into automated processes, management of vast data volumes, and greater expectations of business outcomes. While all of this may indicate that technology will reduce human interactions, many believe that this proliferation will actually have the reverse outcome. Debjani Ghosh, Vice President, Sales and Marketing Group, Managing Director, South Asia, Intel says, "The chances that technology will increase human interactions is a more likely scenario. Social media will place the responsibility of human interaction into the hands of the employee. An indicator of a mature talent management organization will, thus, be the degree of seriousness it attributes to social voice." An exceptional talent manager, will therefore, be one who is able to drive talent outcomes by influencing people. With the power of technology at his disposal, the future talent manager will need to work out ways to improve people interactions and motivate the workforce. Rajesh Padmanabhan, President and CHRO at the natural resources company Vedanta Group, says, "A talent manager's biggest goal in the future will be to influence sentiment among the workforce. S/he should not look at technology as a way to gain greater control over people, but as a means to influence positive energy."

As technology pushes the function toward greater efficiencies, there will be greater need for a talent manager to develop an analytical bent of mind. Aptitude in analytics, and the ability to arrive at better business decisions through insights will become a common expectation from a talent manager. Though this may mean that the future talent manager may need to become more analytically inclined, it will be all the more important for him to avoid the "humanoid trap". **Pm**

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TALENT SOLUTIONS ON BIG DATA IS THE ESSENCE OF THE FUTURE

Many exciting technologies are indicating the possibilities that lie ahead for talent management

By Rudy Karsan

Humans essentially operate at two levels when it comes to making decisions: the rational and the emotional. The rational is driven by data which we analyse and then use to make a judgement. The emotional, on the other hand, is driven by data we collect through sensing rather than rational means, and we use this to make our decision. And whenever the two are in conflict, the emotional aspect usually dominates. How does this play out in the field of talent management?

Typically, when talent managers look at data, they are also influenced by the intuitive or emotional aspect as a supplement of the rational data when it comes to decision making.

The modern talent manager is facing an overflow of information and data from all channels and this can be overwhelming to manage. The rate of data generation and storage is doubling every 18 months due to all the social network content, unstructured databases, resumes which are going all around, and blogs and videos and original content that people are creating every day. A talent manager who is planning to base future decisions on data has to accommodate the data at a pace which is four times faster and bigger in volume. Talent managers are looking at ways of consolidating this data, reducing its complexity, contextualize and make sense out of it. However, they are overwhelmed because they don't have the analytical tools to assimilate the rate and volume at which data is coming in and it is almost impossible to keep up.

Technology companies are thus trying to develop and build tools for a talent mana-ger that makes all the data more manageable, more meaningful and contextual and helps her/him make quick decisions.

Talent management solutions based on Big Data are the essence of the future.

Smart talent solutions such as those for talent assessment, testing and behavioural assessment help the hiring process in predictive and prescriptive ways. The interview process, consequently, is then left for the more human aspects of hiring such as the overall friendliness of the person, personality and personal appeal

The pace of change at the workplace will contribute a lot to the fast paced nature of technological advancements in the organization

and cultural traits and fit. That's how a talent manager arrives at a joint decision between rational and emotional.

The pace of changes at the workplace will contribute a lot to the fast paced nature of technological advancements in the organization. Let's consider the example of employee engagement. Until now measurement of engagement has primarily been episodic. But at the rate things change, the nature of engagement within the organization would have changed significantly within weeks if not months. Talent managers will, therefore, need help from technology to be constantly abreast of these changes.

Technologies that provide real-time information already exist. While I think these will first find use in society, they will ultimately be used at the workplace as well. For example, there is facial recognition software currently available that can match pictures of individuals and search in a database and pull up information about them. Very soon, these will be used at the workplace to track

basic administrative metrics such as absenteeism and attendance. Many actions, which are currently executed by handheld devices, will transfer to wearable devices and implants are only a step away in the future. They are no longer science fiction. Currently, experiments are underway where facial recognition devices are implanted under the cornea of an eye, or biometric speech devices are implanted in the jaw. These technologies will enter the workforce the same way as mobile devices did – not because the CIO said that everybody needs smartphones, but because it was driven from the bottom up. These kinds of changes are here to stay; they are only slowed down by budgetary constraints, facilitation by enterprises and absorption by humans. **Pm**

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RUDY KARSAN is the GM, Kenexa and Smarter Workforce, IBM. He is a technology geek with over 30 years experience in the field of HR and HR technology, and feels we are living in the most exciting of times ever.

NOT EVERYTHING CAN BE CAPTURED IN METRICS

While providing talent leaders with several indicative possibilities, technology will increase the need for human interactions in the future

By Debjani Ghosh

how systematically we use data available to us and not just on a needed basis but to build the ability to bring efficiencies in the way we approach HR. It enables us to take better decisions and faster. That said, one critical element about data and technology is that while dealing with people not everything can be captured in metrics.

Social media can have a very profound effect on how an organization engages and

Social media can have a very profound effect on how an organization engages and interacts with the workforce in the future

People are among the most important strategic assets of an organization and there is no reason why decisions pertaining to such an important asset should not be based on data and analytics. Managing human resources is not the responsibility of a talent manager alone. Leaders need to have an equal stake in taking the most crucial human capital decisions of an organization. The right use of technology, especially analytics, enables leaders to take these decisions at a very strategic level. The importance of technology thus will only increase in the coming times.

Progressive organizations effectively use technology and data for human capital measures. At Intel, we have effectively used data to show us predictive indicators of several things. Among them include the health of organizations; how managers and leaders are faring; how the organization is doing on diversity; and the hiring priorities of the organization. We are still evolving in

interacts with the workforce in the future. Social will completely change not only the speed at which an organization shares information within but also the amount shared outside. The advent of social platforms and social sharing is making organizations more transparent, much more participative not only at the higher but lower levels too. People have opinions and they voice it too. It has certainly shaken hierarchies (at least in the communication flow) and is forcing management (not just HR management) to be more participative in organizational matters.

As opposed to popular thinking that technology will reduce human intervention, the reverse is a more likely phenomenon. Social media is changing the onus of this intervention and putting it back where it should lie. It certainly is increasing human interaction. At Intel, we have internal blogging platforms where employees are free to discuss anything. There are several examples where concerns have been raised

using these platforms and they have been addressed by top business leaders, thereby indicating that business leaders take social media voice seriously. An indicator of a mature talent management organization is the degree of seriousness it attributes to social voice. Organizations in the future will be equally vigilant about social voice both inside and outside the corporation.

There is a possibility that "average" talent managers will use technology as a means to shrug off responsibility and make decisions for themselves. The human element of talent management will therefore become minimal. Any organization that lets it happen will be foolish. People are the most important assets of an organization and we cannot let agents of data and technology manage a talent management function that requires a great deal of balance between data with intuition. While the elements of IQ can be captured using tools and processes, research has clearly established that EQ is a better measure of how successful an individual be in a role and this vital aspect is difficult to capture, measure using tools/software. A good talent manager will always be one with a higher EQ and relies heavily on intuition and judgement while utilising data and insights as a means to arrive at sound decisions.●pm

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COVER STORY

DATA CAN NEVER BE RELIED ON 100% ALL THE TIME

Organizations should make a talent manager accountable for decisions and avoid the trap of relinquishing intuition and fine judgment

By Pratik Kumar

In the organizational context, technology will blur the lines of time and space. It will potentially change everything that traditional talent management comprises. It will change the way how jobs are structured, how they are defined, how teams are put together and how work is allocated. More importantly, technology will change the demographics of the workplace as it opens up new and multiple opportunities. In terms of individual work, technology will drive productivity and generate insights for increasing efficiency. Increasing productivity and efficiency can come in one of the two ways. The first way by which an organization can increase efficiency is by making everyone more proficient in what they do. Secondly, it can provide insights about the enterprise, its products, or consumers, which are much more deep and meaningful and thereby providing them with the tools and information to improve the outcomes of their efforts. These insights can come forth in the future through a very effective and intelligent use of technology.

Big data has become a buzzword across the talent management landscape and everybody is thinking about how the large volumes of enterprise data can be mined to discern patterns that can enable their own critical decision-making. Most analytical systems existent today relies on the analysis of lag data, which is a very partial use of the value that data can provide. The same data, however, be used more effectively through better predictive models. If we look at the overall spectrum of talent management, Big Data can potentially bring positive impact in every aspect. For example, if we look at talent hiring, Big Data can predict with remarkable efficiency the profiles that are likely to be more successful in the organization. For example, a hiring manager relies on

intuition and believes that a candidate who is hired from an IIM or one of the better engineering schools has a higher chance of success. But the hiring manager does not correlate this intuition with organizational data, which may be speaking a different story. There are also deeper insights that Big Data can draw such as the correlation between successes in the organization compared to a profile metric such as a candidate's academic scores. Specifically in a large organization, Big Data can be applied in the critical area of talent deployment. For eg. an organization needs to match a requirement of placing an individual with a certain niche skill in a remote geography and that too by someone who has a desire to go would be an onerous exercise in the

One key factor that a talent manager needs to keep in mind is that technology tends to outpace itself

absence of a technology platform which runs the matching engine. The deployment otherwise will be inefficient in terms of both cost and best-fit.

Data, however enables decision-making and doesn't make decisions for you – it is a subtle but critical difference. A talent manager always needs to keep in mind that in every decision, there is always an element of judgement and intuition – one cannot abdicate managerial decision making or hide behind data.. The responsibility still needs to rest with the manager and that accountability doesn't shift.

Technology has the tendency to outpace itself – we tend to rest easy on early-wins and that satiates/ blunts the desire to explore the full potential of the technology.

Lastly, technology and data has a significant role to play in enabling a more 'connected enterprise' – it however can never be a substitute to the power of direct engagement, which at the end of the day is what shapes organization energy and culture.

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START BUILDING TECH-ENABLED TALENT PROCESSES

Talent managers should migrate existing processes into future-ready processes by keeping in mind the employee experience

By Prithvi Shergill

Technology will become an integral part of the talent strategy for a CHRO in the coming times. The only way that HR can become future-ready is to adopt technology as the scale with which the function will be required to deploy and deliver services will increase sizeably.

When the talent leader of today plans for technology, s/he has to look out for two or three things. A talent leader's first consideration should be the HR processes that differentiates the company's value proposition. Soon, every aspect of the employee's life in the organization will be touched upon by technology and that in turn will reflect in its employee value proposition. Hence, the talent manager needs to understand what role technology will play here.

The second area that will concern a talent manager is business productivity. One of the key goals for a talent manager in the future will be to identify if there are ways for individuals and groups to increase their value contribution to the business. Technology will understandably be at the centre of it owing to its ability to reduce the time spent in non-core activities as well as free up time for planning and strategy. Technology's ability to allow people to virtually collaborate also fosters creativity and improve outcomes. The third and final area of priority for a talent leader would be to look inward and identify areas where the HR and talent management function can operate better. In this area, an increasing number of talent managers will be looking at ways in which HR interactions can migrate to the social and mobile platforms. Most HR organizations are already looking at ways to migrate to an anytime, anywhere technology system.

The quantum of information generated through these technologically-enabled processes will understandably be immense.

The future of talent management will thus be relying significantly on the strength of analytics. Talent managers should not look at technology as just a fashionable "good-to-have" but their thinking has to migrate to an essential "must-have."

The migration to a technology-enabled HR function is a large-scale change and managing that change is very important

The first thing a talent leader needs to do in order to start preparing for this technology-enabled future is to take a deep look at the existing HR processes and decide whether they are future-ready. For the last two years, we've been running a program called "First" where we look at five large areas that form the basis of all talent management processes—careers, performance, rewards, talent, and learning. Keeping in mind our rate of growth, the idea behind the program is to predict what kind of future scenarios could the processes accommodate and identify areas that require tweaking. The implementation has to start right now so that the processes are truly future ready. One such process that we've future-enabled is called the ideapreneur talent acquisition processes, which is a complete migration of the talent acquisition process from our internal to an external platform. The migration, like other processes, was based on our outlook for the company across the next three to five years.

The migration to a technology-enabled HR function is a large-scale change and managing that change becomes very im-portant. Effectiveness of change management to a great extent will be dependent on how deeply participants believe in the value of the change.

There is always the possibility that a talent manager will become over-reliant on technology. There will be instances when a talent manager will shrug off responsibility of her/his shoulders and place it on what the 'system tells.' The average talent manager of today, however, will be no different from the average talent manager in a technology-enabled world of tomorrow. The strength of talent management is to leverage the true power of technology and embed it into the decision-making logic of a talent manager but not necessarily become the ultimate word. If your process does not allow intuition, judgement and expertise to be applied for decision-making, then it is a poor process now and will be so in the future. ⓟⓜ

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FUTURE TALENT MANAGERS WILL INFLUENCE, NOT CONTROL

Greater intrusion of technology commands more involvement of future leaders and talent managers to influence workforce indicators

By Rajesh Padmanabhan

of the talent acquisition in the future will be churned out of networks.

Social learning: Learning of the future will become much less formal and will be driven by the community. There will be less prevalence of enterprise learning modules as it will be a function of how effectively an organization steers learning from the outside world. Talent organization's biggest job will be ensuring the enablement of external learning.

Employee engagement: The world of employee sentiment and feedback is already taking social forms and engagement will be driven by what people are saying within and outside the organization. Management of engagement, therefore, cannot make distinctions between internal and external.

Brand: The key necessity of brand engagement would be to propagate the enterprise and employer brand within and outside the organization. There is a great need for internal employees to perceive the brand well, while external talent should also get the right impressions about the brand. Employer branding, therefore, will converge the internal and the external.

The biggest change that a talent manager needs to bring is the approach towards talent management. A talent manager needs to become an influencer rather than a manager. Her/his job should be to influence sentiment, rather than manage individual aspects of the function. All individual aspects will be executed and managed better through technology than they currently are. As a result, the need for a manager or a leader to increase her/his touch points with teams and people in the organization will increase. Their primary goal would be to influence people in the organization, not control them. Technology, therefore, will not empower them to have greater control over people. On the contrary, given that talent management will be a function driven by the talent participants themselves, the investments needed by leaders and managers to influence positive energy will become greater.

One cannot discount the impact of Big Data and analytics in human resource management in the future. These will be the tools that a talent manager will have to accurately identify and predict talent indicators such as leadership needs, customer sentiment and employee issues. It will be genuinely possible for a talent manager to take these indicators and tie them to business needs of the organization.Cloud holds the most amount of promise in the HR technology space. Cloud simplifies several pieces of the technology puzzle that talent managers face. They include easier administration, hosting, and servicing. Cloud will also be one of the biggest reasons of bringing down employee costs in the future.

The influence of technology in HR and talent management in the future cannot be emphasized enough. The biggest change in the HR and talent manager's role portfolio that technology will bring is the execution of the core essence of HR – relationships. **pm**

A talent manager needs to change his/her approach towards talent management and become an influencer rather than a manager

Technology will become a core differentiator for HR in the future. Leaders and talent managers will be spending much more time with talent compared to what they do now. While technology will make working relationships different, there will be a greater need for building personal connections. Telepresence, virtual working, remote partnerships will become commonplace realities, but talent managers cannot continue with the assumption that such conveniences will automatically translate into happy talent. They will have to put genuine efforts to build an engaged workforce.

There will be four key areas where technology will have the maximum influence in the way HR operates. They are:

Talent acquisition: Technology is already disrupting the talent acquisition space and more radical changes are expected. Passive talent searches do not reside in talent databases and talent acquisition managers are talking about building communities, networks and the power of connections. The introduction of Big Data will undoubtedly make massive transformations in the way recruiters view talent and the market. A lot

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INTUITION GUIDES HR IN TECH-SCAPE

While technology will offer more options, it will still need HR managers to make decisions

By Manojit Sen

In the coming times, technology will force HR managers to make decisions faster, to engage employees using the latest technology enabled tools, to communicate changes in more compelling ways that grab attention, to make more accurate performance assessments based on rich analytics and multiple data sources, to proactively manage talent using new networking technology, and to most effectively develop staff with nifty fit for purpose learning nuggets delivered via mobile gadgets. Talent managers will have to continue to jump onto the new S curves created by technology to stay in tune with the emerging workforce.

I recently interviewed a gentleman who was holidaying in the Swiss Alps. He had his ski boots on and was back for lunch and came on skype via his tablet to connect with the two interviewers – my business leader connecting from his home in Houston early his morning and I connecting from Singapore just after my dinner. The person was an extremely sought after trader who had just mentioned to his contacts on social network that he would be considering appropriate job opportunities based in Dubai if they came along. Our recruiters picked this cue and in no time we were talking to him of a role in Dubai. We got him before the competition did!

Technology will keep changing the speed and the way in which HR works. Recruiters are increasingly looking at LinkedIn to identify potential candidates. Jobs are being advertised through professional networks using social media. Imagine being able to fill vacancies almost instantly and the cost savings for the organization.

Increasing the speed at which new employees become autonomous is another key to unlocking value. To make employee on-boarding effective, there are auto-mated tools that can help a new employee select his/her role, get the most relevant suggestions of materials to read, courses to take and people to meet. Traditionally, these used to take ages and the process was prone to errors. The consequence – some expensive mistakes and many poor decisions based on incomplete on-boarding; the business would pay for these. What could

While disruptive technologies will pose new challenges, HR managers will have no option but to find technology solutions to address these

the future look like? Imagine using gaming technology to get all the relevant parties – the joiner, his supervisors, his buddy, his mentor, his HR – involved in a game that incentivises everyone contributing to helping the joiner onboard fully. Technology will enable the proverbial 'village to raise the child'.

Learning managers are leveraging technology to make learning fun and engaging. We have pipelines that run over thousands of kilometres traversing many inaccessible patches. Maintaining these require specialized skills. To train the pipeline operator in specialized problem solving and maintenance, we send the targeted operators videos of an expert doing the job. Compare that with someone having to read pages and pages of dry manuals and guess the best way of doing things!

Technology will impact recruitment, talent management, employee engagement, learning and development, change management and knowledge management to name a few areas. While disruptive tech-nology will pose ever new challenges, HR managers will have no option but to find technology solutions to address these.

While technology will offer more options, it will still need HR managers to make decisions. Technology will provide more data and more thorough analysis. The HR manager will still have to define the parameters of that analysis and make sense of the same. The history of business is the history of discontinuities. The best analysis of historical information cannot necessarily replace the human judgment of what is emergent. Human judgment, intuition and the emotional connect will effectively differentiate the good HR managers from the average ones when it comes to defining and effectively leading the people agenda. **Pm**

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DIVERSIFYING
the boardroom

At the People Matters & ACCA round table on Boardroom Diversity: Making it Possible, HR leaders talked about the challenges companies face in diversity initiatives and how they could be overcome

By **Anu Babu Kurian**

There are at least 20 women Presidents and Prime Ministers in the world, with seven of them from the Commonwealth Group of countries. It is rather unfortunate that we don't see this kind of diversity at the workforce even though there is a perfect business case for it as diversity not only impacts the business but also the community. Even many studies have proven the effectiveness of women in the workforce and how by being in the senior management they contribute to increasing the effectiveness of the Board decisions. But, all these developments have not led to a dramatic increase in the number of women in the workforce.

People Matters and ACCA organized a round table on the topic 'Boardroom Diversity: Making it Possible' in Gurgaon on June 25th at the Leela Ambience, which was attended by many HR leaders across the spectrum of industries. Lucia Real-Martin, Director, Emerging Markets – Asia, ACCA, was the keynote speaker. The round table discussion focused on key issues that organizations face today to bring a balance to the leadership at the board level and also how organizations can move towards achieving sustainable progress in women's leadership.

Real-Martin talked about various topics such as why it is necessary to have women on Boards and senior management, the impact of Board diversity and sustainability of succession pipelines. She shared some of the global best practices in diversity with the participants and also some key findings of the ACCA and Commonwealth Business Council Women Leadership Report.

Gender disparity

Gender equality not only affects the community but the overall economic progress. Hence, it is a very realistic topic that affects the bottom lines of organizations. Addressing diversity would help companies keep a check on the volatility with regard to gender issues like power shift, disparate wealth and disruptive business models.

"According to the Global Gender Gap Report though women comprise 49 per cent of the population, the working population is only 14 per cent. If rest of the women are not part of the economy, then we are missing out on something. Education has had an enormous impact on increasing the number of women in the workforce across the world. However, there is a still a great disparity at the grassroots level and at the ceiling. There are still very strong barriers that

women have to go through," Real-Martin said. The Global Gender Gap Report was the result of a collaboration between the Commonwealth Business Council and ACCA.

By 2020, there will be 870 million women. Though the number of educated women and the quality of education has increased, it is necessary for companies to intervene and get more women on board. In countries UK and Australia, 35-45 per cent of women are in senior positions and that number decreases to 15 per cent when it comes to the Board. Real-Martin said companies need to have at least 30 per cent diversity in the senior management team or the Board for it have to an impact. About 57 per cent of the female directors have a finance background. The more the diversity, the better decision-making becomes as it allows for improved governance in organizations and also leads to more rigorous and challenging discussions. Research indicates that having diversity allows for more innovation as women naturally ask more questions.

The absence or presence of women at various levels was what separated companies that were doing well in terms of revenue from those that weren't

Deepak Bharara, Chief Human Resource Officer of Lanco Infratech Ltd, said a lot of issues were cropping up in terms of diversity. "We Indians have a typical mindset, which is more power-centric. That does not work when it comes to cultural integration. We need to respect people's views and emotions and the more we do that, the more we can leverage them in terms of their potential, their performance and value system," he said.

The absence or presence of women at various levels of the organizations was what separated companies that were doing very well in terms of revenue and those that weren't, according to an ACCA research. In some organizations, women stopped growing by the time they hit middle positions, while some at the Board level. "A lot of studies have indicated that a good gender ratio is great for companies. Also, in these
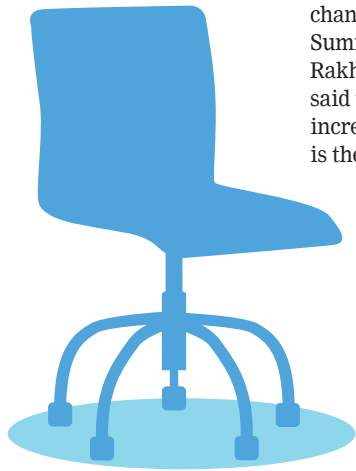
companies, there is a prevalence of strong ethical practices. There was a clear differentiation in the way the organizations operated," said Kavita Mathur of Associate Director- HR, Ernst & Young.

Today, women comprise 40 per cent of the management, 7 per cent overall and only 5 per cent as directors on Board. Women are shy about their achievements and this is one area that they should learn from their male counterparts. It is far less damaging for a woman to step out of the career than it is for a man. Though a lot of women are entering the workforce, an equal number also leaves the workforce.

With the new Company Law to take effect on October 1, companies are under pressure to nominate at least one woman to the Board. The picture is grim. Out of the 1,500 publicly traded companies, 966 do not have women on Board. Out of the 9009 Board members, women comprise only 597. The huge disparity in the figures are affecting companies already and they are not able to draw in the diverse experience of the workforce.

Many concerns were raised by the participants at the round table, including the mindset of the Board in dealing with succession talent planning. One of the participants said women's priorities change after they reach the age bracket of 35-40. Summing up the problems faced by women, Rakhee Malik, Head – HR at A.T. Kearney India, said three things go hand in hand in the case of increasing gender diversity in organizations. "One is the family support you get, second is how you

is against the cultural norm, I can't put myself before my family'."

What needs to be done

The round table participants talked about the relevance of sabbaticals, work-life balance for both men and women and how to make business leaders more amenable to change in the talent pool. Exhorting companies to be more open towards women taking sabbaticals, Bharara asked, "Can we look at certain positions where women will be able to do part-time employment and still fulfil their aspirations?"

Agreeing Karin Bamji, Head-Training, Serco Global Services, said companies have to empower women, coach and mentor them. "This is something that our organization wants to do very actively. We are already doing that in terms of mentorship and buddy planning. We lose a lot of middle management. It is not just the women, but also the men that companies need to focus on."

Sameer Khanna, VP and Head-Human Resources of Ericsson, said the company was running sensitization programs for both men and women to remove some of their deep-rooted prejudices they might have. "We are pushing the boundaries on flexi working and have a work environment that is more open and conducive for women employees to work within Ericsson. With a focus on measurement, our effort is to ensure that the diversity ratios are maintained at all levels in the organization," he said.

The more ambiguous the organization's performance expectations are, the more difficult it is to be flexible with your resource

see yourself growing and what the organization can do. It all starts from the socio-economic set up and the family support a woman gets whether it is for education or while working. The second aspect is what kind of facilitative environment they get in the organization that ensures there is enough flexibility and nurturing. If I, as a woman, feel that I have to take some time off to support my family and the organization feels that investing in me is a waste of time, then it would completely demotivate me and whatever little enthusiasm I would have would completely go away. So while there are some best practices in some organizations, we would need to bring in the right passion and be honest about what we want to do for the woman employees. The third and the most important aspect is the self-imposed barriers in terms of why they can or cannot be successful. A lot of women don't take up projects as they think 'it is a wrong expectation for me to have, it

The more ambiguous your performance expectations are, the more difficult it is to be flexible with your resource, said Vivek Dwivedi of Director India, Organization Development & Learning of Honeywell. "If you get your business leaders to be more amenable and accepting of your talent moves in general, then you are in a good place. You need to get your business leaders to be able to juggle with the talent pools, move them across one business to another, one function to another, then the acceptability is higher," he said.

In conclusion, though the challenges are many, with a little help from the top and a shift in the focus to the welfare of the employee—be it man or woman—helps the organization to restore the diversity balance in the workforce. 🅿️m

HR MARKET PLACE

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Wake-up call for traditional employers

Talent preferences have suddenly shifted and traditional employers need to remodel their attraction strategy to remain competitive

By **Vikram Choudhury**

Talent preferences are shifting. There are several news reports and market research studies that clearly indicate that the reasons why a candidate chooses an employer have changed quite a lot in the last one to two years. For example, a survey report released by Nielsen in March 2014 among business school talent states that start-ups and e-commerce firms are fast becoming the most preferred employer choices for talent as opposed to traditional industries such as consulting and FMCG.

In fact, the same report states that investment banking, which was considered traditionally as among the most prolific employment industries, has moved down to the 10th spot among business school employer preferences. Manufacturing, software and IT services also fall behind others in terms of employment preferences in the Indian talent pool. The changing nature of the job market is unmistakable, and it is important for mature employers to ponder over why these changes are happening and what they can do to attract top talent. It is a wake-up call for traditional employers and they have to adjust and adapt quickly to stay competitive in the talent market.

Fast-paced growth opportunities are the key

Growth opportunity holds a critical and central element of talent attraction for traditional employers. A June 2014 study released by Hay Group and Canaan Partners indicates that growth opportunities are one of the central reasons why the talent market is preferring jobs in start-ups. The new generation of the workforce has a bigger risk appetite and are more technologically savvy. Besides that, their inherent aptitude for collaborative work allows them to pool insights and resources in non-traditional ways to execute work. Due to this, top talent in the market is looking for

Non-traditional and low-maturity industries offer more flexibility to exploit growth opportunities compared to mature industries

jobs which offer them early-development and fast-paced growth opportunities.

Non-traditional and low-maturity industries offer more flexibility to exploit growth opportunities compared to mature industries. Entrepreneurship and intrapreneurship have become buzzwords and candidates value these more in the present-day job market compared to job stability. As a result, the talent market is on the lookout for employer brands that offer ownership, opportunity, and entrepreneurship experiences. Traditional and mature employers need to remodel their working culture and career paths to accommodate this key trend.

Change the nature of learning

Traditional learning methodologies are proving ineffective in the face of new learning methodologies and techniques, which offer bigger and more inclusive lear-

ning opportunities for the talent market. Next generation talent prefers learning techniques which are more immersive, dynamic, and technology-driven. Traditional industries have to quickly act on the trends to keep pace with this fast-changing learning landscape. Rahul Khanna, Managing Director, Canaan Partners says, "Most start-ups use a combination of two to three training methods. The most widely used methods include internal training programmes, mentoring, and on-the-job training." Mature employers have to stop relying on traditional learning methods and create systems and processes that cater to the needs of the new workforce generations. Social learning, mobile-enabled learning, and pervasive learning systems are investments that look worthwhile for mature employers.

Remodel compensation structures

Indian employers can no longer rely heavily on their product brands as an extension of their employer brands. Expectations from compensation are changing and consequently, preferred employers are changing their compensation models and compensation structures to attract talent. Debabrat Mishra, Director at Hay Group India says, "Indian start-ups are good paymasters with 82 per cent start-ups paying above the market median, which is a promising sign for the ecosystem."

Flexible compensation models that offer a mix of fixed annual compensation, benefits and short-term and long-term incentives are preferred more over traditional fixed compensation models. Mature employers need to take a closer look at their present compensation models to attract top talent. While this may differ across generations and organisational hierarchy, preference for ESOPs, health and insurance benefits, and incentive structures are common. In the coming months, it will be interesting to track how the developments in the talent ecosystem impact traditional mature industries and how they adjust their hiring and branding strategy to stay competitive in the job market. **pm**

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ELANGO R

Why do we need HR?

In Part II of 'Can HR be an entrepreneurship venture?', we explore the reasons for the existence of HR

In my last month's column ('Can HR be an entrepreneurship venture?'), I wrote about how if our companies had a choice between engaging us and an outside agency, we as HR teams can start thinking as entrepreneurs. I had raised questions around who are our customers, what business problems are we solving(why does HR exist?) and how much are our customers willing to pay for our services? For those of you who have not read part 1 and want to read the article in entirety, it is available online at People Matters.

Looking at the online, offline and sideline responses to that column, I am very happy I planned it as a three-part series rather than a standalone column. Many of you were really intrigued with the question, "Why does HR exist ?" By far the toughest question. I had laid out some options but did not answer the question.

> You have to ensure that you get people who will succeed in your environment or you have to change the environment

Let us start with what I heard on twitter in response to this question:

@npandit: "Perhaps to make organizations survivable and thrivable(sic) for humans"

@meher_taj: "Because people matter more than

anything and to safeguard and enrich the soul of the organization"

@sundertrg: "To enable team formations that can win in the marketplace"

@salilraheja: "To lubricate the organization's machinery and keep it running"

Thank you to them and others who took time to respond to my question. "WHY" questions have a tendency to get existential and I am glad my twitter contributors did not give in to that but stayed in the real world. After weeks of talking, scribbling, agonizing and tearing non existent hair, I believe I have the answer to the WHY question .

We exist for the employees of the organization – their well being, their success and their benefit. There are enough people to take care of customers, revenue and profitability but there is no one or function that focuses only on the people.

Though I present this without fanfare and abruptly it was amazing how simple getting the answer was when I asked myself the question, "what or who is the most important link in the chain to profitability, revenue and customer delight?" The resounding answer is "it is our people", especially in this day and age, they are the lynch pin. I would write the "Why" of HR teams as below: We exist for the People of the Organization.

Sounds corny right? But so does Do No Evil and Ding in the Universe, and they are popular why statements by very successful organizations.

Does this mean we shift to the left and start addressing everyone as comrades? Absolutely not! Instead, we should start thinking of what we can do to make our people successful and happy! Let me demonstrate this by looking at our day to day HR processes in this new paradigm of we exist for the people.

Recruitment: In the new paradigm you have to ensure that you only get the right people who will succeed in your environment or you have to change your environment to ensure the people you bring in succeed too. It is not just about filling those requisitions and staying under the cost per hire targets it is also about the new employees success.

Performance Management: Is this about getting a perfect bell curve, managing salary increase budgets and a check in the box or is it about enabling success? In the new paradigm you will focus more on the quality of goals set, the conversations, and the capability of appraisers to deliver the tough message. As a matter of fact, you will ensure the tough messages are given early enough and not too late! See, it is not about being nice, it is about doing the right things well and at the right time. Tough conversations are one of them.

Exits/Terminations: It is inevitable that people will quit or need to be fired. Today this is a stressful process for everyone concerned. Many a times, HR teams are more worried about being sued than how to protect the employee. Yes, lawsuits are very expensive, they damage reputations and we must ensure we don't expose our company. In the new paradigm, we are not just protecting the company; we are also protecting the livelihoods of the folks who still work for the company. But
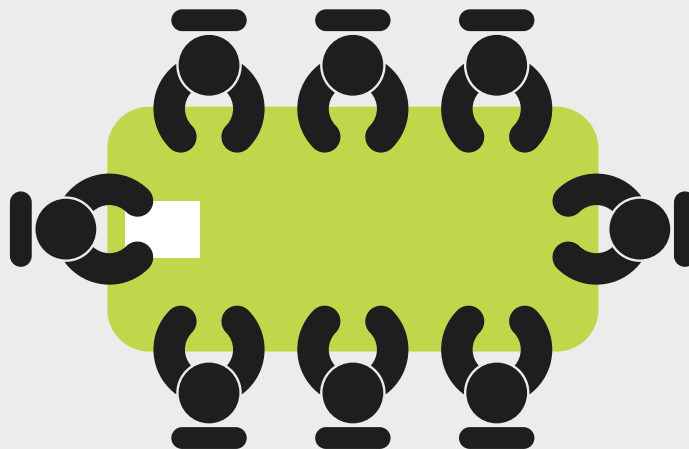
HR needs to have the tough conversations. It is not about being nice, it is about doing the right things well and at the right time

it doesn't have to be an "or" item it can be legally right, and right by the employee too! Remember, they are the reason you exist – protect the existing by being legally compliant and protect the ones leaving by being fair, transparent and considerate.

Culture: Is culture only about engagement to enhance productivity and retention or is it about employee success? I don't know if one is linked to the other but a culture should be about people. Does the culture make your people successful, happy or does it only push them towards goals of customer delight and profitability?

I can extend this to incentives, leave etc … almost everything we do. It is a very tough discussion and I doubt any CEO, Board is going to willingly support you on this. They still have their targets to deliver, bonuses to make and wealth to create – you are out on your own. You can't alienate them (CEO, Board etc..) but you can't toe their line too. You have to walk the fine line between being an activist and a facilitator. Are we as HR professionals ready and up to taking the idea of existing for employees mainstream against management will?

I foresee the conflict between business and people to only increase with technology disruptions. Llike a popular financial daily screamed in its headline – Jobs will be squeezed out in the conveyor belt of technology. When that happens can we be the voice that protects humanity?

What say? I would love to hear from you. **pm**

Proficiency – A defining trait

Technology will not eliminate the need for skills but will rather move the world toward expertise and proficiency

Technology is driving a massive shift in the way we work. Whether it is wearable technology or a simple app in your mobile, it is giving people information that enables them to make choices. What these changes are doing in almost invisible ways is to shift our approach to decision making. Every app provides us the base level of information that a specialist can use to make decisions.

A fitness app can track the calories you are consuming and burning. It tracks and compares how long we have worked out and how our workout compares to the exercise regime we have followed in the past week or month or year. The data is instantaneously analysed. So when we share that data with a physician or even our dietician, we can receive advice that the specialist can dispense based on the data patterns the mobile app can put together.

Imagine if we could have an app that could collect such data points that could make the work of a coach more effective. Imagine an app that stores all the 360 degree feedback, the psychometric test results, our performance data and feedback over the years, the courses we have taken and then identify some key areas for us to focus on for self-development. That would be such a game changer.

Ad Age recently reported that Procter & Gamble plans to buy 70-75 per cent of its US digital media using programmatic ad tech by the end of this year. Remember that we are talking about the largest advertiser in the US and their ad budget in question is nearly $2 billion. We are moving towards a future where any job that involves analysing vast amounts of data and crunching several variables will be better done by a machine. The thumb rule is that anything that can be programmed using an "if-then" logic will be done by machines. That will leave humans to do jobs that involve understanding people, creative thinking,

etc. Apply this to the role of a coach. Imagine an app that analyses all this information to guide a first time manager with tips and feedback on managing his or her team. It could be easily programmed to pick up information from the web to tell us about the upcoming courses that are being offered in the city. Maybe even help us join a free MOOC (Massive Open Online. Course) to sharpen one's knowledge of strategic thinking or innovation. It could connect us to the right people within and outside the organization to create a

Most of the tedious low-end work of today will be executed by technology and what will define a person's job will be his key areas of expertise

network of mentors and coaches we could work with. An app could certainly do a lot of the base level work that now we need to go to a specialist for.

A technology-enabled future also means that companies and talent managers will be using analytics much more actively to assess people and capabilities more objectively. While a few progressive companies are doing it currently, it will become mainstream in the future. Employee assessments will be against performance, behaviours, skills and other capabilities and their correlation against each other. These analytical outcomes will likely be much more objective and credible. It will, therefore, replace present systems to assess and measure people based mostly on intuition and judgement. The technology already exists. IBMs computer has already been fed in with millions of documents and facts. At first we were tickled that they could defeat humans in Jeopardy. Now we know that they are able to diagnose patient conditions better than most doctors can. The tech enabled future will finally take away the drudgery in most roles leaving only the most interesting parts of the role to be done by humans. 🅟

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Q & A

Respecting cultures and connecting people globally

Barrie Stone, Senior Director, Human Resources at Expedia Inc. on connecting people across cultures and locations and driving business growth through meaningful conversations

By **People Matters Editorial Team**

Q Having spent 11 years in Expedia, how do you think the organization has changed in terms of scaling the brand or culture?

A We are a much bigger global company now than when I joined. The last six years have seen a very fast growth in business. I've often described Expedia as a start-up with money and some process, but that's what makes it a fun place to work because it allows one to make a difference and an impact. One of the challenges we've had is the global nature of work in terms of time zones and cultures. We've also added brands in such a way

that it enables different cultures to remain unique and at the same time inculcate Expedia's way of doing business.

Q What are the ingredients to scaling that culture?

A First of all, we have some senior key players who have been here for years. Dara Khosrowshahi, our CEO, has been around for about eight years, along with Connie Symes, EVP– HR. It allows us to ensure that we keep and maintain things that are important to the company, while still growing and adding new features or programs. Secondly, we try to have a lot of global programs, which help engage a number of people at the same time. One of our key initiatives is focused on bringing a higher number of women into leadership roles in the company. This is somet-

hing important to Dara and the leadership team and Dara is personally very committed. That's one of the unifying factors across locations. We also have a Global Day of Caring event through our Expedia Cares Philanthropy Program where everyone participates. What's unique about it is the fact that we allow all the offices to select what they want to participate in and take a day off to make an impact in their communities. This is again about respecting what's important to that local culture or office. So, while we have different cultures in different locations, we have these larger unifying programs, which help fabricate the company as one and keep people together.

Q How have the talent related challenges evolved over the years and what is your current talent agenda?

A As growth opportunities for businesses increase, competition rises and hence attracting and retaining talent is always a challenge. There are a lot of competitors out there and now it's all about ensuring that the company is abreast of the latest technologies on offer to find and retain talent. One of the large programs that we launched last year, for which I was the implementation lead, is our performance management system. For years, we used the standard performance management system with ratings. Then, after a lot of research and talking to people, we realized that it really wasn't driving the behaviors that we wanted. So, we decided to do away with our ratings. This was a huge initiative for the company and we did it in a very short duration. It was a collaborative effort and a study of change management in itself, as we had to move everyone from one way of thinking to another, ensuring along the way that we got feedback and inputs. Now, it is essentially a feedback based way of doing performance management with on-going feedback and dialogues instead of a couple of meetings and the one instance where you sit down with your manager.

Q How does this change impact a business leader and an employee?

A For a business leader, I think it really gives them an opportunity to give constructive feedback on the positive and development areas. It gives them a chance to spend more time with their employees, gives them more face time and makes those conversations more meaningful as performance is then tied to that feedback that you've given over the years. For employees as well, this offers more face time and a greater opportunity to solicit feedback. Developing a culture of feedback is not easy as you have to tackle a spectrum of people–some like feedback, some hate it. It's about getting people comfortable with the notion of having an ongoing dialogue. Nevertheless, this makes the business stronger while keeping people aligned to expectations of business and leaders.

Q How do you link this change to career progressions, high potential programs etc.?

A As a part of these dialogues or discussions

we also have professional goals – what one is expected to achieve along with a development discussion. We encourage people to grow within their own domains as well—if they are interested in trying out other parts of the business, the organization offers opportunities across borders. It's an effort to add value to their learning and development. We want people to explore and have meaningful conversations with their leaders. We also have a large learning and development library where people can go and avail thousands of trainings for free. We invest in people as we really want them to grow with us.

Q How has the structure of your HR department evolved to not only support the growth but also empower people to make that shift?

A From an HR perspective, we are always looking for tools and programs to help the business and our people grow and develop. We are really focused on staying up-to-date, so we always look at what other companies are doing and what some of the cutting-edge technologies are to ensure there's access to information. We encourage tools and processes that allow the employees and mana-

Expedia's vision is to enable a healthy culture, provide the right tools to employees to help them align to the business and eye growth with innovation

gers to connect even on an informal basis. It's all about collaboration and being able to connect people globally.

Q How will you define the vision of HR in Expedia?

A We want to enable a healthy culture and ensure we provide the right tools that align ourselves to the business. We look at growth along with innovation. An example of this is the new HR operating model where we took a closer look at what we could do better and more effectively. We split the HR business function into a HR generalist group through which now we operationalize HR on a global basis in spite of being in so many countries. Also as a centre of expertise, this team now handles employee relations and investigations globally. We decided to implement this big change because we felt this will bring in more consistency, allowing us to look at the metrics and proactively come back to the HR business partners and leaders with those analytics to help bring a change in the way we do things. Having local expertise is very helpful in building a sustainable and scalable process with a global lens. **pm**

ANKUR PODDAR

Is good offboarding now an imperative?

The offboarding process, which used to be treated as a taboo, plays an important role in laying a pitch for future rehiring

It is said that the first impression is the last impression. Well, companies seem to have taken that to heart by laying down innovative induction-cum-onboarding programs to make a strong initial impression. So while a lot has been written about the importance of onboarding programs, its cousin offboarding remains a neglected entity till date.

The offboarding process, which used to be treated as a taboo and is least spoken about, plays an important role in laying a pitch for future rehiring and positive advocacy. Separation, which remained a grey area, is now seen as an opportunity for the employer to create a futuristic relationship with the employee.

The Need

With increasing duration of notice periods and stringent retention clauses, an average employee ends up spending significant time within the company ecosystem post resigning his services before he moves out. This phase is extremely sensitive for the employee who is on his way out and he/she tends to evaluate events around him/her from an emotional lens. An employee who is on exit mode becomes an interesting subject of discussion for the rest of the associates who try and evaluate his decision. They also closely watch the manner in which his departure has been handled by the employer.

The Importance

A credible research report states that the primary reason for employees taking back their resignations during the notice phase was based on emotional grounds. Employees who leave companies on a positive note continue their association with the company as brand ambassadors and company advocates. On the other hand, employees who are met with cold treatment and non-chalant attitude of the management

> Existing employees make a close note of their colleague's separation experience as it talks a lot about the company's culture and philosophy

turn into strong critics and dent the image of the company in the long run. The current rehiring trends across various sectors suggest that companies are looking at their employee resources from a long-term employment perspective. An employee leaving today on a good note might turn back at some point tomorrow and get associated again. Higher percentage of rehires can be expected from a pool of ex-employees who left on a strong and happy note.

Existing employees make a close note of their colleague's separation experience. It talks a lot about company's culture and philosophy. These advantages and sensitivities clearly put the responsibility on the company to ensure a systematic and professional separation.

Some Best practices

So what can be done to improve the offboarding experience so that the employees leave on a good note with a clear baggage?

Keep the employee engaged till the last working day. He should not feel neglected or sidelined. Give him a warm and memorable farewell, which he deserves for his services and contribution to the organization. Assign an offboarding SPOC who can personally guide and help the member with exit formalities. Do take a feedback on the quality of the offboarding process towards the end of separation phase. All
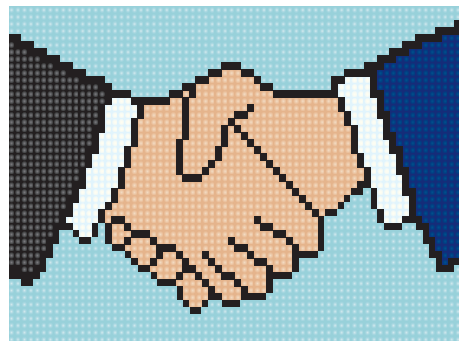
his dues and documents should be settled by the last working day. Ask the employee to add his details on the company alumni portal so that he remains connected in future. Counsel and guide him on various retirals. If possible, help him know how he can track the status of his PF withdrawal, gratuity settlement online. Share the contact details of employer through which employee can remain in touch. If the employee deserves it, give him the confidence that company would be happy to have him back if need be and he can contact the company for any support in the future.

"All is well that ends well" may become a passé with definition of end getting blurred with time. Pm
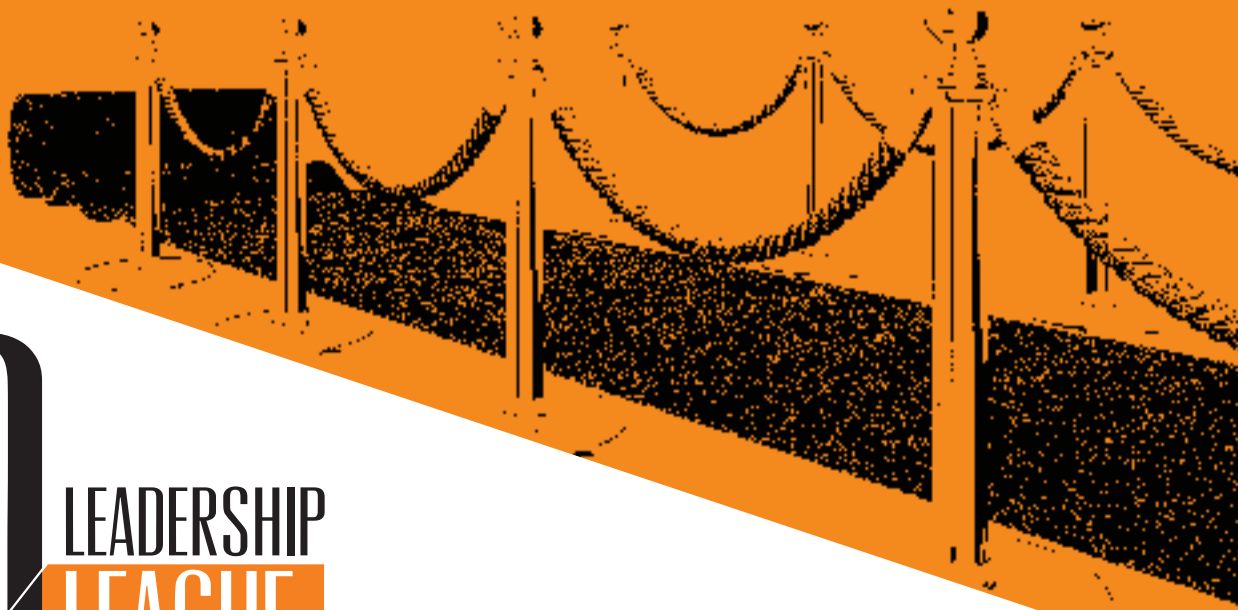
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ABOUT THE AUTHOR

ANKUR PODDAR is the Division HR Manager for Marico Limited

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Tech support for the TA team

Bharti Airtel won the Best in Technology & Talent Analytics Award at the 2013 TA Leadership League Awards

By **People Matters Editorial Team**

TA LEADERSHIP LEAGUE

With operations in 20 countries across Asia and Africa, one would assume that global tele-communications giant Bharti Airtel would not have trouble either with determining the quality of talent hired, or keeping in constant connect with them or onboarding them. But reality was different for the New Delhi-headquartered company, whose offerings in India include 2G, 3G and 4G wireless services, mobile commerce, fixed line services, high speed DSL broadband, IPTV, DTH, enterprise services including national & international long distance services to carriers.

The business challenges were two-fold: One was technological in nature where two major concerns were highlighted – (i) keeping connected with employees especially on the field (ii) automating certain non-core activities, like documentation in onboarding, interview scheduling to cut down on manual intervention and avoid inconsistency. The other challenge was more from analytics perspective – focused on gauging the quality of talent hired.

In order to arrest the aforementioned challenges, the company decided to enthuse a new wave of change by leveraging its capability in automation of processes and analytics.

Airtel had long been facing this pressing need to make available some of its key processes to all employees, including the ones on the field. This particular section of employees was critical to Airtel, as the company is a sales driven organization. Concentrated efforts were made to ensure that these employees are technologically enabled to take important decisions on the go and are not location agnostic. As a first step, Airtel introduced many talent acquisition related processes available on mobile and web based applications. Whether it was simple approvals and requests like travel requests, one could now easily make such decisions over one's hand phone.

> In order to arrest employee dissatisfaction, the company enthused a new wave of change driven by a focus on deliverance and inclusivity

A similar intervention was introduced for another important segment – the new hires. Here again the pre-boarding process was automated and made hassle free, where new joiners were given access to company's intranet portal over a secure web based application so that they may upload their documents and complete basic formalities before their date of joining. The new hires could also access interactive modules on Airtel policies, people, etc. to get acclimatized with the Airtel culture much before they actually joined the company.

Many other non-core tasks like interview scheduling, background verification have been made available online or automated.

For these technological advancements, which definitely called for some investments, the business buy-in was easy to come as one could clearly see the positive impact on employees as well as new hire experience. Mobile enablement helped in immediate, real time approvals by sales team leading to reduction in lag time considerably. On the other hand the new hires were productive from day 1 as many new joining formalities were taken care of much before their joining. Also, the day 1 for the new hire included interactions with leaders rather than form filling.

To get a solution for assessing the quality of talent hired, Airtel strongly believed in what gets measured gets done and hence introduced the Quality of Hire metrics and an overall matrix to map the overall recruiter productivity called the Talent Acquisition Index. The Talent Acquisition Index gauges recruiter's productivity across a set of five parameters: Quality of Hire (QoH), closures through the internal talent sourcing team, diversity (no. of female hires over the total number of hires), new hire attrition within six months, closures within TAT defined for the particular level and finally process compliance.

The business impact on the TA team because of the above mentioned initiatives were tremendous: There was higher dependability and more credibility attached to the TA function. Since productivity parameters were put in place, it also increased the overall efficiency of the TA team. The business productivity also went up with better quality hires and increased longevity of employees with the organization. Pm

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Tapping the right technology

HCL Technologies won the Best in Technology & Talent Analytics Award at the 2013 TA Leadership League Awards

By **People Matters Editorial Team**

TA LEADERSHIP LEAGUE

A leading IT services provider, HCL Technologies is a $5.2 billion global company that brings IT and engineering services expertise under one roof to solve complex business problems. But, the company—with offshore presence in 31 countries and more than 90,000 employees across the world—did not have hi-tech talent acquisition practices.

The recruiting process included hundreds of excel spreadsheets with an overflowing candidate database and a shortage of global capabilities. The absence of automation caused recruiters and hiring managers to spend extensive time filling positions, taking them away from more strategic job responsibilities. As the organization structure increased in complexity, the need for an enterprise-wide centralized talent acquisition platform was needed to tackle the recruiting issues. HCL required a solution that could both collect CVs automatically and screen applicants effectively.

The absence of talent analytics led to the organization being unable to fill up vacant positions in time, non-availability of total processed candidates, lesser number of relevant candidate applications, and finally, poor candidate experience- leading to a dilution of the company's brand image. HCL soon began to evaluate vendors and chose Kenexa 2xBrassRing as its recruitment management system (RMS) .

The global configurability of RMS was christened iTAP (Ideapreneurship Talent Acquisition Platform) by HCL to base it on the company's internal organizational culture of "ideapreneurship™"". It offered HCL the control and flexibility it required, giving each business entity within the organization the ability to achieve their unique recruiting goals in the best possible way. In addition, the Workforce Compliance and Diversity Solutions would provide the company the ability to expand their diversity initiatives. Both these solutions helped HCL align its recruiting strategies

The new RMS offered HCL control and flexibility, giving each business entity the ability to best achieve their recruiting goals

with its compliance goals. Adoption of the new RMS has led to many changes in the system. Firstly, data reporting has streamlined, and scheduled reports and analyticsset the right context for discussions. . The new RMS, being. highly configurable was able to meet the recruiting process nuances for different entities and emerged as the best fitting tool within the allocated budget.

2xBrassRing helped enhance sourcing capability by providing an online channel where all unique aspirants could log on and post their candidacy. This, in turn, led to an increase in the quality of hiring since candidates could be screened and assessed in a better fashion. HCL is now hiring an average of 550 new employees each week online and releasing 770 offers in a week. Hiring lead time has improved by 4 per cent. joining per Recruiter have gone up by 19 per cent. Target fulfillment is showing an upward trend. The company had improved its ability to hire the best

suited candidate , is able to effectively manage, IT support for talent acquisition and retention streamlined the recruitment process, enabled quicker filling of open jobs, , driven consistent communication of employer brand ,and facilitated recruitment from a global pool of talents.

Other peripheral benefits include improvement in the overall recruitment and staffing process, hiring the best talent leading to fulfillment of organizational goals, empowering recruiters to set the right professional and financial expectations and performance review mechanisms, improving the candidate experience, better engaging with partners, better brand recognition and highlighting the importance of data and analytics within the recruitment function. 🅿️🅜

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Learning through theatre

Aircel won the Most Popular Award in the 2013 L&D Leadership League Awards

By **People Matters Editorial Team**

Aircel, one of the leading innovative mobile service providers, sought to create a workplace that reflected its core values and principles. With the telecom sector subject to vagaries of change and challenges, the company strived to reinforce the company's code of conduct. But before we get into the details, it is necessary to understand the company's profile.

Aircel is the fifth largest GSM mobile service provider in India with a pan India presence and a subscriber base of more than 70 million. In 2006, Aircel was acquired by Malaysia's biggest communications service provider Maxis (Maxis Communication Berhard) and is a joint venture with Sindya Securities & Investments Pvt Ltd - Maxis holds 74 per cent equity in the company. The company has 3G spectrum in 13 circles and BWA spectrum in 8 circles and is credited with the fastest 3G roll out ever in the Indian telecom space.

It was felt that due to lack of up to date knowledge & understanding of the Aircel 'Code of Conduct' policies and guidelines amongst its employees, business metrics like revenue, EBITDA, employee productivity and employee turnover could get impacted adversely. Therefore, it was imperative to take action by creating awareness & training in this direction.

Aircel decided to use an unconventional method of "Theatre" to communicate what its code of conduct says and to reinforce its principles and embodiment. The idea behind choosing Theatre as a medium was to bring employees into a physical space, where they could feel less self-conscious and more empowered to express themselves through the multiple voices of the differing characters. The strategy was to find solutions to 'conflicts' by enacting them, and to understand other people's views by being in their shoes—and all this in a fun, interactive learning environment.

It also allowed those involved to rediscover themselves and to discover others! This is a great learning for all L&D leaders on how to make learning fun, while still getting the message out to employees and also discovering their hidden talents.

In this initiative, the Aircel L&D team first picked up the potential key scenarios of "wrong behaviors" that can be exhibited by any employee in an organization. These

Aircel used an unconventional method like "Theatre" to communicate the code of conduct and reinforce its principles

were developed into detailed scenarios with scripts, dialogs and screenplays. Daily brainstorming sessions by the team helped create a basic skeleton or premise of what needed to be addressed and how. This draft was then taken to the mock stage/ table-read, where scripts were read out and songs and musical scores added at every twist and turn of the story. At the 'Casting stage' the roles were assigned to each team member and the dialogs were rehearsed. Lastly, all the scenarios were stitched together with narration.

Through each act the team showcased what seemingly harmless actions can end up affecting – a true 'Butterfly effect'. The employees were encouraged to identify what they thought went wrong and what should have been done alternatively.

The Aircel L&D team ensured that it got the buy-in from business leaders by showcasing how the company ran an increased risk of experiencing lower productivity, higher turnover, increased transaction and agency costs, and increased exposure to legal action if the company failed to re-establish and implement the code of conduct. After this intervention, the employees became more open about the problems they faced and this resulted in prompt and timely action, averting any potential risk to the organization.

Theatre as a training tool helped the team break the boundaries of traditional methods of learning. The idea of using theatre proved to be an enriching experience for the Aircel employees. Through this medium they could actively participate and understand the dynamics and functioning of work environment surrounding them. Thereby, making it a totally 'Out of the Box' experience for everyone. Pm

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India is one of the highest potential markets globally

Eric Morse, Associate Dean, Ivey Business School, talks about why India presence is important for a global business school, the recipe for a good start-up and tips for up-and-coming entrepreneurs

By **Anu Babu Kurian**

INTERVIEW

Q Ivey Business School has tied up with many Indian schools. What draws you to India?

A Any school that wants to be considered a global business school has to have some presence in India. It is one of the highest potential markets globally. If a business school doesn't have a presence here, doesn't have an understanding of the marketplace and the people in it, then it would lead to competitive disadvantage. When you are in a particular country, you tend to understand the business practices, the culture and the people a lot better. We have a long-term strategy towards India in this regard and have started building our brand in this direction. The more cases we write and co-author within the country, the better we understand the business practices and some of the issues that companies here face. We are exploring joint ventures, small exchange programs with academic institutions and executive education on the corporate side. We are still evaluating if our China model can be applied for India. The Chinese model involved setting up a permanent campus there and in India we are still trying to figure out if there is a need for a more substantial joint venture partnership with an Indian institution.

Q In India, which are the educational institutions that you have tie-ups with?

A We have active partnerships with IIM-Bangalore, IIM-Calcutta, Shri Ram College of Commerce- University of Delhi and Indian School of Business. We have tied up with IIM-B for research projects and over three projects have moved forward in that regard. We recently signed a MoU with IIM-C to jointly develop and publish India-relevant cases. With SRCC, the opportunities are very different as they are an undergraduate school. We are looking forward to bringing some of Ivey's best practices to the undergrad space in India and provide guidance in areas such as teaching methodology, faculty training and innovative program design. We see a lot of growth potential here. We also have a relationship with ISB where we co-organize an annual competition for business school faculty. There are smaller tie-ups as well.

We have a large library of India based case studies. We have seen tremendous interest in India-specific case studies in the last 18 months and that interest is really growing quickly. You can't underestimate the importance of quality case writing. Ivey has trained more faculty to write and to teach with cases in India than any other business school. Working with Indian faculty on developing case studies on Indian business practices is also helping Ivey faculty gain expertise and understanding about doing business in India.

Q Why is there such a humongous interest in India case studies abroad?

A There are a couple of reasons for that. In the Indian market, we see a movement towards case study teaching Along with more participative learning, we want students to be more creative in their thinking about issues. I think that is what is driving the interest. Business schools around the world are integrating case studies on India into their courses so their students have a wider and more international orientation. At Ivey, we bring those learnings to our classrooms back home. In 2008, Ivey started looking at Indian case studies. At the time, there were less than a hundred cases on India, across case study publishers. There has been substantial growth over a relatively short period of time. Now Ivey has a collection of 300+ case studies of India-based businesses. Even Harvard Business School has only around 100 case studies.

Q Do you think the definition of success changes for entrepreneurs once they enter the top league?

A For some of them the definition of success changes, but not for the majority. A lot of the entrepreneurs are problem solvers- it is about winning in the marketplace and I think that drives them more than anything else. Once their company gets a good solid foundation with their near-term assured, then they start to look at what other opportunities are there for them with regards their time and resources. . Some entrepreneurs like to give back to their community, while others are looking to help other entrepreneurs. I don't think what drives them within the business changes that much.

Q You have been an investor in a variety of start-ups. What are the signs of a good start-up and can they be replicated across the world or is it dependent on the relevant economic environment?

A There's no recipe (laughs). It is different from business to business and industry to industry. One of the key ingredients they definitely need is to have good talent around them. Surrounding yourself with people who complement your skillset is critical. One of the common mistakes that entrepreneurs make is starting out with friends or hiring people that are a lot like them. That tends to create more problems down the road than it solves. There are benefits of working with friends and family as you know them very well. On the other hand, you need to have a clear set of capabilities in your top management and people who see specific problems from different angles. As you get through the early start-up phase, where you are hands-on on everything, you transition to a stage where you delegate and trust people and this is where you need to have the right people at the right positions. This is a hard but critical step for a lot of entrepreneurs. Transitions are as difficult as getting funding or developing a vision for the organization. There are many transition stages as the company develops. There are many questions that entrepreneurs need to answer like the size of the market, do I have the capabilities, need for funding etc. To my mind,

Starting a business is not the same as scaling a business. The person who starts a business is not always the right person to scale the business. Each entrepreneur should determine to see if they are ready and are the right person to make that shift

funding is not the biggest hurdle. There is a lot of money chasing good opportunities. If you are not getting the financial investment, then it tells you how others perceive the opportunity. Perseverance is important for an entrepreneur and one needs to take a good hard look at what needs to be changed. Sometimes it's better to cut your losses and reinvest yourself in something different.

Q What are the 5 factors that an entrepreneur needs to keep in mind to make the venture sustainable?

A Firstly, remember that you have started this business to fulfil a particular need; don't lose sight of your customers as their needs change over time and are evolving at a different rate than your capabilities – you need to change over time to continue to meet those needs. Secondly, keep in mind that you are an entrepreneur and hence you need to innovate and change all the time. Thirdly, there are also other challenges to creating a sustainable business on a continuous basis like having the right people at the right jobs to take the company to the next level and not with the ones that have got you where you are today. Fourthly, have other resources for growth. Most entrepreneurs fail to work on their capabilities and this hampers them when competition comes in. Lastly, they always need to work ahead on how successful they should be in the marketplace. There is a need to make the business sustainable and reinvest their profits into the business. There will be a time when there would be no profits. One word of advice I would have is that the person who started the business might not be the right person to scale the business. I think each entrepreneur should determine and see if they are ready for that shift. It is certainly a shift in how they do business; instead of having to work with the customers more closely, they will have to delegate the work. **Pm**

ABOUT THE AUTHOR

The founder and Academic Director of Ivey's Quantum Shift Executive Program for High Growth Entrepreneurs, **ERIC** joined the Ivey Business School in 2002 and has been responsible for building entrepreneurship programming and growing the Institute for Entrepreneurship among his other responsibilities

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VIVEK PARANJPE

The Counsellor

It is time for organizations to treat their blue collar workers at par with their white collar counterparts as the number of contract workers increases phenomenally

Labour unrest – The bane of India Inc

ABOUT THE AUTHOR

VIVEK is a Senior HR professional with over 39+ 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.

Of late, one has seen considerable labour unrest in Indian enterprises. These cases of labour unrest, which range from strikes, lockouts and violence leading to deaths, were not a flash in the pan. Tension had been simmering for a long while now for higher pay, better working conditions or parity with temporary workers. On the company side, many managers and supervisors have been threatened, abusive language is common and indiscipline rampant on the shop floor. Talks between the management and the labour workforce unions has hit a new low. What has led to the sudden spurt of such unrest? Were the companies caught napping when the unrest broke out? What could have they done proactively and what can they do now to mitigate the situation?

We have to take a holistic view of the prevailing industrial relations climate. In spite of the major demographic advantage, a stable government at the Centre and the GDP growth stabilizing, will India become an economic super power? My guess is "No" unless the Indian corporate houses focus on productivity, innovation, deep employee engagement and skills development. Unfortunately, the manufacturing sector and some service sectors are also struggling with labor unrest. It is time for all of us to do some soul searching. Isolated problems that we end up seeing are the manifestation of much deep rooted issues. Let us examine some of them.

Industrial relations or employee relations somehow is deemed as a necessary evil rather than an important management function in most of the companies. After late 80s, as the knowledge industry started blossoming in India, the managements—even in the manufacturing sector—shifted the focus of talent development and talent management from the blue collared employees to the knowledge workers. The

> Young HR professionals exhibit very little knowledge and sensitivity towards socio-political and economic issues of the workers

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traditional joint consultative forums that existed in the past have become dysfunctional or have vanished. The only time managements engage with the unions is the occasion of the long-term settlements or some significant unrest. Proactive engagement is just missing.

Changes in labour laws are necessary because many of our laws are very old and irrelevant in today's context. There are too many and often contradictory laws, many are un-enforceable and are poorly administered. Most labour laws do not support free economic principles; they have taken away employer's freedom and flexibility and therefore lead them to indulge in unfair practices.

However, just changing the laws will not solve the problem. The attitude of the management will also have to change leading to developing cooperation within enterprises and determining a set of win-win goals. A culture of continuous improvement in the enterprise, ensuring its continued competitiveness and growth should be a common objective of the labour as well as management. Today, a large proportion of the blue collared employees working in the organized sector are agency/contract labor.

In most cases, these are dummy contractors who have no interest in the welfare, skills development or employee engagement type of initiatives. Archaic labor laws have led to this type of scenario. It will be observed that this huge contingent of workers are not supported by any of the HR policies and programs. The traditional personnel management groups in the manufacturing sector are just focused on legal compliances in respect of these employees and solving reactively issues if any, as they arise. Proactive work in the arena of the Industrial relations in most of the corporations has taken a back seat.

In the 90s, the traditional Personnel Management function was divided into HR and IR. The HR function was expected to focus on white collared employees, whereas the IR professionals managed the blue collared employees. Consequently, the best and the brightest chose to opt out of IR as they didn't find it interesting and attractive. In addition, IR professionals were paid lesser than their HR counterparts. As a result, the quality of IR professionals has eroded and the lesser emphasis from the HR function has resulted in the lowering of standards in the man-management and allied activities.

It is also my observation that today young HR professionals are completely distanced from the ground realities; they exhibit very little knowledge and sensitivity towards socio-political and economic issues of the workers and society as a whole.

Like HR professionals, young engineers who hold supervisory positions in the factories are least interested in management of people. In addition, the administrative staff in factories and offices who are generally not well qualified or are trained in people management deal with huge contingent of contract workers; their insensitivity and / or incapability has lead to considerable IR problems.

Contract labour has taken over the centre stage in the Industrial relations space today. They comprise 60-70 per cent of the blue collared workforce but the employers shy away from dealing with the issues of this group. It is reported that in some factories the ratio of permanent workers to contract workers has been 10:90. Most IR issues are cropping up from this segment of the workforce as they are treated unfairly in terms of their welfare, skill upgradation and fair wages. This in turn has a domino effect on the establishment as it leads to low productivity, lack of innovation and industrial dis-harmony.

To build competitive businesses especially in the manufacturing sector, the managements will have to focus on collaboration, engagement, creativity, talent upgradation and evolve a culture of productivity, quality and efficiency. Unfortunately, the management focus on this vital population is cost arbitrage and flexibility. Over time we have created two distinct classes among the blue collared workers–one is the permanent worker who is diminishing and aging and the other class of contract workers who are deprived of the basics. We, as a society, have not only been unfair to this class of workers but also deprived ourselves of the advantage that can accrue as a result of the unleashing of their potential. The potential of the large Indian workforce can never be harnessed with the traditional non-trusting relationships. This will be a fundamental shift in paradigm wherein both managements and unions will have to change. One of the ILO reports has pointed out that in 2013 the productivity (as measured in output) of Indian worker was $3,067 while that of Brazilian worker was $11,761 and that of china was $6,298.

The HR community talks a lot about human capital management. However, the discussion is centered on the white collar talent. Somewhere, they have completely ignored the blue collared workforce. Working towards industrial peace and harmony is not a rocket science. What's needed is fair and equitable treatment, focusing on development, hygiene factors, engaging and motivating them and just treating them as fellow human beings.

Though contract labour comprises 60-70 per cent of the blue collar workforce, employers shy away from dealing with the issues of this group

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First Half-Day of TA Leadership League 2014

ORGANIZED BY: People Matters
EVENT THEME: The changing face of talent acquisition
PARTNERS: Cornerstone OnDemand, Aon Hewitt

With an aim to take the recruitment function to the next level, the first half day conclave of the TA Leadership League 2014 took place on the 24th of June at The Leela Ambience in Gurgaon. The attendees experienced four power-packed sessions organized in different formats of discussions and focused on different themes around recruitment.

The opening session was focused on 'Business Mandate for the Recruitment Team' and the speaker Suvamoy Roy Choudhury, Regional Director HR-South East Asia, Reckitt Benckiser, highlighted the fact that soon enough non-linear trends in disruptive technologies will change the nature of skillset requirements. He said, "What business schools do not teach is the ability to be able to look at present data and project future trends and require-

ments and that itself is a very important trait that organizations require."

The second session was what can be related to the concept of speed dating, bistros etc. as it had five round table discussions where the participants could switch tables to discuss on different topics or areas of their interest. The topics were focused around processes, technologies, metrics, structures and skills and competencies required for a successful talent acquisition team. Each discussion was led by a table host, each one of whom summarized the whole discussion to the entire audience. This session not only offered an opportunity to the delegates to touch upon various challenges and solutions but also brought forward insights and best practices from different organizations. This was followed by two power sessions, the first one on the theme 'The year of the candidate' and the second one on 'Impact of Social Recruiting on Employer Branding'.

TA in most organizations is still forced to function in silos, without having the flexibility and authority to select or reject

Suvamoy Roy Choudhury, Regional Director HR-SEA, Reckitt Benckiser sharing his views on the business mandate for the recruitment team

candidates as they are only treated as a tool to source candidates. It's difficult to identify the right fit during campus hiring as all the graduates seem to be clones of each other and it's difficult to find unique traits. The basics of psychology have gone missing in recruitment.

KEY TAKEAWAYS
- In order to build a strong employer brand, organizations first need to do a consumer analysis and understand that an employer brand could be portrayed differently for different levels.
- Exits can make or break an employer brand, therefore treat people who are exiting as you welcomed them when they were recruited.

L&D Leadership League Twangout with Abhijit Bhaduri

ORGANIZED BY: People Matters
EVENT THEME: Making L&D drive strategic initiatives
PARTNERS: Center for Creative Leadership, Cornerstone OnDemand, Knolskape, Pearson TalentLens & Great Lakes Institute of Management

Everyone talks about business alignment of L&D yet there is a lot of confusion around the same. Simply put, "It means equipping people with skills that can be translated into business outcomes", says Abhijit Bhaduri, Chief Learning Officer, Wipro Group in the L&D Leadership League twangout on 'Making L&D Drive Strategic Initiatives'. In times of slower economic growths and the world

shrinking down, opportunities come like flash mobs and that is what creates a need for people with very specific skill sets. This is also the time when L&D need to invest and focus more on re-skilling.

Highlighting the importance of learning being translated into business results, it was very rightly put by Abhijit, as "It's not what's inside the classroom that matters but what comes outside". To achieve the desired outcomes from the training initiatives, the L&D first needs to re-look at the business requirements and customize the trainings to fit those expectations. It could mean experimenting with the content, duration or scope of trainings. As an end result the programs should be able to deliver business growth and that itself is a

true measure of a program's effectiveness. "It's all about understanding the user's perspective. L&D should not simply offer a training menu expecting functions to pick up one of the trainings available, without even asking and understanding whether or not someone requires that training", says Abhijit. They should have a strong understanding of business issues.

KEY TAKEAWAYS
- L&D needs to understand and leverage technology, social media and online communities for more accessible and convenient learning
- L&D cannot function effectively without having a sound knowledge of how businesses function

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IRB Infrastructure Developers Ltd.
Topic: *"Toxic Talent Trap"*

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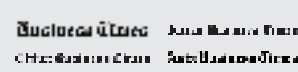
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Reimagining work across the board

(From left) Frank Ricciardi, Vice President & General Manager, Asia-Pacific at Cornerstone OnDemand and Esther Martinez Hernandez, Founder & Editor of People Matters Magazine, Krish Shankar, Head HR-Indian Subcontinent, Philips, and Prithvi Shergill, Chief Human Resource Officer, HCL Technologies at the round table in Gurgaon

ORGANIZED BY: People Matters
EVENT THEME: Reimagining Work
PARTNER: Cornerstone OnDemand

The Talent Conversations Round table conference was conducted in Gurgaon on July 1, 2014, at the Westin Hotel. The round table had a distinguished panel comprising of Prithvi Shergill, Chief Human Resource Officer, HCL Technologies, Krish Shankar, Head HR-Indian Subcontinent, Philips, Frank Ricciardi, Vice President & General Manager, Asia-Pacific at Cornerstone OnDemand and Esther Martinez Hernandez, Founder & Editor of People Matters Magazine. The confluence saw representation and active participation from industry leaders across a number of sectors.

In the last decade, significant changes have happened in the workplace. The place of work has evolved along with the people we work with and the way work gets done. However, a number of companies are still handling people the same way. At the round table conference, the panelists talked about reimagining work with examples of how progressive organizations react to workplace changes and build a competitive edge.

A major point of discussion was placing employees at the centre and resolving the dilemma of customer and employee importance. Krish Shankar said, "Placing the employee at the centre is a great statement to make. However, we are looking to fulfil the wants of the customer. We have to put the mission of the company first and ensure that line leaders enable the employees. That will bring the employees to the centre." Ricciardi pointed out that with increasing transparency, technology will be an enabler; but this had to be done on a day-to-day basis.

Professionals at the conference agreed that too many processes were hampering the working of the HR. Most of the HR systems were designed to stop the 10 per cent of people who would like to misuse the system rather than empowering the rest 90 per cent of the employees.

KEY TAKEAWAYS
- Lack of role models and too many processes are hampering the HR.
- It is the need of the hour to reimagine work and bring life to the workplace.

First half-day conclave of L&D Leadership League

ORGANIZED BY: People Matters
EVENT THEME: Role of culture in driving L&D initiatives
PARTNERS: Center for Creative Leadership, Cornerstone OnDemand, Knolskape, Pearson TalentLens & Great Lakes Institute of Management

The first half day conclave of the L&D Leadership League 2014 kicked off on the 19th of June at the Ritz Carlton Hotel in Bengaluru. The attendees experienced four power-packed sessions in different discussion formats, which were focused on various themes around L&D. J.M. Prasad, Chief Human Resources at ING Vysya Bank, kicked off the first session by sharing his views around the expectations of the C-suite from the learning function. It was followed by a power-packed discussion on 'The role of culture in driving L&D initiatives'. Each of the five panelists picked one question through the session in a Speed Dating or Bristo model. The questions included: How to develop a learning culture in the organization? How can learning be translated to productivity, engagement & talent pipeline? How to ensure learning happens at a faster rate than change? How can culture impact the efficiency and effectiveness of L&D initiatives of the company?

The third session was a high impact leadership development program facilitated by the Center for Creative Leadership (CCL) team on how to accelerate leadership development for sustainable growth. T. C. Yeo, Senior Faculty APAC, CCL, in his session redefined VUCA as Vision, Understanding, Clarity and Agility.

The final activity for the day was a simulation activity by Rajiv Jayaraman, Founder-CEO, Knolskape, on activity to bridge the gap between theory and practice of change management in an organization and thereby, create a strategic plan for effectively leading change initiative within a said timeframe.

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EVENT THEME: CII HR Excellence Model strives towards "capability building for transformation and innovation" through strengthening Human Resource process and building capacity for organizations in competition"

6th August 2014
TALENT ACQUISITION CONCLAVE 2014
ORGANIZER: People Matters
VENUE: Ritz Carlton, Bengaluru
WHO SHOULD ATTEND: HR Heads, Recruitment, TA and HR professionals across industries
EVENT THEME: The Talent Acquisition Conclave will focus on how companies are redrawing their talent strategies in the new world of SMAC services
SPONSORS: CareerBuilder, Mancer Consulting Services, First Advantage, Mettl, Jaipuria Institute of Management

22nd August 2014
TECHHR 2014: FUTURISM FOR THE WORKPLACE
ORGANIZER: People Matters
VENUE: The Leela Ambience, Gurgaon
WHO SHOULD ATTEND: Business Heads, CEOs, Senior HR Practitioners
EVENT THEME: TechHR 2014 aims to support leaders & decision makers to understand how technology will impact the future of workplace
SPONSORS: IBM, Cornerstone OnDemand, Adrenalin eSystems

4th-5th September 2014
GLOBAL SKILLS SUMMIT 2014
ORGANIZER: FICCI
VENUE: Federation House, New Delhi
WHO SHOULD ATTEND: HR and Business Heads, CHROs, L&D Heads
EVENT THEME: TBD

11th-13th September 2014
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ORGANIZER: NIPM-Kolkata Chapter
VENUE: Science City Auditorium, Kolkata
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EVENT THEME: Strategies that Indian businesses have to employ to deal with issues that have emerged since recession

11th - 12th September, 2014
ASIA PACIFIC HRM CONGRESS
ORGANIZER: Fun & Joy at Work
VENUE: Vivanta by Taj, Bangalore
WHO SHOULD ATTEND: CHROs, HR leaders, business leaders, HR professionals
EVENT THEME: Building a great place to work with powerful results

TALENT ACQUISITION

The Talent Acquisition function has seen an upside-down transformation with technology and data being at the core and bringing the true relevance of effective recruitment partnerships to light. Talent partners are evolving from being an external support to becoming an indispensable part of organizations.

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THE NEW-AGE
TALENTPARTNERSHIPS

Recruitment partnerships will soon be viewed as the most essential ingredient in the recipe for successful businesses

by **Lipi Agrawal-Khandelwal**

John F. Kennedy once rightly said, "Change is the law of life. And those who look only to the past or the present are certain to miss the future."

There is not a single aspect of human life that technology has not impacted. The same holds true for human resources as well. Social media, mobile and cloud technologies are transforming the way organizations are looking at identifying and acquiring talent. Recent hiring trends suggest that technology and data are going to shape up a new era of talent acquisition by redefining many new processes.

Though conventional methods will not cease to exist, there will be a humongous shift in the way organizations will decide on their potential hires or how candidates will perceive organizations as a preferred workplace. As Navin Chugh, Senior VP & Managing Director of First Advantage, says,

> Organizations are also looking at measuring and tracking the return on investment of the talent service partnerships and new hires

"The nature of hiring has become very dynamic with a complete turnaround in the outlook of organizations and recruiters towards talent." Social media, the self-updating database of potential employees and employers, is creating a strong need for recruiters to stay abreast with the latest developments in their domains along with having stronger analytical capabilities to be able to establish the best match.

With the new government promising to bring in increased employment opportunities, organizations are not only gearing up to grab the best talent, but also innovate in the way they source and select candidates. The major challenges that organizations will face are finding candidates with the best attitude, an excellent aptitude and ensuring that the candidate stays long-term.

This is where the new-age talent service partnerships come into play so that organizations can identify the best fit from a pool of candidates who can be sourced online and ensure stability and reliability of such candidates. Organizations are also looking at measuring and tracking the return on investment of the talent service partnerships and the new hires, relating it to an impact on productivity and overall growth. Hence, the parameters for choosing recruitment partners are also changing drastically.

Compatibility of thoughts

The vision of an organization plays a crucial role in defining its values, culture and goals and therefore organizations seek a recruitment partner who understands all this and can align its thoughts or ideas in accordance with the same. T. S. KrishnaKumar, Chief Operating Officer, IKYA Group says, "The key to making a partnership effective is ensuring that the organization and the recruitment partner are like-minded and share the same vision. The involvement of an organization's leadership during recruitment partner selection is, therefore, very important."

With the new-age talent having access to open sources of information, organizations have also become increasingly conscious of their reputation as an employer. Subsequently, an employer brand will not be able to establish itself well until its recruitment partner also displays the same values. This implies that a recruitment partner needs to be able to synchronize and reflect the same image while hiring. A long-term partnership can ensure the same as Dr G. Rajkumar, CEO of Talentmandi.com, says, "A long-term talent service partnership allows the recruiters more time to imbibe the employer brand and its values."

Strong analytical capabilities

Screening resumes and shortlisting candidates is passé. With the social media openly offering access to resumes and extended information about people, sourcing candidates is just a click away. However, shortlisting candidates from this enormous pool requires efficient talent analytics. Unlike a decade ago, sourcing is no more a challenge now. In fact, selection has become more complex. Each individual varies from another in

Unlike a decade ago, sourcing is no more a challenge now. In fact, selection has become more complex

terms of attitude and traits. A particular combination of traits might help perform better in a certain job role, but would not work in some other. Talent analytics is one way to do a behavioural analysis of an individual to study those traits and find the best fit. Gyanendra Singh, Chief Operating Officer of Mancer Consulting Services, says, "Hiring managers use this predictive model to recruit better fitting candidates, decrease attrition and substantially reduce costs."

While analytics is being leveraged in various other ways, recruiters can utilize data analytics to measure the outcome of their efforts, as Dr G. Rajkumar says, "Data analytics is another tool that has enabled the measurement of return on investment for the new recruits and the potential ones as well."

Domain knowledge and industry expertise

Be it any particular job position, each industry has its own requirements in terms of skill-sets, attitude and experience and a recruitment partner needs to have a strong understanding of the industry for which it is going to hire. For instance, a role in the consulting sector would largely require very polished soft skills while an operational role would require very strong task management and time management skills. Ratan Postwalla, Partner and Co-founder, People Trust, says "Recruitment should be fairly customized to suit the industry needs and hence, it is also very crucial for the recruiter to have the industry expertise or knowledge to be able to find the right fit."

The Indian market is witnessing a new trend – variabilising talent acquisition. KrishnaKumar of IKYA says, "Organizations are keen to change the composition of their core workforce and alter their talent acquisition model to accommodate as much variable manpower as possible. The talent pool retained by organizations in its core roles will undergo a significant shift in its composition. It is a great opportunity for talent acquisition service companies to expand in this variabilised skills space." In terms of generic skills, the Indian market is increasingly showing demand for niche skills, and people with multi-country and multi-client knowledge and experience.

Reference check reliability

There is a flood of open forums on the internet where one can easily present made-up image of oneself that might contradict later. This has made reference checks an inevitable part of the recruitment process. A few years back, background checks were done for selected candidates. Now, recruiters prefer to do the same much earlier in order to save the cost and effort spent on the selection process, mitigating even the minutest risk of selecting a fraudulent candidate. Emphasizing the importance of same, Navin says, "Organizations need not wait till the hiring process begins as the first thing a good recruitment partner does is a background screening of the target population of candidates." A recruitment service firm's credibility strongly lies in its ability to do accurate and reliable reference checks and save the organization a lot of cost and time, making recruitments more efficient.

Organizations are increasingly opting to hire talent early on, to capture people with fresh and innovative thoughts and at an age when they are flexible to adapt and learn new skills. Consequently, the recruitment partners are also expected to be innovative and energetic in capturing this young pool of talent and engage with them early on so that the best ones can be identified before competition comes in. All said and done, a recruiter has to change with the changing times and be more proactive, energetic, analytically strong, ethical and most of all very tech-friendly to be able to win an organization's trust. From being a mere support vendor, the role of a talent partner has evolved tremendously and is going to be seen as one of the most vital elements in ensuring an organization's success. @m

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DR G. RAJKUMAR

Foster a long-term talent service partnership

A long-term talent service partnership helps ensure a comprehensive match between the employer and the candidate

Talent acquisition has always been at the apex of organizational growth, but with the increasing gap in demand and supply, it has become all the more crucial for organizations. The ever increasing acceptability of Indian talent across the world has also widened the gap leading to an intense talent war. This has led to a significant overhaul in the way organizations approach talent acquisition. There is a clear shift from traditional methods of sourcing resumes and maintaining databases towards social media, mobile apps and other technological advancements aiding cost-effective recruitment. Adoption of social media has been the most prominent trend that has caught the imagination of many recruiters. At the same time, organizations are also focusing strongly on the cost of the hiring processes while assessing the 'return on investment' of the hired talent.

Organizations always look for a talent partner who can operate with transparency and high ethical values

Emerging cost-effective alternatives

As most employers are looking at just-in-time hiring and referral hiring, there is a focused demand for specialized skills at affordable costs. Hence, contract employment and outsourcing are emerging as major trends in hiring. Recruiters are switching to social media based apps, recruitment softwares, mobile apps and digital ads, making the process more focused and cost-effective. There is a plethora of apps and online platforms that allow recruiters to access a wide range of skills-specific resumes, connect and engage with potential candidates and even reach out to passive talent for their future talent needs. Talentmandi.com is one such medium that emerged from a similar thought process. Video-based resumes and online interview tools are also facilitating speedier screening and selection process.

Data analytics is another tool that has enabled the measurement of return on investment for the new recruits and the potential ones as well. It has also made the talent acquisition process more organized, transparent and reliable from being an intuition-based game as it was with the traditional methods. With the rise in mobile and web technologies for recruitments, the recruiters have also started innovating in various ways they can utilize these technologies to generate maximum value out of the hiring process. This innovation is also a key driver in making the recruiters' job more convenient, enriching and result-oriented, which is also the motto of Talentmandi.com.

The wider reach and technology enabled access to information has ensured a stronger knowledge building connect between the employees and employers. Organizations can now simultaneously create a network of recruiters, existing employees, active and passive candidates and potential hires through various communities and groups online. These platforms bring people together, allowing them to contribute to a rich pool of knowledge and gain from others, while connecting and engaging with potential employers or employees.

Talent partnerships should be long-term

It goes without saying that organizations need to choose a talent service partner carefully as they are the ones who provide the organizations their most important asset – people. However, talking of cost-effective recruitment strategies, the first and foremost check should be fostering a talent service partnership for the long term. It is very important for a recruiter to be able to carry the employer brand well, in order to be able to identify and recruit the best-fit. A long-term talent service partnership allows the recruiters more time to imbibe the employer brand and its values.

A good recruitment service partner is able to facilitate and establish a comprehensive match between an employer and a candidate, combining wider dimensions of selection than just compensation. In most hiring processes, it's the recruitment service partner who is able to create a win-win association between the organization and the employee. Therefore, organizations always look out for a talent partner who can operate with transparency and high ethical values so that the entire process of hiring can remain qualitatively superior.

In times of rapidly changing and improving technologies, a talent partner is also always expected to be able to innovate and bring fresh value-addition to the hiring process. Gone are the days of resume sourcing and maintaining an organization's candidate database. Nowadays, the relationship of an organization with a talent partner has gone way beyond the ususal as a strong talent partner can be the catalyst in an organization's overall growth. 🅿ⓜ

ABOUT THE AUTHOR
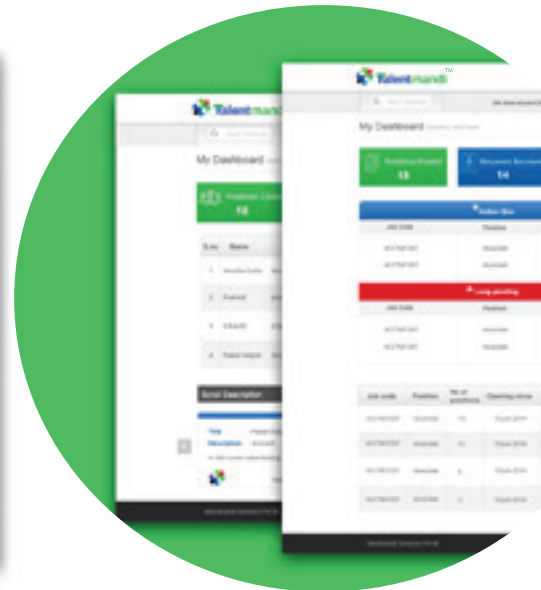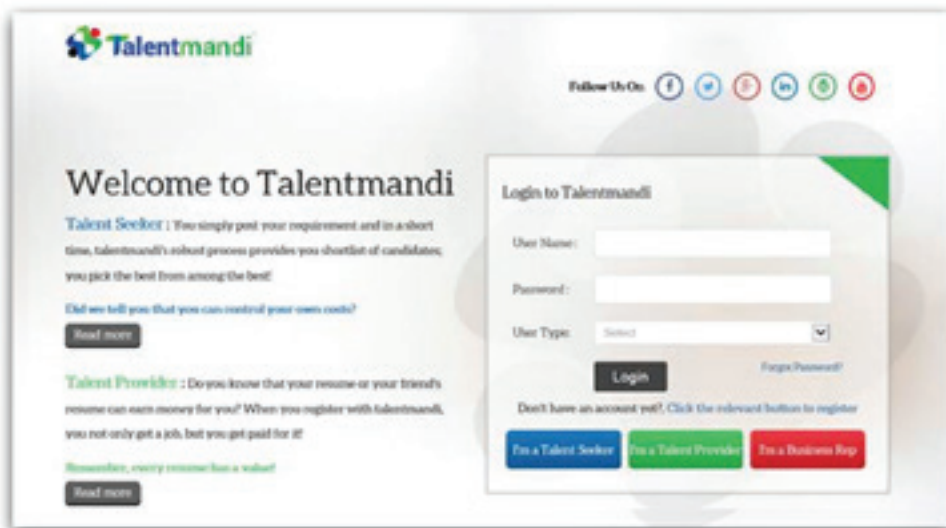
DR G. RAJKUMAR is the CEO of Talentmandi.com

Conditions apply

GYANENDRA SINGH

Want to hire your next top performer?

Here's how talent analytics can help identify the right talent for organizations looking to hire top performers

Data science has a long and mature history of measuring the human attributes of consumers to predict advertisement responses, upsell, cross sell and other buying patterns. Employees are equally human and have even more impact on the success or failure of a venture, which makes it meaningful to use data science approach here as well to model and optimize teams and companies. Here's an illustrative example of how organizations can take benefits from talent analytics:

One of the leading FMCG companies had a large sales workforce struggling to achieve the right balance between performance and the constant loss of people. Productivity was getting hit since the hiring team was back filling for replacements who would further take time to pick up.

> ## With better predictive power, companies would be able to find better hires and accurately reject more of the expensive bad fits

On analyzing the data, it was concluded that among the sales team, the performance breakup was: Top Performers-20 per cent; Meeting Expectation-45 per cent; Average-35 per cent.

The parameters for a top performer were: High sales numbers, above 80 per cent customer satisfaction score, achieving average order value through up-sell and cross sell numbers. The company did invest on training all of its sales fleet, however the impact was not substantial.

Most companies with large sales force do incur the cost of hiring, training and other managerial processes without any assurance of the value add to the organization by the new hire. The question is whether the candidate has the interest, attitude and willingness to perform the job since most of these attributes are not clear from his resume and don't reflect explicitly even during the interviews.

The CEO of this company took the initiative to use data science to answer the question, "Is it possible to quantify the mindset of the sales guy?" The quantified mindset can be used to predict the most likely employees to succeed in performing. Hiring managers use this predictive model to hire better fitting candidates, decrease attrition and substantially reduce costs.

The Method

The most important aspect of analytics is predicting human behavior and actions. Several factors have been measured in different ways, but only a handful are relevant to the workplace.

Few attributes that can be measured for the given situation are: Curiosity, problem solving approach, degree of cooperation, service orientation and aggressiveness. Humans have unique personal, intrinsic attributes, different from skills and training that can be either strengths or weaknesses in different roles. The mindset has been called as "attributes" or aptitude here, and consists of many factors that can in fact be measured apart from the above mentioned. It's interesting to know that when we apply these human factors to the performance of a specific job role, certain combinations of traits do well and others don't. For instance, attention to detail helps an accountant, but can slow down a sales guy. Service orientation is often useful for a service role and improve customer satisfaction but might not be effective to make an up-sell and so on.

Design

The focus is on finding what it takes to achieve the performance as mentioned by the CEO so a meta-code called "job fit" with three levels: "good hire," "bad fit," "neutral" is established. Each reason code was assigned to a job fit level.

To eliminate bias, modern data science methods need to be used to gather samples, then build, evaluate and implement talent models. The data modeling is created with maximum accuracy and sensitivity. It is also worth noting that models are built specific to a given role and do vary for each company.

Implementation

From the existing employees, management identified a group of 176 top performers based on performance metrics, manager reviews, and customer feedback. These top performers were measured with an online talent survey, gathering 10 raw talent metrics that have been validated and calibrated across a wide range of adults.

The next step was to create a mathematical model for success in this role. The attribute scores for these top performers were strongly clustered, showing a clear similarity in behavioral and ambition metrics. As a result, a straightforward linear model to indicate a percentage match to the scores was created. The organization began to use the match to benchmark its existing top performers as part of its hiring procedure.

With better predictive power, the system would be able to find better hires, and accurately reject more of the expensive bad fits. By deploying predictive analytics in business, one can get the right fit with a lasting performance and high tenure.

ABOUT THE AUTHOR

GYANENDRA SINGH is the Chief Operating Officer at Mancer Consulting Services

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Choose a like-minded recruitment partner

T. S. KRISHNAKUMAR

Involving a senior leader helps in getting the best out of a partnership and making recruitment processes more valuable

There is a trend rapidly picking pace in the Indian market, the trend of variabilising talent acquisition. Organizations are keen to change the composition of their core workforce and alter their talent acquisition model to accommodate as much variable manpower as possible. The trend to hire temporary and contractual workforce has arrived in India in a big way. While this model was brought forth and pioneered in India by the retail, manufacturing and customer service industries, most other industries are rapidly picking up this model if it makes more sense for them from an efficiency standpoint. The talent pool retained by organizations in its core roles will undergo a significant shift in its composition. It is a great opportunity for talent acquisition service companies to expand in this variabilised skills space.

Hiring activity will pick up

In terms of generic skills, the Indian market is increasingly showing demand for niche skills, and people with multi-country and multi-client knowledge and experience. Companies are looking for recruitment partners who have a good knowledge of the talent marketplace and can help them make selection decisions faster and more

> Organizations will evaluate recruitment partners based on the robustness of their delivery engine, quality of talent acquisition, customer commitment and how they manage their staff

efficiently. The election of the new government has powered expectations in the industry and automatically hiring activity will likely pick up in the coming times. The industry will undoubtedly see a boost in the coming times.

Technology is viewed as an important and necessary channel to speed up the hiring process. The influence of social media is especially remarkable because it opens up the prospect pool by a large margin compared to traditional database-dependent sourcing models. Another key impact of social media is that available skills in the talent market is updated voluntarily by the potential professional and therefore, the entire talent market can now be considered active. Talent acquisition has thus moved from not just looking at an applicant, but also an applicant's network. The data that an applicant maintains on an online basis speaks volumes of his/her professional network.

Banking, pharma, customer care and retail will be the leaders in hiring this year. Hiring may not be very aggressive in telecom because the industry is undergoing a phase of consolidation. Infrastructure, energy and manufacturing will also see some hectic hiring activity in the coming months. One of the prominent changes in the hiring landscape will be in the IT sector. IT industry went a little slow on fresh talent in the last couple of years due to uncertain global market demands. Analysts predict the IT market in Europe and the US to revive toward the end of the year, and the same trend should automatically reflect in India. IT industry will focus vigorously on reskilling its core workforce into high end skills and supplement commodity / BAU skills from the variabilised talent pool.

Drive and encourage partnerships

An organization has to get several things in place to make the partnership with a talent acquisition service company more effective. The first step in the process is ensuring the right choice of a recruitment partner. A partner's choice depends on several factors, including core competency, reach in the market, fulfilment efficiency, and fetish for legal compliance. A key to making a partnership effective is ensuring that the organization and the recruitment partner are like-minded and share the same vision. The involvement of an organization's leadership during recruitment partner selection is, therefore, very important. A strong partnership will also ensure better planning and special focus from both organizations going the extra mile to ensure that candidate onboarding is smooth, beside the fact that the candidate can start providing value from the time they join. In future, recruitment arrangements will work best if partnership behaviour is encouraged.

The talent acquisition market is growing and maturing. Organizations will evaluate recruitment partners based on the robustness of their delivery engine, quality of talent acquisition, customer commitment, and how they manage their staff. At the same time, while candidates will be evaluated by their core competencies, what will be assessed more closely will be their soft skills, mobility, agility, and flexibility to learn new skills in the ever changing business environment. **Pm**

ABOUT THE AUTHOR

T. S. KRISHNAKUMAR is the Chief Operating Officer of IKYA Group

Recruitment must re-focus on 'People'

Domain specialization and human interaction remain core to the success of recruitment

RATAN POSTWALLA

First things first, let's get some facts out of the way. I've been in the business of Recruitment for a little over a year. So I can't and won't claim to be any kind of expert or industry veteran (or any kind of 'veteran' for that matter!).

However, in my thirteen years in financial and risk consulting, I had a few interactions with professional recruiters, and quite a few more with the (often hapless) candidates they put forward to be interviewed. So, from a client's perspective at least, I do know what I'm talking about.

It seems like (and probably was) a generation ago that I first heard Bruce Springsteen's rock classic 'Human Touch'. Little did I imagine then, that those two words would form the basis of my future philosophy on everything, leave alone recruitment!

Every global corporation worth its salt expects its employees to be masters in corporate etiquette, adept in presentation and communication

But the more we gravitate towards and adopt the latest in databases, interfaces and social media, the more I feel the recruitment industry is neglecting what really should be at its very core – people.

Databases are great, but only as long as we are their masters and not their slaves. Queries and algorithms make life so much easier enabling accurate and swift matches between educational qualifications, years of experience, present CTC and preferred location. But what about temperament, etiquette and team ethics? Aren't these attributes as important?

Moving on quickly, what about knowledge and aptitude? Two extremely important qualities, not just in the industry I operate in, but across the board. How do recruitment companies assess knowledge and aptitude in the candidates they source? Can they?

I've been on countless conference calls where finance-related roles and requirements were being defined and discussed, and I've heard the most ridiculous questions being asked by my fellow consultants. This has always left me wondering how recruiters lacking the most basic industry understanding could assess if a candidate was mentally up for the job or not.

How can I, as a recruiter, really add value if I don't have the first clue as to what my client really wants? Can I truly be a trusted business partner and an extension of my client's team, if I don't speak the same language that they do?

With the importance of deep domain knowledge gaining ground in every business and industry, are we in recruitment allowing ourselves to be left behind?

Knowledge alone isn't everything. Employers today are looking for talent with a balance of technical or job-related skills and soft skills. Every global corporation worth its salt expects its employees to be masters in – corporate etiquette, adept in presentation and communication, well-versed with the ABCs of good teamwork and leadership, and well-aware of the cultural intricacies of every nationality they interact with.

In our business, we're faced with this conundrum on a daily basis – 'fantastic functional knowledge, but I just can't understand what he's saying' are words that are heard ever-so-often. In soft skill terms, there is definitely a perceptible gap between what our clients need, and what can be found. So, do we as recruiters just gape at that chasm, shrug our shoulders and resign ourselves to the reality that is the available talent-pool? Or is this an opportunity to really be the 'consultants' we think we are, and partner with our clients to find a solution.

Would it be a good idea for our clients to invest in young talent, and nurture them through various stages of holistic development? Would the ROI make it worth it? Or should we, as prime purveyors of talent, play some role in correctly identifying, analysing and up-skilling that talent?

One thing's for sure – if we're in the dark ourselves, it's nigh-on impossible to shine the light for others. And what's more, there's no way technology can give us the answer.

When Springsteen sang "I just want someone to talk to, and a little of that human touch", who knows, he may well have been making an honest plea on behalf of every confused job-seeker.

And we would do well to listen. As they say, 'The Boss is always right!' **Pm**

ABOUT THE AUTHOR

RATAN POSTWALLA is Partner and co-founder at People Trust, a Consultancy providing Recruitment, Learning and HR Advisory solutions

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NAVIN CHUGH

Background screening – the next big thing

With open access to various sources of information, candidates can easily fake their way into a job and so background screening is very crucial

The need for talent has been perennial and will always be there irrespective of the economic scenario. However, with the ongoing evolution in the recruitment function, organizations need to keep abreast with changes. The key driver for Indian organizations to grow in a global landscape would be innovation. As a result of the easy access to abundant information available online, there is and will be a greater shift in the employer-recruiter partnership as well. The talent service partnerships that organizations will require in the coming times will be such that it can effectively leverage technologies like social media, mobile and analytics to bring about a transformation in hiring for business performance. The talent partnerships will mostly revolve around one key driver of performance and the ability to leverage talent and technology for business success. If recruiters don't adapt and the partnerships don't move up the value chain, the disruptive technologies will soon disintermediate the recruiters.

Companies are keen on hiring candidates for their behaviour, attitude, problem-solving skills rather than the accolades on their CVs

Hiring for attitude and analytical abilities

The nature of hiring has become very dynamic with a complete turnaround in the outlook of organizations and recruiters towards talent. Companies are now looking for people who can not only do the job but bring in fresh ideas to the table and have the ability to connect the dots using the vast pool of information, available knowledge and data in order to take complex business decisions. With organizations becoming increasingly adaptive and responsive to the technological advancements, the recruiters are also moving from standard assessments to an outlook for people who can bring new ideas, think analytically and are on their toes to get things done; people who would be problem solvers, talent that can fit into various roles and bring value to the organization as opposed to talent for a certain job role.

A recent trend in the recruitment industry is that organizations are engaging talent very early on. This means organizations and recruiters tap future talent right from the time they enter college or are just about to complete their graduation. Through numerous engagement drives either social media enabled or real-time campus events/campaigns involving contests, games etc., organizations are selecting and engaging with potential candidates as early as they can. This builds the potential talent pool, long-term relationship which can ultimately drive down the recruitment costs.

Organizations today are more keen on hiring candidates for their behaviour, attitude, problem-solving skills and competencies rather than simply selecting candidates for the accolades on their CVs and their basic qualifications. Only those who can add value to the organization showing analytical capabilities and an understanding beyond their role are hired. In such times, it is equally important for the recruiters to scale up and find and source such people. Moreover, the skills expected and required from a talent service partner will no more be that of making calls, conducting telephonic surveys and sourcing candidates but much more analytical in terms of collating data and interpreting it to take meaningful decisions from the same.

Background screening to be of utmost importance

Albeit social media has brought people together from various domains allowing opportunities for knowledge sharing and networking, it is also an open platform where one can easily forge details. This makes it much more critical for organizations to ensure the true identity of the candidates and potential hires they will be investing upon in terms of the recruitment process.

Now since organizations capture talent early on, the overall recruitment process cost is even higher and to be cost-efficient in such cases, knowing a candidate's background becomes more important. It helps mitigate risk and an increased cost in terms of time and money involved in hiring a candidate with a fraudulent background. Organizations need not wait till the hiring process begins as the first thing a recruitment partner does is a background screening for the target populations of candidates. The recent market trends suggest that in the coming times, building and sustaining background screening partnerships will be a priority for organizations to ensure getting the right people on board. Undoubtedly, in a collaborative economy like this, it is an elementary task to do a background screening before beginning the recruitment process at all. One can train candidates for required skills, however if an organization hires a criminal or a fraudster, there is nothing that can be done! **Pm**

ABOUT THE AUTHOR

NAVIN CHUGH is the Senior Vice President & Managing Director at First Advantage

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CareerNet Technologies Private Limited
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Job ID: 15430423
Description: Review and analyze business unit data to identify trends and recommend solutions to improve performance, retention, and employee experience.

Virtela India Private Limited
Manager – Talent Acquisition
Location: Mumbai
Job ID: 15334120
Description: Must be Passionate in hiring Top Notch Talent, Experience in Corporate.

Vitasta Consulting Private Limited
GM Director Learning & OD
Location: Mumbai
Job ID: 15397898
Description: Relevant/Additional Experience: Experience of having worked on OD tools/technique, leadership development.

Scac Consultants
Hear HR
Location: Bengaluru / Bangalore
Job ID: 15373846
Description: Proven experience in handling complex / challenging business situations and successful implementation of best practices across business verticals.

Zakat Consulting Private Limited
Head HR / IR
Location: Noida, Pune
Job ID: 15371649
Description: Maintain Management Employee confidence, Maintain harmonious IR by involving in various committee activities.

iQuest Management Consultants Private Limited
HR Officer
Location: Ahmedabad
Job ID: 15443149
Description: Responsible for Training, Recruitment, Co-ordination etc.

UnitedHealth Group
Manager - Payroll (India Lead)
Location: Gurgaon
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Team Lead / Assistant Manager Recruitment
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Job ID: 14748147
Description: Handling the Non IT team of 6-7 recruiters, Planning, executing and recruiting across India.

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Senior Manager, Compensation and Benefits
Location: Bengaluru / Bangalore
Job ID: 15420387
Description: 7-10 years of overall experience in compensation and benefits, including global compensation experience.

Cucumber Consultants
Manager HR & Admin
Location: Hyderabad / Secunderabad
Job ID: 15458410
Description: Ability to develop required, policies, processes and systems, Talent Management for retention etc.

Thomson Reuters
Payroll Specialist
Location: Bengaluru / Bangalore
Job ID: 15415254
Description: Responsible to perform end to end Payroll duties for employees across a number of countries within India/Australia/Thailand/Malaysia & Indonesia/Hongkong & Taiwan.

2COMS Consulting Private Limited
SME/Team Lead-US Recruitment
Location: Mumbai
Job ID: 15438032
Description: IC Role for US Non IT Recruitment, Excellent communication etc.

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Blogosphere » ASIF ZULFIQAR

Do professions across the board develop low tolerance levels when you scrutinize what someone else does for a living?

We, the HR

I attended the wedding of my sister-in-law a few months ago. Besides attending the festivities, I got to hang out with my wife's extended family, a family of doctors and educators. This was memorable experience on two accounts. First, this was the first wedding I ever attended where no fights broke out. Second, and more importantly, this was the first time I found myself surrounded by this many medical professionals. I am able to hold decent conversations about variety of topics but that week most of the conversations around me were going way above my head. In the midst of all the technical discussions, I came across something that really struck me. Something that mapped well to my profession and something I've been doing without realizing it.

At one of the tea gatherings, I asked the group if they ever had to play the "patient" and how they felt about doing it after playing the role of "doctor" for so long. They all had interesting stories to tell from variety of experiences. But the consensus was that doctors are the worst patients – not because they have low tolerance for pain or medical procedures but because they are close to these procedures. They can handle the needle but they can't deal with someone stabbing them with it due to their incompetency or carelessness. I'm not sure what this condition is called when you closely scrutinize someone doing what you do for living but I realized I'm certainly suffering from it.

Many things make me cringe in my profession. We, the HR, are so proud to have come up with the notion of behavioral interviews because they are claimed to be better predictor of future performance by 60-70 per cent (one organization even claimed up to 90 per cent). Yet, there's no research to back these claims up. In fact, I came across a research demonstrating quite the contrary. We, the HR, love putting

So, what is your profession? Have you had to get the service you provide for living? What was your experience?

fancy value statements on our corporate office entrances but in reality reward popularity contest winners and the behaviors of corporate ass kissing. We, the HR, proudly pigeonhole our employees into 9 boxes because we believe this is the best thing we created for managing performance of our great workforce. Yet, we fight tooth and nail to keep 13th percent out of box number 9 (regardless of their performance) because "the policy" says only 12 per cent are allowed in this box.

I have a reliable car now but one of my old cars had a lot of problems and breakdowns. I'd generally have to go to a different mechanic for service every time. First thing the mechanic would tell me that how terrible a job the previous mechanic did on my car. My wife (who is a dentist by education) thinks the dentist who performed RTC on her most likely slept through her tooth drilling class. Someone like me who doesn't know anything about the art of dentistry or fixing cars wouldn't have spotted any of that. But after going through some job interviews in my life I can certainly nominate a few interviewers for next episode of Jenny Jones's "HR Boys and Girls Getting Interview Makeover" show.

So, what is your profession? Have you had to get the service you provide for living? What was your experience? Does this condition (I call it "We, the HR" syndrome, for lack of better term) exist across the board? And someone please tell me if this condition has a name. Curiosity is killing me! **Pm**

ABOUT THE AUTHOR

ASIF ZULFIQAR is an HR expert, trainer and talent development coach with global experience in the areas of Learning & Personal Development, Talent Management, and Organizational Development & Change Management. In addition to his corporate experiences which span over three continents, he brings expertise in business operations, sales and marketing, giving him a strategic edge.

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