

people matters

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4TH
EDITION

88% of the CEOs have revealed that their time investment in talent related activities has either remained the same or increased since last year

People Matters & Monster.com study



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2014**

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The Talent Story - Part IV

"Life's too short to hang out with people who aren't resourceful." – Jeff Bezos

Termed as "the ultimate disrupter", Jeff Bezos has been instrumental in changing the way people shop. The statement by Bezos though controversial defines his leadership and managerial style. While his style has sometimes being called to question (In May 2014, he was named the world's worst boss by the International Trade Union Confederation), no one can deny today that he has built a \$150 billion machinery based on constant innovation from its purest source – talent. As competition becomes more heated and more global, and our business ecosystem more volatile, CEOs know that the only source of competitive edge will be an agile and resourceful workforce that can adapt to the customers' needs more innovatively.

In 2000, recruiting guru Kevin Wheeler wrote an article titled 'Chief Talent Officer: What In The @\$%^& Is That?', the definition of the Chief Talent Officer was still being developed though everyone agreed that the CTO would be more than a recruiter or a trainer. Today, more than ever, it is being driven from the top. CEOs of most companies today know that they need to personally drive talent initiatives that are critical to business success. They have moved from speech to action. People Matters, in partnership with Monster.com, and for the 4th year in a row, together bring the most comprehensive study

on what CEOs have to say on their role as ultimate talent owners. This year's study attempts to find out which talent management initiatives are specifically being driven from the top, how much time they spend driving them, and who their trusted partners are.

In this year's research, we found that a staggering 88 per cent of the CEOs taking the survey reveal that their time investment on talent-related activities has either remained the same or increased since last year. Out of the 88 per cent, more than half (53 per cent) have invested more time on talent management this year compared to last year.

The era has gone by when the CEO would just be a recipient of talent related efforts. The study reveals that increasingly CEOs have decided to get their hands dirty and drive specific talent initiatives themselves. From selecting the right kind of people for business critical roles to coaching and monitoring High Potential talent directly, the CEO's position as Chief Talent Officer strengthens. For our cover story, we talked to 11 industry heads such as PepsiCo's D. Shivakumar, HUL's Sanjiv Mehta, LinkedIn's Nishant Rao, Tata Power's Praveer Sinha etc. across various sectors to get their inputs for the cover story as well. Unfortunately, we could not get inputs from any of the women CEOs we got in touch with.

The Big Interview for the month features Jeff Bezos, who was in India this October to announce a \$2 billion investment in the Indian arm. In his interview, Bezos talks about how his leadership style has changed over the years since the inception of Amazon and his three basic principles in driving business: Customer obsession, passion for invention and willingness to be patient and think long term. We also have a special supplement on health & wellness. As workplace stress and changing lifestyles impact the lives of employees, there is a growing need for organizations to focus on health and wellness. The other major stories in the issue include a short column on the Flipkart fiasco and its learnings, a feature on the Union government's push for the 'Make In India' campaign and our monthly feature on past winners of the Are You In The List Award.

As you probably know, November 5th and December 11th will mark the second edition of the annual Leadership Leagues' conferences for the learning and the recruiting communities. We are very excited about it and you will hear more about the Leagues in these pages.

As always, I would love to hear your views and suggestions about the current issue. Do send in your feedback.

Happy reading!

Esther Martinez Hernandez EDITOR-IN-CHIEF

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THE COVER STORY (BEHIND THE SCENE)



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Reach out to Virat Vaid at aonahlc@aonhewitt.com or +91 9650944899 to participate, nominate or know more about Aon Hewitt Learning Center

CEO AS CTO 2014

4TH EDITION

People Matters & Monster.com study

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CONTAINS 92 PAGES INCLUDING COVER

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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Letters of the month



PEOPLE MATTERS VALUES YOUR FEEDBACK
WE WANT TO KNOW WHAT YOU THINK ABOUT THE MAGAZINE,
AND HOW WE CAN MAKE IT A BETTER READ.



OCTOBER 2014 ISSUE

Talent is logging in. Are you?

Very timely story! While the whole world is talking about Indian e-commerce and its hiring spree, you have delved much deeper into its long term impact through this story. It's a good read and sends a strong message to talent management community. Keep up the amazing work!

- AMIT SINGH

Internet is not only attracting users and entrepreneurs, but it is attracting a lot more talent and to top it the players in the online industry are displaying a great amount of wisdom in placing a lot of importance on their people, looking at getting the best of the people from across industries and backgrounds. This sector has become a talent magnet and I am in complete agreement when you raise a concern saying, 'will others be able to resist the pull?' A very interesting and meaningful story. Hope to find such reads month over month!

- SUPARNA

I love to hire entrepreneurs

This interview is very inspiring and motivating. It offers a great learning not just for the HR community but for a much larger audience. This Big interview is really big in terms of the learning and insights it shares. Look forward to more such wonderful reads.

- PANKAJ

The challenges of an entrepreneur has been put very well by Mr. Kotak. His personal journey is very inspiring. One of the things I have learnt is that beyond a great proposition, an entrepreneur needs working capital and good business contacts & connections to get things off the ground.

- BHASKAR THYAGARAJAN

Amazing experience reading about Mr. Kotak and knowing his thoughts about business and talent. His journey is no less than an inspirational thought that stays with you and supports you through your efforts.

- AMRITA

We are all driven by motives in what we do

This has touched upon something that each one of us faces in our work life at some time or the other. It offers great learning and motivation. It's a very inspiring read. Creative thinking and staying happy at work is the key to being successful at work and this interview has nailed it!

- GAURAV



An interesting take on whether this new move by the government is really justified or not.

- GAURI

twitter

Jeff Waldman @JeffWaldmanHR

I have to say that the @PeopleMatters2 #HR magazine is absolutely fantastic. Great insights into #HR in #India - #HRTechConf

Diana Draghici @Diana_Draghici

Can HR be an agent of change?
<http://goo.gl/jaoFZE> via @PeopleMatters2

Karan @kerryon

@FARatCSOD V. insightful interview in the latest issue of @PeopleMatters2 Agree that a unified experience is more and more critical in HR!

Abhijit Bhaduri @AbhijitBhaduri

How to be more creative? @TeresaAmabile answers in my column for @PeopleMatters2 <http://tinyurl.com/pkxyys> @kurian_anu

Srinivasan Tatachari @sritatata

@PeopleMatters2 settling down with the just received copy

nandhan k @nandhan_k

7 simple steps to train an analytical mind
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Meetu Khanduja @hrdictionary

100 days in office - Brand Modi takes centre stage <http://goo.gl/csCHcd> @PeopleMatters2

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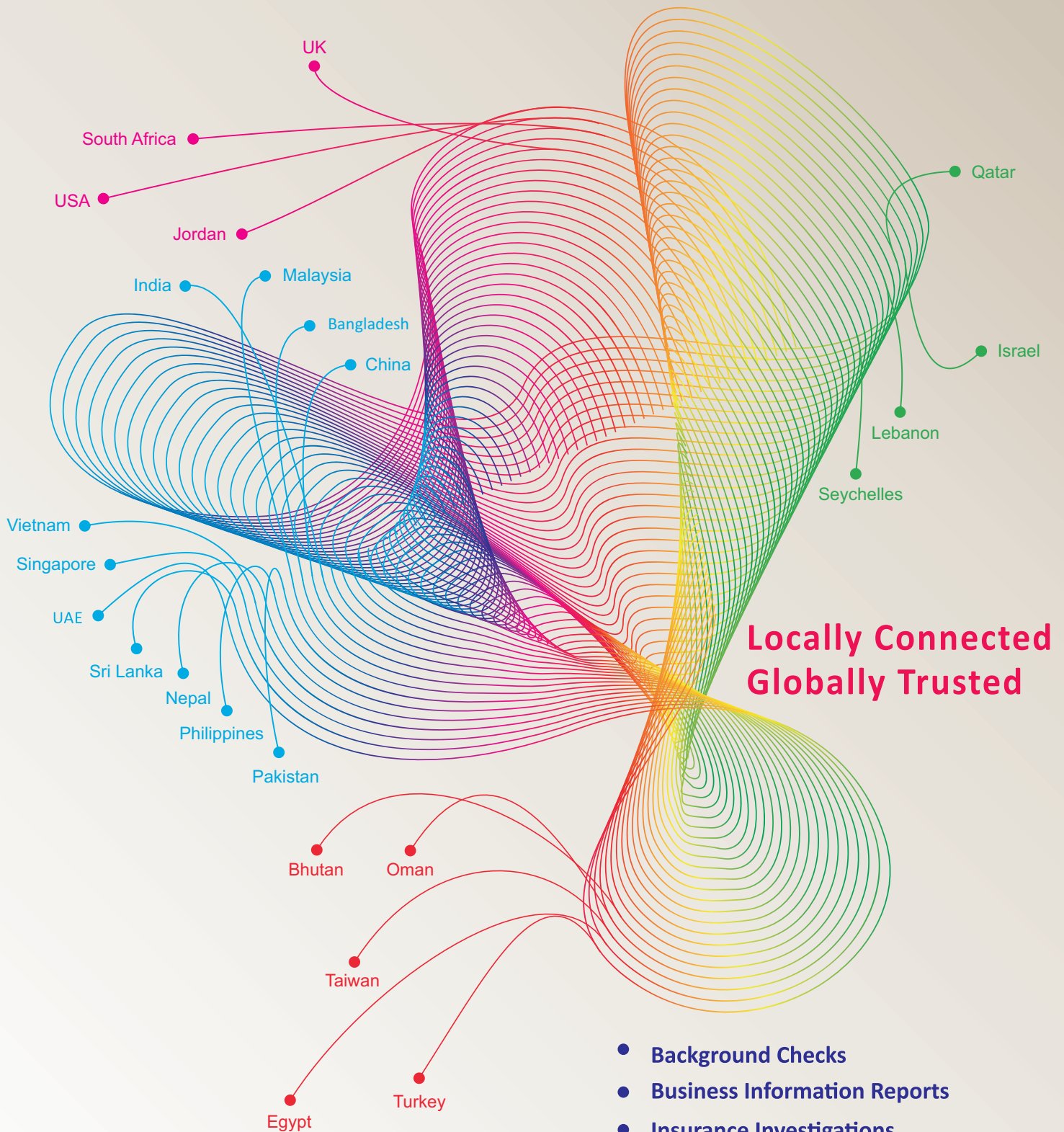
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DIGITIZING INDIA

When India saw the face behind Facebook



ON HIS MAIDEN TRIP to India, Facebook co-founder and one of the world's youngest billionaires Mark Zuckerberg did not leave a single stone unturned in making his presence felt as impactful and engaging as his innovation – Facebook. The most remarkable part of his visit was his meeting with Prime Minister Narendra Modi on the Friday the 10th of October, 2014 in New Delhi.

They discussed a wide range of issues revolving around the innovative use of Facebook as a platform to engage with a large audience in the service of humanity, the official website of PM Modi reported. Zuckerberg stated that Facebook wants to work with the Government of India in the

fields of healthcare, education and provide a gamut of services to the people. Zuckerberg added that Facebook will help in the creation of the Clean India Mobile App and that it would be launched soon. This would give a strong impetus to the Swachh Bharat Mission.

They also talked about the Digital India initiative. Prime Minister Modi asked Zuckerberg to identify some domains of Digital India where Facebook can get involved and help. Zuckerberg also visited Chandauli, a small village and a very rural community situated about 150 miles from Delhi. He learnt that earlier this year Chandauli got connected to the internet.



CREATING PROFESSIONALS

India's first vocational university kicks off

INDIA'S FIRST VOCATIONAL university, a joint venture between the State of Gujarat and human resources (HR) services company TeamLease, began operations this year, the Business Standard reported. The first batch that started in August had 4,000 students. TeamLease Skills University (TLSU), to begin with, is offering specialisation in three segments-mechatronics, information technology hardware and, finance and business operations. The university will, in future, expand its offering to sectors like retail and hospitality. The university has 20 faculty members. "Since this is the first attempt towards a vocational university in India, we wanted to go slow in terms of the feedback we receive. Our aim is to touch 10,000 students in the next three years," said Rituparna Chakraborty, co-founder and senior vice-president, TeamLease. The total capital expenditure outlay for the university is Rs 50 crore for the next three years. TLSU offers four streams of modularities - corporate education, cloud-based training, NETAP (apprenticeship programme) and campus.



WORKFORCE TRIMMING

Yahoo starts fresh layoffs in India

INTERNET FIRM YAHOO has started a fresh set of layoffs in India, affecting hundreds, as it seeks to consolidate its product engineering teams at its headquarters in Sunnyvale. While senior executives will be offered a position in Sunnyvale, a majority have been handed pink slips, the Economic Times reported. India operations will be reduced to support and operations functions. Yahoo India R&D head Hari Vasudev and a few other senior executives have been asked to move to the US. Amit Dayal, Vice President of Search and Marketplaces, has



already shifted there. Vasudev had taken over from the then Yahoo India R&D head, Shouvik Mukherjee, who himself had moved to Sunnyvale in 2013. "The writing was on the wall. They'd stopped hiring

about a year ago and the layoffs picked up speed in the last couple of weeks," the recruiter said. Yahoo said that it will continue to have a presence in India but is looking to consolidate some teams into fewer offices. Sharad Sharma, former CEO of Yahoo India R&D, said the trend is due to a combination of factors such as politics, changing structure of technology teams and the perception in Silicon Valley.

"It is not acceptable any more in the US to hire in India at their expense. The lack of specialists means such teams aren't getting created anymore and it is affecting India adversely," said Sharma.

NLC talks fail; workers to intensify protest



An end to the 38-day old strike by contract workers of Neyveli Lignite Corporation remained elusive as talks held in Chennai between the representatives of unions and top management to break the impasse failed

to yield any positive result. The talks between the management and the 11 associated unions were held in the presence of NLC Chairman and Managing Director Surendar Mohan for several hours here, Union sources said. Emerging from the meeting, Shanmugam, Leader of Labour Progressing Front, said, "The unions staged a walkout as the management offered an increase of Rs 100 per day per labourer. We have clearly told them that it is not acceptable." According to NLC's General Manager Balaji, the management has made the best offer for the workers. "It is a very good package offered to them. Earlier the package (for the contract labourers) was Rs 370. We have said it will be increased to Rs 470. Apart from that we have also informed them that we will give paid holiday for the labourers," he told reporters.

UCIL adjusts 700 Jadugora employees in other mines

Public sector UCIL has adjusted around 700 employees of its oldest Jadugora mine in other mines and processing units temporarily since Monday last as the production activities in the mine came to a grinding halt following a government directive over a month ago. "It is neither possible for Uranium Corporation of India Ltd to give salaries to its 1,000 employees without production activities nor do we have any intention to terminate them," its Chairman-cum-Managing Director Diwaka Archarya. "We have been maintaining the employer-employee cordial relationship despite all mining activities in high-grade Jadugora uranium mine came to a total halt 37 days ago but it is not possible for us to give them salary for unlimited time period without production starts taking place again."

Pilot shortage hits Jet Airways operations

Jet Airways is facing an acute shortage of pilots after the DG of aviation issued notices to 131 pilots last month for meeting mandatory



licensing requirements. Two Jet Airways pilots were suspended by the authority. Jet Airways has over 1,000 pilots and its subsidiary, Jet Lite has 189 pilots currently in the rolls, the Financial Express reported. Incidentally, sub-

sidiary JetLite (operates as JetKonnnect) has excess pilots. But the parent Jet has been unable to absorb them to solve its crisis because of the "unfair terms" presented to them. In August, Jet offered JetLite pilots an option to transfer to the parent but said they will be put at the bottom of the seniority pool and may be shifted to any location around the country. Most of JetLite pilots have rejected this offer and the negotiations are still continuing.

BHEL comes out with whistle-blower policy

Adhering to stronger corporate governance standards, state-owned BHEL has put in place a policy for whistle-blowers with safeguards to protect their identity and prevent victimisation. A leading engineering and manufacturing player, BHEL has interests in diverse



areas including power, transmission, renewable energy and defence. With the whistle-blower policy, the company also meets existing regulations in this regard.

"Any other employee assisting in the investigation or furnishing evidence in respect of complaint shall also be protected," it said. However, the policy makes it clear that no protection would be provided from disciplinary action in case the whistle-blower makes "false, motivated or vexatious complaint".

Government to wind up 6 PSUs including HMT

The government may wind up at least six central public sector enterprises including the iconic watchmaker HMT that it believes are not capable of revival, Economic Times reported. Heavy industry minister Anant Geete said that the government is preparing a roadmap for identifying state-run firms which not capable of revival. It will give voluntary retirement scheme (VRS) to their employees. The other companies on the list include Hindustan Photo films, HMT Bearings, HMT Chinara Watches, Tungbhadra Steel and Hindustan Cable.

TRIVIAM

Ridiculous workplace rules ever!

Ever imagined being told not to talk, pee or eat without an approval in office? How would life be at such a workplace!

Here are a few of the dumbest office rules people actually reported on social media:

- The company that required approval for speaking at all; it forbade speaking to other employees without management approval, even if the conversation was work-related. Management determined that talking to others was stealing company time since they had already told you everything you needed to know.
- Bosses who make people seek their permission to use the bathroom, or even leave their desks. Here's what happened when a supervisor refused a bathroom request: "I worked for a major retailer that told all employees to ask their supervisor if they could go to the bathroom. One day an employee asked twice to go and was refused. The 3rd time, he told his supervisor that if he did not give his permission, that he would drop his pant and defecate right there. The supervisor laughed and said no. So, right there in the middle of the plant, the employee did just what he said he'd do."
- The funniest of all – in a company employees were told to give three days' notice if they planned to take a sick day!

Source: MSNBC news. <http://www.today.com/money/no-talking-no-peeing-no-eating-your-dumbest-workplace-rules-928167?franchiseSlug=todaysmoney>

The future of work in India

An Oxford Economics survey sponsored by SAP takes a forward look at what employees and executives in India think about topics such as workforce development, the role of millennials, organizational leadership, and the skills gap. Here are some of the eye-opening insights:

THE NEW FACE OF WORK

Top trends impacting workforce strategy

- 1 Millennials entering the workforce
- 2 Globalization of labor supply
- 3 Changing work models

Challenges to building a workforce that meets future business needs

- 1 Lack of adequate technology
- 2 Low level of employee longevity and loyalty
- 3 Lack of qualified leadership



of executives say they will be increasing the use of contingent, intermittent, or consultant employees.



28% of executives feel that they've made progress in building a workforce that can meet future business goals.

THE MILLENNIAL WORKFORCE

What's important to you?	Millennials	Non-millennials
Making a positive difference in the world	19%	24%
Compensation	70%	62%
Work-life balance	30%	26%
Meaningful work	13%	20%
Achievement of income goals	51%	30%



26% of executives say their companies give special attention to the particular wants and needs of millennials.

WHAT MATTERS MOST AT WORK

Employee concerns about their jobs

- ✓ Position that are changing or becoming obsolete
- ✓ Not enough opportunities for advancement
- ✓ Inadequate staffing levels



Ways to increase employee loyalty and engagement

What employees want:

- ✓ Higher compensation
- ✓ Defined opportunities for career development
- ✓ More comprehensive benefits

What employers want:

- ✓ Bonuses and merit-based rewards
- ✓ Supplemental training programs for individuals to develop new skills
- ✓ Benefit plans for employees' families

THE LEADERSHIP CLIFF



of executives believe that their leaders are prepared to guide a diverse workforce.



of employees say that leadership at their companies is equipped to lead their organizations to success.



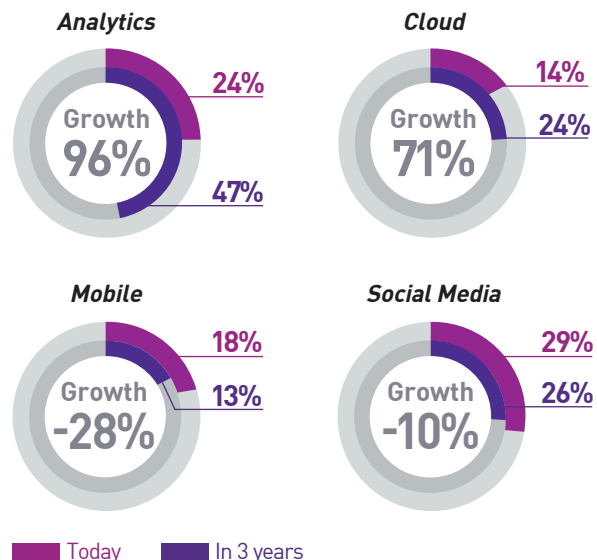
of executives agree that their expansion plans for growth markets are limited unless the right leadership is in place

BRIDGING THE SKILLS GAP: THE LEARNING MANDATE


The most cited areas of employee professional development and learning

- 1 Self-directed learning
- 2 Formal training at work
- 3 Informal mentoring

Skills needed today and in the future



Source: SAP



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NEWSMAKER OF THE MONTH

The second Indian Nobel laureate – Kailash Satyarthi



ON THE 10TH OF OCTOBER 2014, right after the Nobel Prize committee in Sweden announced that Kailash Satyarthi, from India, was one of this year's (and India's second) Nobel Peace Prize winners, many in India were web hopping to celebrate their country's pride. The 60-year-old New Delhi-based activist, originally from Madhya Pradesh, has been almost singlehandedly leading India's fight against child slavery for over three decades. To that end, he founded a grassroots non-profit, Bachpan Bachao Andolan, or Save Childhood Movement, in 1980, which has to date rescued more than 80,000 Indian children from various forms of exploitation, like child labour and child trafficking.

Born and brought up in Vidisha, Madhya Pradesh he was originally named Kailash Sharma, but he later changed it to Kailash Satyarthi adopting a more caste neutral name. He lost his father, a policeman, early in age and grew up with his elder brother who recalls that he was always a very sensitive youngster. "He was always friendly with children. Often, he would even bathe them before sending them home," recalls Jagmohan Sharma, Satyarthi's brother. He studied in modest government schools as that was what his family could afford, but even as a child he was conscious of the malpractices in his surrounding and was an articulate debater in school as his anger against child labour took shape quite early.

After completing his education he joined a college in Bhopal as a lecturer for a few years. In 1980, he gave up his career as a teacher and became secretary general for the Bonded Labor Liberation Front. It was at the same time when he was just 26, he launched the Bachpan Bachao Andolan in 1980, shifting base to Delhi. He is a self-made man as with the most meagre resources and support, he could steer his path through a lot of criticism and hindrances along the path to liberating bonded child labour.

He has also been involved with the Global March Against Child Labor and its international advocacy body, the International Center on Child Labor and Education (ICCLE), which are worldwide coalitions of NGOs, teachers and trades unionists. He has also served as the President of the Global Campaign for Education, from its inception in 1999 to 2011, having been one of its four founders alongside ActionAid, Oxfam and Education International. In addition, he established Rugmark (now known as Goodweave) as the first voluntary labelling, monitoring and certification system of rugs manufactured without the use of child-labour in South Asia. He has been a member of a UNESCO body established to examine this and has been on the board of the Fast Track Initiative (now known as the Global Partnership for Education). He lives in New Delhi with his wife and has a son, daughter-in-law and a daughter.

Sources: Wikipedia, IBN Live, Time, The Guardian

CONFLICTING EXITS

Hindustan Oil Exploration Company's three independent directors, MD resign

The managing director and three independent directors of India's first private sector oil upstream firm, Hindustan Oil Exploration Company (HOEC) have resigned, a development which may reflect discord between local directors and HOEC's Italian parent, ENI, which holds more than 47 per cent equity. The resignations, communicated to stock exchanges on October 9th, have taken place shortly after the company revalued its main gas asset in the Cauvery basin, known as PY 1, the Economic Times reported.

Board members who have stepped down include R Vasudevan, independent director and chairman, V Srinivasa Rangan, non-executive non-independent director, Sunil Behan Mathur, non-executive independent director and Manish Maheshwari, managing director. The two other directors on the board represent ENI. The other significant shareholder of HOEC is the country's largest mortgage bank HDFC, which owns 11.36 per cent. According to a source familiar with the matter, the spate of resignation was sparked not by the downward revaluation of the gas field – a risk that all energy companies have to bear – but by the foreign stakeholder's supposed reluctance to infuse liquidity, back restructuring initiatives and come forward with necessary commitments.

BENEFITS BEYOND BARRIERS

Apple, Facebook announce unique perks for female employees



Apple Inc and Facebook Inc will help pay for female employees to freeze their eggs, signaling a willingness to spend on perks and benefits in a race to acquire

top-flight talent. From January 2015, Apple will pay both full- and part-time employees up to \$20,000 for procedure and storage costs for female employees to freeze their eggs. "We continue to expand our benefits for women, with a new extended maternity leave policy, along with cryopreservation and egg storage as part of our extensive support for infertility treatments," Apple said in a statement. "We want to empower women at Apple to do the best work of their lives as they care for loved ones and raise their families." Egg freezing is a pricey but increasingly popular option for women. It enables women to delay child bearing.



CHENNAI PETROLEUM CORPORATION APPOINTS NEW MD

Gautham Roy has been appointed as the new Managing Director of Chennai Petroleum Corporation Ltd (CPCL). "Gautham Roy, Executive Director, Indian Oil Corporation (IOC), has been appointed as Managing Director, CPCL in terms of letter dated October 09, 2014, received from the Ministry of Petroleum and Natural Gas, Government of India," CPCL said in a filing to stock exchanges. He has been appointed in place of A. S. Basu who retired on May 31.



TATA INTERNATIONAL NAMES GK PILLAI AS CHAIRMAN

The board of Tata International Ltd, the global trading and distribution company, named G.K. Pillai as chairman of the company with effect from 26 September 2014. He succeeds B. Muthuraman who retires from the Tata group, Tata International said in a statement.



DISNEY EXTENDS CEO ROBERT IGER'S CONTRACT

Walt Disney Co.'s board extended chairman and chief executive Robert Iger's contract through June 2018, keeping him at the helm of the media and theme park company two years longer than he previously planned. Disney announced the contract extension recently but did not say who would succeed Iger, who has led the company to record profits.



TATA MOTORS ROPES IN MAYANK PAREEK

Tata Motors appointed Mayank Pareek, Maruti Suzuki's chief operating officer as its head of passenger cars business. Pareek joined on October 1 to take over from Ranjit Yadav who will now head overseas sales for passenger and commercial vehicles at India's biggest auto maker by sales.

Pareek has been designated as president, passenger vehicle business unit.



RISHAD PREMJI TO JOIN BOARD AS CFO

India's third-biggest software exporter Wipro is preparing for a generational shift at the top after company veteran and CFO Suresh Senapaty retires next March. Rishad Premji, the elder son of Wipro's billionaire founder Azim Premji, and also the company's head of strategy, is set to join the board "sometime next year", at least two people familiar with the discussions said.



D. SEN TAKES OVER AS DIRECTOR-BD OF IOC

D. Sen has taken over as Director- Planning and Business Development of the nation's largest oil company, Indian Oil Corp (IOC). Prior to this, Sen was Executive Director in-charge of Lubes at IOC's marketing division headquarters, the company said in a statement. Sen is also the Chairman of IOC Middle East, a wholly-owned subsidiary of IOC involved in lubes business in the Middle East.

SRIRAMAN JAGANNATHAN JOINS IDFC AS CHIEF DIGITAL & DATA OFFICER

IDFC, soon to be turned into a bank, has announced the appointment of Sriraman Jagannathan as Chief Digital & Data Officer. He will be responsible for building the digital framework, embedding a digital culture and driving digital transformation across all parts of the proposed IDFC Bank covering all products, clients and employees, IDFC said in a statement.



HCL TECH APPOINTS MATT PRESCHERN AS CHIEF MARKETING OFFICER

IT services firm HCL Technologies announced the appointment of Matt Preschern as its Chief Marketing Officer (CMO) and Executive VP. Before joining HCL Technologies, Preschern was the Senior VP and Enterprise Chief Marketing Officer at Windstream where he led brand management, demand generation and digital content marketing, the Noida-based firm said in a release.



PIMCO'S BILL GROSS TO JOIN JANUS CAPITAL

Bill Gross, who co-founded Pacific Investment Management Co. (Pimco) more than four decades ago and rose to become manager of the world's biggest bond mutual fund, is leaving amid a dispute with management over how to move the firm forward and end record redemptions. Gross, 70 and until today manager of the \$222 billion Pimco Total Return fund, will join Janus Capital Group Inc. to oversee a new bond fund, according to a statement.



IHG APPOINTS NEW HEAD OF SOUTH WEST ASIA OPERATIONS

Hospitality major InterContinental Hotels Group has appointed Shantha de Silva as Head of South West Asia to oversee its India, Bangladesh, Nepal and Sri Lanka operations. He will be leading the company's business in the region, with a focus on India as a key market and will be responsible for driving growth and operational performance of 21 hotels across four brands: InterContinental, Crowne Plaza, Holiday Inn and Holiday Inn Express, IHG said in a statement.



GIM APPOINTS DR C. JOE ARUN AS NEW DIRECTOR

Goa Institute of Management (GIM), one of the premier B-schools of India, has recently appointed Dr. C. Joe Arun, SJ, as the new Director of the management institute effective 30th August 2014. Dr Joe Arun was selected by the Search Committee of the Board of GIM. A Jesuit priest, Fr. C. Joe Arun, SJ, completed his PhD from Oxford University prior to completing an MBA from IIBM, Delhi.



GSK CONSUMER HEALTHCARE ZUBAIR AHMED MOVES TO A GLOBAL ROLE

GlaxoSmithKline Consumer Healthcare (GSKCH) India MD Zubair Ahmed has been named designated head of Asia Pacific, Middle East and Africa for the proposed joint venture between GSK Consumer Healthcare and pharmaceutical firm Novartis' OTC business. As part of the new role, Ahmed will oversee operations of over 100 countries, joining the growing league of Indians taking on top roles globally.

BROCADE APPOINTS INDUSTRY VETERAN ALLEN OLIVO

Brocade announced the appointment of Allen Olivo as vice president of Global Brand and Communications. In this role, Olivo is responsible for the development of brand strategies that will further evolve Brocade's leadership position in the networking marketplace as the New IP becomes the new normal for networks. He will be based in the company's San Jose headquarters and report to Christine Heckart, chief marketing officer.



We are obsessed with the customer

After announcing a \$2 billion investment in India, **Jeff Bezos**, Founder and CEO at Amazon.com, tells **Kiran Karnik**, former President of NASSCOM, about how Amazon India came into being, his leadership style and more

By Ankita Sharma Sukhwani

Q Most people think Amazon came to India a year ago. Tell us about the beginning of Amazon in India.

A We started a software development office in India 10 years ago at Bangalore. Over the years, we have expanded our offices to Chennai and Hyderabad. We have had great success with those operations because we can find such talented people here in India. Thanks to our local team, the business is going shockingly well. We have been open for a year and have great expectations. We have a unique approach in India as the number of small and medium businesses is huge. Our local team has innovated a bunch of things, which makes it easy for small and medium scale enterprises to connect to the digital economy and this trend is now growing very fast.

Q How did your company Blue Origin come about?

A I have always been fascinated by space though I don't know where the passion comes from. I think I got imprinted when I saw Neil Armstrong walk on the moon and then I got addicted to science fiction and read every book I could find. I fell in love with Star Trek and then the rest is history (laughs). At this point, I would like to congratulate India on the Mars Mission as well. It is a great achievement and the frugality of the budget is even more astounding.

Q Tell us about your leadership style.

A My leadership style has had to change over the last 20 years or so. When I started, I was just a one-member team. Very soon, we were four people and then 10 people. In the beginning, I was an SME myself. I drove all the packages myself to the post office every night; squeaking in at 10:29pm when it is supposed to close at 10:30 pm and begging them to still take the packages (laughs). As a leader for a dozen people, I was keeping track and doing everything. Now the company has really grown and my role has changed to that of a custodian and a steward of the values and principles of the company and to ensure that we live by them.

The big value at Amazon is customer obsession. A number of companies say that they are customer centric but I am not sure that they are; a number of them are actually competition focused. I think that both are rather good models but I think I like ours better. The second principle that I lead is the passion for invention. It is something that is so deeply ingrained in the culture of the company that we practice it all the time. We like to do things that nobody has ever done before. It also means that a lot of things that we do are not successful but the willingness to make bold bets and take risks is what makes Amazon, Amazon. Failures are part and parcel of this process. One of the important things at Amazon is that executives running those failures move on to bigger and greater things. They are not sidelined or asked to leave. If you want really good people to take on bold initiatives, they can't be worried about all this. We also do a number of incremental inventions, which are more sure shot things.

One of the principles I lead is the passion for invention. It is something that is so deeply ingrained in the culture of the company that we practice it all the time. We like to do things that nobody has ever done before




The third thing is the willingness to be patient and think long term. I think that is really important. If you are going to be an inventive and pioneering company, then you have to be willing to think long term. If you look at your profits for just this quarter, then that will put you at odds with your customer. If you do the right thing for your customer today, it will be beneficial to the stakeholders down the line. That is the case here in India. The team here in India has been unbelievably inventive and is showing great promise with their programs. That is the reason that we are really looking forward to so much investment in India.

Q What drove you to acquire *Washington Post*?

A The internet has been extremely disruptive to newspapers all over the world. It has taken a lot of things away on which newspapers earlier use to make money on, like classifieds and advertising. It is very easy to give news online at a very low cost without subscription to any print newspaper. *Washington Post* is no exception to

question today, we will have to start from scratch and do a new market's study. I will tell you why we started with books. There are more items in the books category than any other category. Back in 1994, there were three million different books in print in different languages across the world. The vision was to build a store online where people could find any book ever printed. This was not possible for any physical store in a shop space. When we launched on day one, we had over a million titles. We wanted to create something so unique that could not exist in a physical world. Over the next couple of years, we added music and videos. And then we sent out an email to 1,000 customers as a survey asking what they would like us to be selling in addition to what we were selling then. The answers were like a window into their minds. It was like they wanted us to sell everything that they had on their mind at that instant. So, we realized at that point that the opportunity was much bigger than we had ever anticipated and we started adding categories.

Q How are you enabling and connecting SMEs to the digital economy here in India?

A There are a number of reporters I have spoken to here and they all ask about the difficulty we face in doing business in India. The point is that all places have their own unique challenges. The big thing is what the customer wants, which is a good selection of products and fast & reliable delivery. However, the details are always different. One can look at those as problems or as opportunities for invention. There are two basic ways in which SMEs can access the Amazon platform. One is through 'Fulfillment by Amazon' centers, where the SMEs take a portion of their inventory and put it in our fulfillment center. The advantage there is that Amazon takes on the responsibility of the packaging, shipping and all other logistic responsibilities. So when you see 'Fulfillment by Amazon', we have helped SMEs overcome the problem of transportation and infrastructure by taking on that task. We have another feature called 'Easy Ship' where SMEs can keep the inventory at their own stores and directly fulfill to their customers. We help make the connection with the end customer and bring about fulfillment. We pick up and ship the products so that the businesses do not have to keep a dual inventory of their products. We still take on the fulfillment and that is the invention of our local India team. So far this business model is only operable in India. This invention has been so successful here in India that we are looking forward to exporting that to the world as well. The vision is to give these SMEs not just the reach across India, but also globally. 

Over the past 20 years, my role has changed from doing everything to that of a custodian and a steward of the values and principles of the company and to ensure we live by them

that. Their business has been difficult for the last several years. I had been friends with the owner of *Washington Post* for the last 15 years. This sale would not have happened if we had not known each other. He called me one day and said that he was looking to sell the Post and wanted a good home for it. I considered the Post as an important institution, but I told him I had no experience in newspapers or their business. He convinced me that the Post needed someone who knew about internet and technology. They already had a very strong execution team who knew the newspaper business. With the *Washington Post*, it has been a great learning experience and a ton of fun. However, I am not seeking any more media companies in the near future.

Q You started with books as the main business at Amazon. If you had to start now, what would you start with?

A I don't know. Books worked really well; maybe it will be books again. The internet is so much bigger and more developed now. So to answer that

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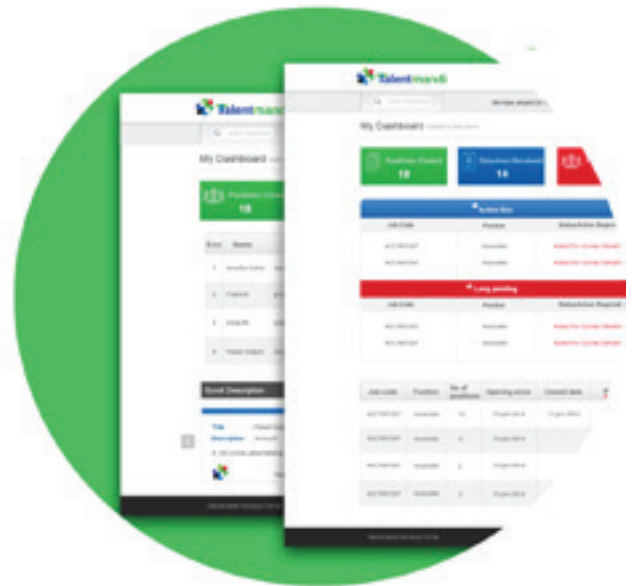
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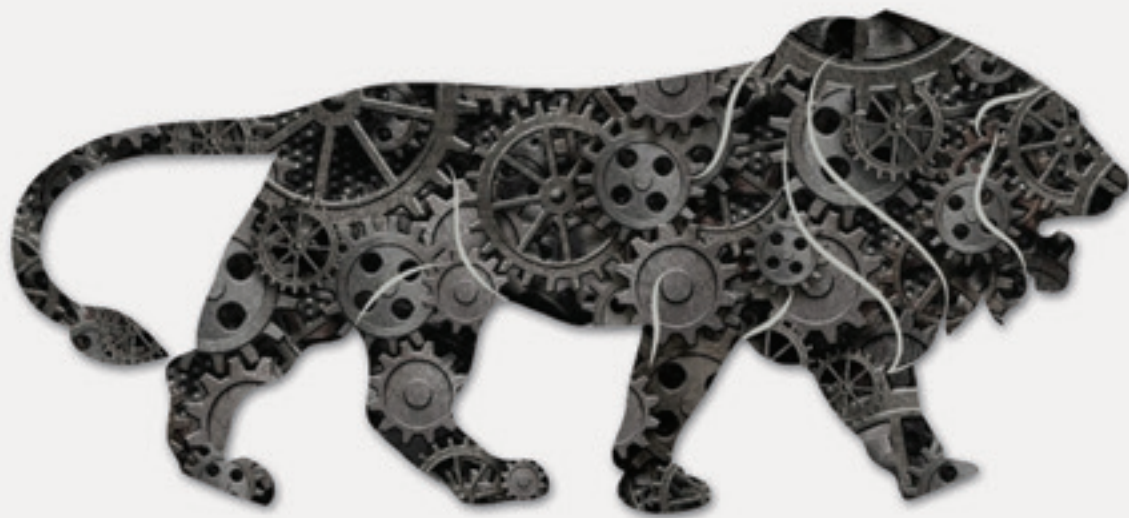


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'Make In India' Campaign - A much needed boost



The Union government has generated much excitement within the industry by announcing key labour reforms & schemes for the Make In India campaign

By Anu Babu Kurian

The Narendra Modi government has an ambitious plan: They want to raise the contribution from the manufacturing sector to 25 per cent of the GDP from the current 15 per cent. And to enable the grand vision, Modi towards the fag end of September 2014 launched the 'Make In India' campaign, trying to woo industrialists across the country and from abroad.

The announcement was timed perfectly. The world's eyes were on India as it successfully put 'Mangalyaan' satellite into the orbit of the planet Mars and India was praised for its ability to make a satellite cheaper than a Hollywood movie.

"Whenever I met [business] people for the last few years they would tell me - we want to shift out... It pained me that people of nation are forced to leave. We do not want any industrialist being forced to leave India," Modi said. Stressing the need for more labour reforms and skill development, Modi launched six new labour schemes on October 16. At the event, the Prime Minister unveiled half a dozen schemes including a unified web portal where employers can submit a single compliance report for 16 labour laws, a new labour inspection scheme, Unique Account Number facility for EPFO members, a new skill development and apprenticeship scheme and a revamped Rashtriya Swasthya Bima Yojana.

The industry has reacted positively to Modi's campaign. They are of the view that it would increase competitiveness in India. Arun Kakatkar, Vice President of Human Resources India and Asia Pacific, TE Connectivity, said, "The recent thrust on manufacturing is much-needed and if this translates into actions it will be help the country and the industry. Only about an

eighth of India's workforce is in the organized manufacturing sector. With almost a million people joining the workforce every month, and a large young workforce, a vibrant manufacturing sector is needed to gainfully employ the youth. 'Make in India' Campaign is a positive step in this direction."

"Make in India will instill a sense of pride in the products being manufactured in India. There will be a huge transition from "me too nation" to a "country to watch". There will be no missed opportunity, India will lead the way," says Pankaj Bansal, CEO and Co-Founder, PeopleStrong HR Services Pvt. Ltd.

Saying that the 'Make in India' initiative has come at the right time to provide a shot in the arm for India Inc, Moorthy K Uppaluri, CEO, Randstad India says, "With focus on manufacturing, which is a core industry sector for job creation, the government has set the juggernaut rolling in the right direction. The focus on manufacturing will drive the development of other key sectors like infrastructure

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and energy as they will serve as growth enablers. This cascade effect across sectors will immensely benefit the youth entering the workforce."

So will it lead to creation of more jobs? "If everything goes as per the plan, we expect about 9 crore jobs to be created in the next decade," says Bansal. However, regulated sectors in manufacturing will have slow growth compared to others as the judiciary and the government are yet to be aligned. Sectors like auto, steel will continue to lead the growth story, Bansal added. There will be an increase in engineering jobs due to greenfield projects, along with automotive industry. As innovation and process efficiency will hold the key for development, emerging fields like robotics will also see an increase in the number of jobs created.

Moorthy said that he expects the impact of the initiatives and schemes to be felt over a period of time. "If the intent is translated efficiently into execution, we can expect the job market to grow aggressively over the next five years," he added.

There is a need for the government to focus on skilling, especially vocational skills. "This scope of growth clearly highlights the need for matchmaking the skills needed for the jobs with the skills available with the talent. The hiring process would need to have smart methods of identifying the best match for jobs. If the desired level of growth is to be achieved, employers should take steps to bring in these

With almost a million people joining the workforce every month, a vibrant manufacturing sector is needed to gainfully employ the youth

components to their recruitment process," PeopleStrong's Bansal said.

There is a huge potential for the manufacturing sector in India. The government itself has started off on the right foot by introducing changes to centuries-old legislations such as the Industrial Disputes Act, Contract Labour Act and the Factories Act. According to a McKinsey analysis¹, rising demand in India, together with the multinationals' desire to diversify their production to include low-cost plants in countries other than China, could together help India's manufacturing sector to grow six-fold by 2025, to \$1 trillion, while creating up to 90 million domestic jobs.

But, the country is a long way off in getting the necessary infrastructure in place. "The cost of doing business has escalated because of poor infrastructure. Secondly, we need a regulatory framework, which is designed to facilitate business and this includes tax laws as well as labor laws. We need predictable and stable laws & regulations. Thirdly, we need a steady supply of talent at all levels. Our education system is not geared to supply talent with relevant skills and low employability is still an issue among graduates. The fourth aspect is we need a different culture to improve our standing as a manufacturing hub. We need to encourage a manufacturing culture where customer comes first. That needs change and that change will take decades, not years. But the government is shaping a better culture which will help the economy achieve desired growth," said Kakatkar of TE Connectivity. The approach from the government has been inclusive so far and the intent to debate the labour laws and reforms are commendable as it will be a crucial enabler to drive this campaign, Moorthy said. Citing a word of caution, he said. "The government must also take steps to enable clear regulations and self-declaratory compliance in addition to a uniform labour code. Also, there are serious skill gaps that need to be addressed to realize the complete benefits of this initiative."

Agreeing with "If the government is able to ease the administrative or legal restrictions being posed by our legal, judicial or government framework. It will be easier to win the confidence of corporates to establish operations in India and hence will contribute in making "Make in India" campaign a huge success."

Arun Kakatkar of TE Connectivity said, "We can expect to see growth. Thirty years ago, it was aspirational for a fresh engineer to join a manufacturing or engineering start-up. These days it is not. We have a huge demand of goods in India, but most of these are unfortunately imported. I believe if the government perseveres with the reforms and changes, we might have manufacturing back in fashion. I can see the tide turning. We will need to work hard on the image and brand of goods manufactured here. It will take years of sustained hard work before we can compete in the global landscape." 🇮🇳

Source: BBC News, Financial Express, NDTV

¹ http://www.mckinsey.com/insights/operations/fulfilling_the_promise_of_indias_manufacturing_sector

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CEO AS CTO

2014

88% of the CEOs have revealed that their time investment in talent related activities has either remained the same or increased since last year | By **Vikram Choudhury**

COVER STORY

The fact that talent is any CEO's most important priority is no longer a revelation. This year's CEO as the Chief Talent Officer 2014 Survey, which is the fourth edition of this study in partnership with Monster.com, only reinforces the fact that talent has gradually merged into each and every aspect of a CEO's thought process. Macroeconomic factors such as a positive outlook of the international market, a new pro-industry government at the Centre and high growth prospects have all contributed to the fact that CEOs just cannot detach talent from any of their business plans any more. This year's CEO as Chief Talent Officer Study covers a pan-industry survey among 54 CEOs and Heads of businesses across sectors. The trends present a comprehensive representation of the times to come and whether CEOs are investing enough and investing right on talent.

While the previous years' surveys reveal that CEOs were more concerned about sustenance and business resilience, the coming months will likely see them focus on growth. While growth was previously focused solely on hiring, this year's survey reveals a change in a CEO's approach to growth. It appears that Indian CEOs no longer consider

growth and hiring as a one-to-one equation and do not view hiring as the most important engine of effective growth. Indian CEOs across the spectrum of industries believe that their organizations require a much deeper and more committed involvement of their time and attention to talent. Not only are CEOs spending more time and effort on talent management, they personally drive and track talent initiatives, which improve the organization's brand, make employees happy and prepare leaders.

In the coming 12 months, hiring numbers are likely to go up, competition for talent will become tougher, and leadership and succession will be the key themes for a CEO. CEOs in Indian organizations reveal that to keep pace with these developments, there will be several initiatives that they will need to drive personally. This story presents the key insights from this year's investigation.

From overseeing to practicing

100 per cent of the CEOs surveyed this year have personally driven talent initiatives in their organizations in the last 12 months. It is no surprise that compared to last year, the amount of time CEOs spend on talent has increased. A staggering 88 per cent of CEOs tak-

CEOs REALIZE THAT MERITOCRACY IS KEY TO ENABLING GROWTH AND PROFITABILITY. 53 PER CENT OF CEOs ARE DRIVING THEIR TALENT INITIATIVES THROUGH THEIR LINE LEADERS

EDITION

The People Matters-Monster.com study revealed that more than half the CEOs have increased their time investment in talent management this year



ing the survey reveal that their time investment on talent-related activities has either remained the same or increased since last year. In fact, 53 per cent actually reveal that they invested more time on talent management now compared to last year.

To be an effective head of a business, the CEO's talent focus will no longer remain limited to mere symbolism. A CEO will be at the helm of affairs working both in collaboration with line leaders and the talent management teams, besides owning and driving specific initiatives. Building the organization's culture, engagement and retention of key talent and mentoring leaders will be among the top priorities for Indian CEOs in the next 12 months.

In terms of measurement too, this year's survey reveal that talent metrics are no longer "good to have" inclusions in a CEOs scorecard. India CEOs are actively tracking engagement scores, retention of key talent, and impact of succession plans in their scorecards. Besides that, CEOs are also tracking the impact of talent-related initiatives such as diversity and corporate social responsibility. This indicates a clear shift away from the erstwhile approach of CEOs from 'overseeing' to 'practicing.' The survey shows that the top three things that CEOs in India track in their scorecards are employee engagement (62 per cent), succession planning (53 per cent) and workforce costs (47 per cent).

BUILDING THE ORGANIZATION'S CULTURE, ENGAGEMENT AND RETENTION OF KEY TALENT AND MENTORING LEADERS WILL BE AMONG THE TOP PRIORITIES FOR INDIAN CEOs IN THE NEXT 12 MONTHS

Interestingly, CEOs in start-ups and SMEs/MSMEs demonstrate an even more 'hands on' approach. More than 70 per cent of CEOs in start-ups and SMEs/MSMEs indicate that they participate actively in managing wage costs, while about 52 per cent of such CEOs also indicate that they personally drive initiatives to solve grievances and conflicts. The qualitative interviews indicate that across the breadth of the Indian industry, CEOs have taken the reins of building organizational culture in their own hands. A key contributor to this trend is the fact that growth is deeply dependant on measures that are long-term and sustainable including employee happiness, a good employer brand and most importantly culture.

CEOs at the heart of culture

A strong culture that promotes meritocracy, respect, and pride of working in the organization will be a CEO's core focus areas in the coming year. D Shivakumar, Chairman & CEO, at PepsiCo India, says, "For any business in today's environment, brand and people are the only two real assets. People are at the cornerstone of any brand busi-

ness. As good talent is finite and healthy growth is anticipated in the coming times, a CEO's role in building the culture of the organization into one of meritocracy, ownership and respect has become paramount." Shivakumar himself drives several personal initiatives to instil the sense of meritocracy and pride at PepsiCo. Two of his most popular initiatives are floor town halls and weekly insights e-mail. In the floor town halls, the CEO walks into the "floor" in any of PepsiCo's offices and addresses the floor and answers questions. These townhalls are web casted to other locations too in real-time and employees can directly ask their CEO any question regarding the company, about their work, or anything else. Shivakumar also writes weekly insights for all his employees in the e-mail newsletter, which can include anything from simple advice to lessons of the week. A few employees we interviewed at PepsiCo reveal that they look forward to these weekly insight e-mails every Friday as a source of knowledge, inspiration and wisdom.

Engaging with key talent and leaders

CEOs are also personally involving themselves in connecting with key talent in the organization. 68 per cent of CEOs across industries plan to personally drive mentorship initiatives in the organization. Besides that, retaining and engaging key talent (65 per cent) and succession planning (62 per cent) will also be among the top three priorities of Indian CEOs in the next 12 months.

Sanjay Modi, Managing Director, Monster India/SEA/HK and Middle East maintains a personal scorecard of 80 of his key talent in his organization. "My personal scorecard of key talent in the organization," explains Modi, "is independent of the one that my CHRO maintains." In his personal key talent scorecard, Modi tracks how engaged each individual is, how her/his progress in the organization has moved over the months, and how s/he generally feel about working in the organization. These insights are gathered solely from personal interactions with these 80 individuals over short conversations. These conversations are mostly informal and free-flowing and usually do not carry any underlying agendas.

At Tata Power Delhi Distribution Ltd., its CEO, Praveer Sinha is personally in-charge of the initiative that sends key talent in the company for external courses and certifications. "I drive all initiatives that can provide key employees the opportunity to attend higher education courses. At times, I even partner with line leaders during selection and approval processes," adds Sinha.

Driving talent effectiveness

Indian CEOs have started personally driving initiatives that maximize the effectiveness of the workforce. CEOs realize that meritocracy is key to enabling growth and profitability. CEOs involve themselves not just with the strategy of hiring right, but also with how the organization grooms talent. Rajdeep Endow, Managing Director, Sapient India, wants to ensure that all the people in his

organization view development differently. Development traditionally has been viewed as a push from an organization to the employee. Endow's personal vision is to change that model and create an environment where talent chooses and pulls development. "My role in the coming months is to personally drive the change inside the organization and create a talent marketplace where individuals drive their own personal development," says Endow. He envisions the marketplace to match their need to what is available and choose a development path, with help and support from the organization.

CEOs want to maximize their workforce's effectiveness; this is reflected in the fact that 38 per cent of CEOs track talent productivity and effectiveness as an active component of their CEO scorecards. At LinkedIn India, Country Manager Nishant Rao drives an initiative named CPL or Culture of Perpetual Learning. The premise of the CPL initiative is based on passion and interest for self-development. Rao adds, "I have run sessions in the organization for business acumen and leadership. For a talent-centric organization such as LinkedIn, where there is a great deal of emphasis on hiring the best talent in the country, it is absolutely necessary to make the workplace a dynamic and perpetually improving one."

Deeper investigation reveals that more than 60 per cent of CEOs in the professional services industry track the productivity and effectiveness of the workforce. It is not too difficult to conclude that CEOs in organizations that believe in hiring the best talent in the country will invest a great deal of time, energy, and effort in development. These CEOs will either personally drive coaching sessions or be actively involved in developing the talent development strategy.

Driving pride and a higher EQ is a CEOs job

When asked about their top priority for the coming months, 70 per cent of CEOs have "talent" as their key priority, while "growth and expansion" came a close second with 52 per cent citing that as the top priority of the business. This indicates a more mature approach toward business expansion and sustainability. Indian CEOs have started involving themselves in several initiatives which traditionally were never within the gamut of a CEO's role. "Outside of hiring and retention," says Modi, "many CEOs I've spoken to in the past year have involved themselves in several initiatives that make the organization a good social citizen. Diversity is a big theme for CEOs this year as organizations look to make their mark in the women and differentially-abled talent pools. Another key area where CEOs will look to involve themselves personally is Corporate Social Responsibility (CSR). Indian CEOs are personally tracking how and where the organization is investing in improving the overall conditions and environment of the business."

Seen as the key leader, a CEO automatically becomes a source of inspiration and brand equity for talent both within and outside. Sinha says, "By instilling pride of working in the organization, a




68% OF INDIAN CEOS PLAN TO PERSONALLY DRIVE MENTORSHIP INITIATIVES IN THEIR ORGANIZATION IN THE COMING 12 MONTHS

CEO automatically drives all other talent levers."

All the leaders we interviewed are unanimous in stating that a CEO has to drive ownership among staff. Nitin Jain, President & Head, Edelweiss Financial Services believes that higher EQ leads to higher ownership. Jain personally drives initiatives that are specifically targeted at the percolation of the firm's strategy and vision at all levels of the organization. "I drive an initiative called 'Netritva.' I make phone calls and in-person interactions with branch managers in my company and maintain a regular cadence. The idea of these conversations is to make them act and behave like CEOs of their own small establishments," says Jain.

CEOs are no longer watching from the sidelines

Indian CEOs are no longer sitting in the side-lines to watch talent initiatives unfold. They are thick into the action, driving initiatives and connecting with talent in the company like never before. These are initiatives that CEOs are executing independent of their CHROs and talent management teams. In fact, the survey reveals that more CEOs are driving these initiatives through their line leaders than their CHROs or any other leader in the company. 53 per cent of CEOs are driving these initiatives through their line leaders compared to 38 per cent who rely on their CHROs. This is perhaps a big indicator that the role of the CEO as the Chief Talent Officer is only bound to grow in the coming months. 

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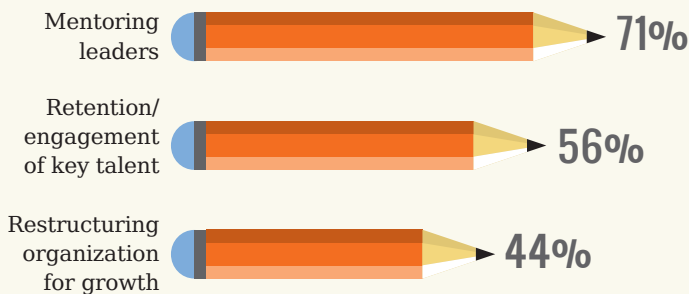
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TALENT PRIORITIES OF INDIAN CEOs

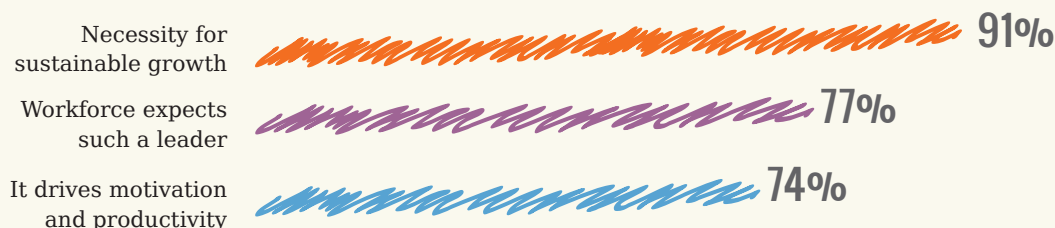
The People Matters-Monster.com “**CEO as Chief Talent Officer, 2014**” research presents findings from a survey conducted among 54 Indian CEOs across industries. This is the 4th instalment of this annual study. The survey was followed by qualitative interviews with 11 CEOs. The survey and the interviews were conducted in the months of September and October 2014.

GROWTH INVOLVES MORE ‘HANDS-ON’ INVOLVEMENT FROM A CEO

What were the top 3 talent initiatives you drove in the last 12 months?



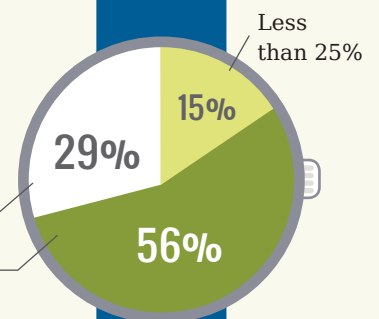
What were your top reasons for driving talent initiatives in your organisation?



CEOs SPEND MORE TIME THAN EVER ON TALENT MANAGEMENT

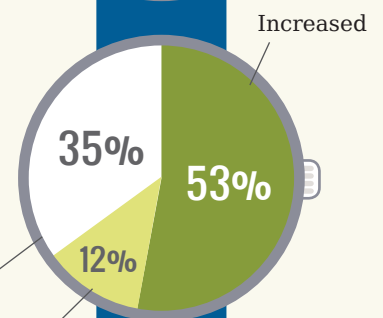
How much time did you invest in talent management in the last 12 months?

Between 50% and 75%
Between 25% and 50%



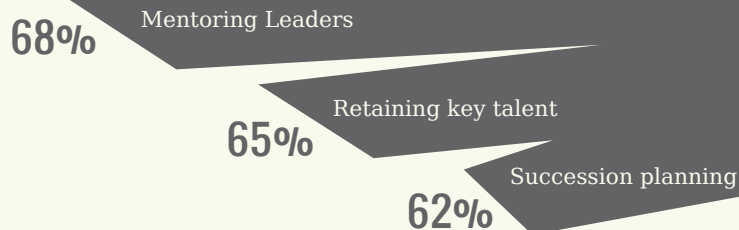
Has your time invested on talent management increased or decreased in the last 12 months?

Remained the same
Decreased

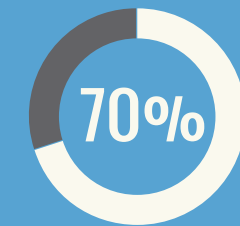


CEOs PLAN TO INVEST IN BUILDING LEADERS AND SUCCESSORS

What are the top 3 talent areas where you will spend most time in the coming 12 months?

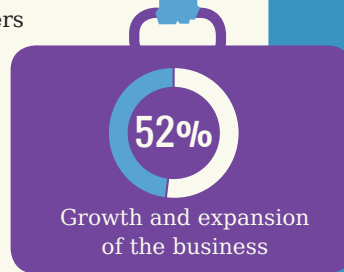
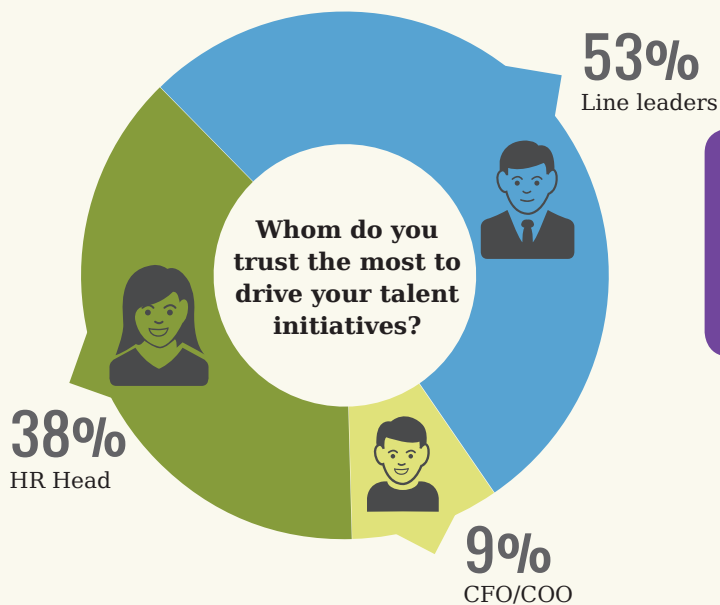


What are your top 2 business priorities in the coming 12 months?



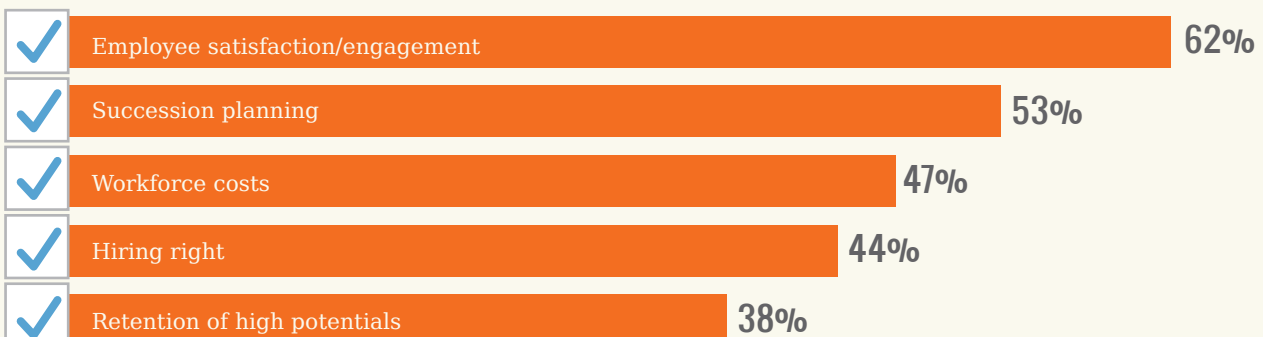
Building leaders and managing talent

CEOs TRUST THEIR LINE LEADERS THE MOST TO DRIVE THEIR TALENT INITIATIVES



Growth and expansion of the business

What are the top 5 talent metrics you track in your CEO scorecard?



ENGAGEMENT OF KEY TALENT IS A CEO'S PERSONAL AGENDA

By Sanjay Modi

A CEO should make personal connections with key employees and track their life in the organization outside of a HiPo program



A major theme for CEOs this year is the theme of organizational diversity. As a CEO, I personally lead and track diversity initiatives in the organization. There is a significantly large untapped opportunity that organizations are yet to exploit in the current economy. Perhaps the largest of these opportunities lie in the search and inclusion of women in the organizational workforce. A significant percentage of the economically valuable population within the working age bracket are women, and as a CEO, it is my job to constantly think about how to create more inclusive opportunities for women. Besides that, there is also another opportunity that is tapped

times, people tend to fall into the trap of straitjacketed thinking. A CEO has to drive innovation and “out-of-the-box” thinking in the organization because no amount of L&D efforts can effectively drive that. A CEO can energize the workforce to stop thinking incrementally and start thinking exponentially. The demand for hiring will exponentially increase pan-industry in 2015-16. At the same time, nothing has happened in the last few years to suggest that the churn of skilled workers has increased. A CEO, therefore, has to really think hard about partnerships with colleges and universities. Academic partnerships have moved beyond just being good PR exercises and have evolved to become a necessity.

Engagement and retention of key talent in the organization has to be the personal agenda of every CEO. As a head of a business, I maintain relationships with key talent in the organization and personally maintain relationships with each one of


ONE OF THE MAJOR AREAS OF BUSINESS FOCUS FOR A CEO SHOULD BE TO BUILD PARTNERSHIPS WITH START-UPS THAT GIVE THE ORGANIZATION ACCESS TO GREAT SKILLS

only on the surface, the opportunity of hiring differentially-abled people into the workforce. Organizational diversity will be a key agenda this year.

Within the next 24 months, the number of start-ups in the Indian industry will total approximately 1 million. This presents a significant opportunity for CEOs to build partnership models and gain access to talent and expertise externally. These partnerships will be one of the important ingredients of growth in the coming months. Start-ups are looking to attract talent in large numbers in the Indian industry and many view this as a threat. The trend, however, should not be looked upon as a threat because organizations can still gain access to the best talent through partnerships. Besides that, CEOs should acknowledge that exposure in a start-up environment is an excellent grooming ground for skilled talent. One of the major areas of business focus for a CEO this year should be to build partnerships that give the organization access to great skills.

A CEO this year will need to personally invest in the development of talent. Often-

them. This is outside the realms of any high potential program. Sometimes, it could be just be over a water cooler break or a coffee. I maintain a separate scorecard to track the engagement and initiatives of every key talent. In fact the retention of key talent is an essential part of my CEO scorecard.

Insights will comprise a great deal of CEO effectiveness. When we integrate the employee management systems with the organization's talent management system, it is an opportunity to derive some great insights. For example, such a system will actually be able to map the DNA of a successful employee in the organization so that similar traits could be hunted outside. It will be important for a CEO to take support from technology tools to manage key assets in the organization and mentor and build successors. 

ABOUT THE AUTHOR

SANJAY MODI is the Managing Director of Monster India, /SEA/HK and Middle East

Most businesses have two real assets—brands and people. This is even more true for FMCG businesses because the value of an FMCG business is in its brand value. If there is a great brand but poor people, the business will suffer. On the other hand, if there is an average brand but great people, the business will grow. People are at the cornerstone of any great brand business. The first question for a CEO is ‘why do people come to work?’ The reasons are varied and many. People come to work because they believe that the purpose of the company is motivating. People also come to work because they have good colleagues and they are convinced that they will end up with something better in the evening from where they started in the morning. This means that the first thing that a CEO needs to think about is the culture of the organization. The culture that we’ve been trying to promote within our

A CEO’S CORE JOB IS TO BUILD CULTURE

By D. Shivakumar

A key area where I also invest my time every week is the weekly newsletter. In the past 45 weeks, I’ve diligently sent 45 newsletters to my staff on my ‘learnings of the week’, and what I think everyone should be doing. Besides that, we conduct ‘floor town halls’ where two to three members of the Leadership Team and I step into the floor to talk to every person on the ground. I try and include as many people as possible in these floor town halls. Even people in other locations get wired into these through web casts.

I spend a minimum of 12-14 days a month in travelling and meeting people. A CEO has to treat people with respect, have trust and approach every individual

A CEO should spend a lot of time interacting with people and the ecosystem to drive the organization’s reputation, both internally and externally



IT IS CRITICAL FOR A CEO TO BE SELF-AWARE SO THAT S/HE CAN FOCUS ON DOING THE RIGHT THINGS EVEN IF THEY’RE NOT POPULAR

company is one of openness, transparency and of a non-hierarchical structure.

One of the programs that we drive is called ‘C.E.O’, which stands for Collaboration, Execution, and Ownership. The CEO program is for the top leaders of the company. In my experience, ‘ownership’ is always the most difficult part in leadership. Small companies have an entrepreneurial mentality or a ‘founder’s mentality’ that is difficult to replicate in a large organization. For a CEO in a large company, one of the key puzzles is to answer the question of, “how to build a founder mentality?” The second key business priority for me is the development of people. All investments in plant and machinery depreciate but all investments in people appreciate. There are several talent initiatives which we drive. A CEO has to use as many interactions with talent as possible, including face-to-face interactions, e-mail communications and newsletters. As a CEO, I try to talk to as many people as possible, encourage and energize people in meetings and write out my key lessons of the week through weekly letters. A meeting is a great way to coach people and I try to use this opportunity to coach in every meeting.

in the organization as an adult. Trust is a combination of character and competence. Competence can be built but character is innate and leaders get found out when they aren’t authentic. In today’s world, it is a good approach for the organization to consider employees as volunteers. Volunteers consider key parameters in an organization, including quality of leadership, reputation, and culture. A CEO should also consider how to make a favourable impression of the organization’s brand in the broad ecosystem, including partners and external agencies. I consider an organization with a good culture as one that has respect for individuals, is trusted, is very responsive, and focused on who they are serving.

It is critical for a CEO to be self-aware, so that s/he can focus on doing the right things. A CEO’s job is to win respect because respect lasts much longer than popularity. 🍌

ABOUT THE AUTHOR

D. SHIVAKUMAR is the Chairman & CEO of PepsiCo India

ALL EMPLOYEES SHOULD KNOW A CEO'S VISION

By Sanjiv Mehta

It is important for a CEO to ensure that the strategy and vision is communicated to all employees in the company



HUL has always believed that the biggest assets of the company are our people and our brands. It is my intrinsic belief that great people make great brands. As a company, the ability to attract, hire, develop and retain the best talent remains one of the most important agenda for me and my leadership team.

We are a purpose driven company and it is very important for the company's leaders to be aligned with the purpose of the company. Our purpose of 'making sustainable living commonplace' is inspired from the Victorian era legend of our founding father Lord Leverhulme who

good amount of time with 60-70 per cent of this group. These personal interactions have been very fruitful and have provided me insights into the company and our people. I have also been very conscious that we lose many of our young women managers when they become mothers. They leave the organization for variety of reasons like lack of support at home, absence of exciting job when they return back from maternity leave etc. We believe that it is the organization's responsibility to provide necessary support so that we retain them and harness their talent. As a CEO, I take a very keen interest in our support to young mothers including personally speaking to expecting mothers assuring them of support and encouraging them to return to HUL after their maternity leave.

When I took over as the CEO of HUL, one my first tasks was to get a deep understanding of the company and its culture.


THE TALENT AGENDA IN HUL IS NOT THE SOLE RESPONSIBILITY OF HR BUT IS OWNED BY ME AND EVERY MEMBER OF THE LEADERSHIP TEAM

manufactured the first branded soap in an era where one in every two children died before the age of two owing to the lack of hygiene. Having a sense of purpose in making a difference to the society is a vital part of how leaders think in the company. As a company, we believe that if we work in the interest of our consumers, customers, employees and the community, the shareholder value will get created.

The talent agenda in HUL is not the sole responsibility of HR but is owned by me and every member of the leadership team. The company operates on the principle that leaders build leaders. Any leader in the company at any level would not hesitate for a moment to work on strengthening the employer brand be it engaging with new entrants or extolling the virtues of working for HUL to a prospective talent. The reason behind this is very simple... this is how the leaders themselves were groomed. This is a key ingredient of HUL's employer brand and its success.

Engaging with our key talent, understanding their aspirations and knowing them better together with strengthening our diversity & inclusion agenda have been amongst my important priorities this year. I had set a goal of personally connecting with the top 100 of my key talent in the company within this year and I have been tracking reasonably well having spent a

Even before I landed in Mumbai, I had sent out a detailed questionnaire to the senior leaders in my business. The ensuing deep-dive sessions helped me get a great perspective about the history of the business, our agenda and also afforded me an opportunity to know my people. My intent was also for the people in the company to get to know me better. Together with the leadership team, we then worked on reviewing our strategy. The next step was to ensure that all the people in the company were aligned behind our agenda. I then conducted several road shows across the country where I shared my perceptions, our plans going forward and taking direct feedback from my people.

I continue to connect with people in my company on a regular basis and through all means possible, including one-on-one sessions, breakfast meetings with young managers, town-halls and mailers. My engagement with my people extends much beyond the quarterly results communications and is generally a two-way process – with me sharing my thoughts on various subjects and the employees providing me feedback, sharing their insights and also their concerns. 

ABOUT THE AUTHOR

SANJIV MEHTA is the CEO and Managing Director of Hindustan Unilever Limited



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A CEO HAS THREE 'MUST DO' TALENT INITIATIVES

By Anil Chaudhry

Succession, engagement of key employees and diversity have transformed from 'nice to do things' into 'must do priorities' of a CEO



I make it my personal priority to drive all talent-related agendas across Schneider Electric India. Three areas demand the most amount of my attention – Succession, key talent engagement and diversity & inclusion – and I personally dedicate time and attention to all these initiatives. For a CEO, such talent initiatives are no longer 'nice to do' activities, but are an essential and integral part of what s/he 'must do.' For a CEO operating in the current times, all three demand equal amount of attention. While it is important to have a strong succession planning process and an internal leadership pipeline, it is also important for the organization to have key

SUCCESSION IS NOT THE RESPONSIBILITY OF THE CHRO OR THE CEO, BUT OF EVERYONE WHO IS IN A CRITICAL LEADERSHIP POSITION

talent communities. As a CEO, I personally oversee the development of key talent communities of Regional Sales Heads and Key Account Managers critical for our business transformation. Third, my priority as a CEO is to build a strong team of women leaders.

In order to build a strong pipeline of leaders at the next level, we have launched an internal leadership development program spread over eight months. The program entails workshops, learning visit to an NGO, dialogue with external leaders and working on a real life business critical project. I, along with my management team, have attended some of the sessions with upcoming leaders to understand them better and to create an environment where participants can apply what they are learning. We have been involved in actively coaching and mentoring these leaders on mission critical projects. In any development program, it is important that we create the right amount of stretched expectations and a safe space for people to learn and experiment. I see my role in doing that. The challenge is to create joint ownership among senior leaders for development of the next line of successors.

Succession is not the responsibility of the CHRO or the CEO, but of everyone who is in a critical leadership position.

For supporting diversity initiatives in the company, I personally mentor woman talent and actively encourage mentorship of women. In line with our focus on encouraging diversity & inclusion, I have ensured that my India management team has women leaders in key roles as it facilitates balanced and diverse decisions and policies.

It would be absolutely essential to build the right leadership capability from within and infuse the right fresh talent from outside, wherever necessary. This would help create a leadership pipeline to support business evolution and transformation. Attracting the right talent and retaining the key talent to mitigate business risk will continue to be my focus area.

The first of my key areas of talent focus

for the coming months is the development of the next lot of 50 strong mid-level leaders. While this year we have focused on succession and development of senior leaders, it is important that we strengthen our talent pipeline at every level to have long-term sustainable talent base. This has to be done through an effective mix of build and buy strategy. Besides that we will continue to focus on diversity. Our teams will be developing a "Women leadership development and mentoring program". We will also continue to focus on hiring women talent in key roles.

As an organization, Schneider Electric believes in providing development through mobility and exposure to new opportunities. I will continue to encourage mobility including sending many more Indian leaders to the global offices within Schneider. I also think that the vast young population in India can be developed for niche roles through innovative partnerships with academia. We would like to explore such possibilities. 

ABOUT THE AUTHOR

ANIL CHAUDHRY is the Country President & Managing Director, Schneider Electric India

As a young organization with just five years of operations in the country, we have grown tremendously. At every stage, it was repeatedly ratified that talent enabled us to achieve our business priorities. As an organization, we know that we can define strategic pillars for ourselves, but all these ultimately depend on talent. Hence, our quest is to always focus on talent.

For us the balance is shifting away from an informal, ad hoc orientation to a significantly greater rigor and formality in talent management. Over the years, the partnership with HR has also grown stronger to run various initiatives within the organization. As a leader, I personally take it upon myself to ensure my involvement. The entire telecom industry is at a crucial juncture right now and success would lie in meeting the ever increasing customer demands with flexibility and

DEVELOPING PEOPLE—SHOWING THEM HOW TO PROGRESS IN THE ORGANIZATION—CONTINUES TO BE ONE OF OUR BIGGEST CHALLENGES

speed. One critical factor that is helping us in this objective is to ensure continuous supply of quality talent to key leadership positions across the organization.

Initiatives as strategic as creating a talent bench or ensuring highest level of reward and recognition for high performers is something that is extremely critical for the success of our strategy. In addition, we also lay a lot of emphasis on our Action Learning Projects in the form of an initiative called MPower. It is a cross functional team, working on core projects, which directly impact both our top line and bottom line. The program is so structured that the final presentation by the various MPower teams happen to me. Developing people—showing them how to progress in the organization—continues to be one of our biggest challenges. People, irrespective of levels, need a clearer idea of their role within the organization. Consequently, we have also developed “a career framework—enabling employees to themselves know what they need to do for their career advancement”.

We are in an industry characterized by rapid technological change, short product cycles and rapidly changing customer

CEO SHOULD REJUVENATE PEOPLE WITH POSITIVE ENERGY

By Dmitry Shukov

A CEO needs to continuously connect and engage with talent and act as a source of positive energy for the whole organization

expectations. In this business scenario, communication becomes the key to bind the company together. The communication system is so designed that it promotes both upward and downward flow of ideas and suggestions. The challenge is to continuously engage and connect with employees in a manner so that the entire organization across all levels gets rejuvenated through positive energy.

Operating in a market like India is not easy. However, given the huge market potential, availability of good quality talent, not to mention the new progressive government being in place, one is really hopeful of even better days ahead for businesses across



sectors. Given this backdrop, the war for talent is bound to intensify even further. We have been very particular about the people we want to hire. I personally ensure that due emphasis is given on elements like alignment of hires with the culture of the organization. This becomes all the more critical when it comes to senior hires.

We are committed to continuously improve our people practices so that brand gets recognized as an ‘Employer of Choice for Internal and External Talent’. Our structured focus on capability building has been extremely useful in the past and I am sure will also continue to serve us well in the future as well. I believe in and value meritocracy and it is also encoded in the DNA of the organization. The challenge now is to ensure that one does not get complacent. Going forward, building a performance-oriented culture is also high on my priority list. As a leader of the organization, I want to ensure that the best talent is adequately recognized and rewarded. 🍷

ABOUT THE AUTHOR

DMITRY SHUKOV is the Chief Executive Officer of MTS India

BUILDING TALENT AND CULTURE IS A CEO'S JOB

By Rajdeep Endow

The two things that a CEO can do for long term success of the company are building its talent and culture



We are past the point where a CEO needs to assess the importance of talent in the scheme of business priorities. Talent is a top priority for any CEO. A CEO's talent plan should be more long-term rather than short-term. The long-term impact that a CEO should aim to make are two-fold: Talent and culture. These two parameters contribute the most to the long-term success; even strategy is temporary. A CEO needs to ensure that employees and leaders develop the capability to adapt to the change and volatility in business conditions.

Today given the volatility in the environment, it is not possible for the top person (or even the leadership team) alone to stay on top of the changes and respond to them. By the time an organization codifies and institutionalizes the learning from a

focuses on leadership in a digital world and I personally train and coach leaders in the company as part of this initiative.

Another initiative which I personally drive within the company is in the area of talent development. Talent development traditionally has operated in the 'push' model where the organization initiates and delivers training to its employees. We want to move to a model that reverses this and creates a 'pull' from employees to own and organize their own development and careers. At any point, the structure will offer options for an employee to choose which training programs to attend, which development interventions to involve and what skills to hone. This model automatically shifts the responsibility of development from the organization to the employee. This is similar in structure to a marketplace where an employee views the kind of options available at her/his disposal and can choose and customize a development path. This is ambitious and a large change in both behaviors and perspective.

Sapient has always been very focused on hiring right and we spend significantly

A CEO NEEDS TO ENSURE THAT EMPLOYEES AND LEADERS DEVELOP THE CAPABILITY TO ADAPT TO THE CHANGE AND VOLATILITY IN BUSINESS CONDITIONS

change, the next change is already here. So in these times, it is particularly important that organizations focus on helping people contextualize the change and figure out their own responses to these. Of course, it all needs to fit into a strategic framework. The CEO has to drive these initiatives that prepare people for uncertainty.

As the head of a business, there are two key areas which I personally drive in my organization. The first initiative, which I drive personally, is help the senior leadership be more adaptive and anticipate changing business conditions. In our business, the pace of change in technology and consumer behaviours has increased dramatically. So our leaders have to learn to read the signs and determine how best to help their clients through these changes. It is a combination of training and mentorship to identify the ways in which business conditions are changing and what leaders need to learn and unlearn. The initiative

more than the industry average to hire the right talent. Once candidates join, the company takes their development very seriously and helps them build careers. As the head of a business, I track engagement scores, leadership succession and leadership development. I also spend my time in personally mentoring the top talent in the company, mapping talent for development and succession. Almost 30-40 per cent of my time is spent on performance management, feedback, coaching, and managing organisational talent. I also help set direction on talent management initiatives in the company. 

ABOUT THE AUTHOR

RAJDEEP ENDOW is the Managing Director of Sapient India

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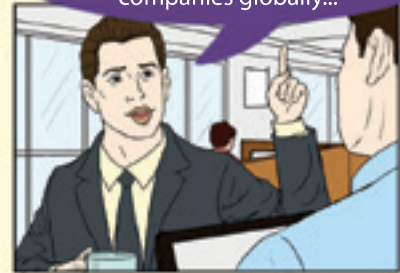
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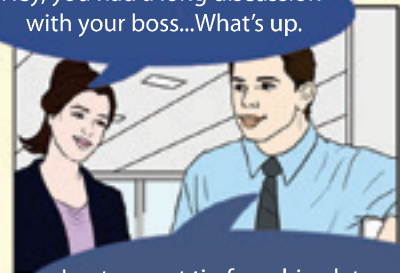
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CULTURE AND CONNECTEDNESS ARE THE TOP PRIORITIES

By Nishant Rao

For a fast-growing business, it is important that the organization has a strong culture and leaders are closely connected to employees



LinkedIn India has seen exponential growth in the past two years with an expanding employee base across Mumbai, Delhi and Bengaluru. An organization growing so fast will always be faced with a huge risk of losing its culture or what is also known as the connective tissue. Therefore, creating an employee value proposition which is core to the company culture becomes the most important responsibility of the leader of such a fast growing organization. According to LinkedIn India Recruiting Trends 2013, 84% recruiters believe that an employer brand has a significant impact on ability to hire great talent. A good culture within the organization also helps recruiting teams to promote an employer brand externally.

In my present role, I focus heavily on creating a culture of common vision and goals. Two specific initiatives rank top-

are marked by leaders in the company to personally engage in culture-building and I myself am quite invested in it.

Talent metrics comprise a sizeable part of business metrics that I track. At a broad level, I track metrics which indicate engagement and overall well-being of all employees. One of the key agendas on my scorecard is manager effectiveness. As LinkedIn is a young organisation, it is important for me as a leader to provide constructive coaching and feedback. The idea is to build a constructive environment where people freely share feedback across levels in the organization.


The key idea behind every talent initiative that I drive is to ensure that people within LinkedIn feel empowered. Among my other business priorities 'talent' sits ahead of others, not by a small margin but by a mile. My aim is to unlock the potential of employees at LinkedIn and empower them to work with an entrepreneurial mind-set. A little part of everything I do is linked to talent. I take every possible opportunity to serve as a coach and a mentor to people in the company. I regularly "walk

THE KEY IDEA BEHIND EVERY TALENT INITIATIVE THAT I UNDERTAKE IS TO ENSURE THAT PEOPLE INSIDE THE ORGANIZATION FEEL ENTREPRENEURIAL AND EMPOWERED

most in my list of priorities and I drive them personally at LinkedIn India. The first initiative is called CPL or culture of perpetual learning. As an organisation it is very important for us to create a culture where employees are always in a learning mode. At the same time, it is also important for the company to do it in a manner which does not require classroom training. Employees are not used to the idea of "always on" learning and it is a radical shift in approach for them. The idea behind CPL is to drive passion for learning across the organisation.

Secondly, it is important for me as the head of this business to focus on employee engagement. Every Friday, the organisation has informal 'chilling sessions' with employees. This gives them an opportunity to engage with their peers and build more connections internally. This is one of the strongest culture building initiatives at LinkedIn. These informal sessions

the floor" to be available to all employees in the organisation.

Understanding that the needs are different for different functions within the organization, I personally keep a close eye on how our key competence of helping businesses and professionals grow is developing over a period of time. I spend more than 50 per cent of my time on talent and talent-related activities. While capability and connections constitute my most important talent priorities, my idea is also to enable the workforce to become more effective. This comes through in many ways, including time management, communication and most importantly promoting a culture of learning every day. 

ABOUT THE AUTHOR

NISHANT RAO is the Country Manager of LinkedIn India

The top management at HealthKart is given specific goals and budgets for talent management, starting from engagement, performance, attraction and retention. As the Head of the business, it is my objective to ensure that the management team is empowered and driven to meet their talent management objectives. I connect with everyone in the office formally and informally and an important part of that objective is the monthly townhalls. Through these townhalls, I ensure that I connect with everyone in the organization at least once in a month. The tone of these townhalls is mostly informal, and I use this forum to allow anyone to ask anything directly or bring up any issue without inhibition. To achieve this objective, we place question boxes before the townhall and people drop their questions anonymously. I take every question, no matter how 'politically incor-

LEADERSHIP WILL BE MY CORE FOCUS IN THE COMING 12 MONTHS AND I WILL BE LOOKING TO BUILD A QUALITY AND BALANCED LEADERSHIP TEAM IN THE ORGANIZATION

rect' or inappropriate that may sound. These townhalls have proven as a great platform to have an open discussion on what can be done and what cannot.

HealthKart has grown to a great extent both in terms of business progress and also expansion of the workforce. My involvement in talent expansion spans across the talent acquisition and development lifecycle. I personally do interviews during hiring of key positions and have spent a great amount of time in the past two years in this process. In our company, every candidate applying for a position of manager or above is interviewed by the core leadership team. Earlier, the hiring process was completely decentralized and every department lead was directly hiring candidates. But, as the business expanded, there was a definite need for structure and centralization. As a CEO, I was closely involved in structuring and standardizing hiring processes, from a fully decentralized system to a hybrid system, involving the department lead and the leadership team.

Besides that, I also work closely with the senior leadership team to mentor

them and drive my vision to them. In fact, I spend most of my time connecting with talent in the organization. Besides formal hiring and development processes, most of my time spent is on other aspects of talent, including talking to leaders, mentoring, and connecting with people in the organization. I would estimate that almost 75 to 80 per cent of my time is spent on talent management.

One of my core objectives is to ensure that I am connected closely with key talent in the organization. I am also closely involved with the formal onboarding process. As an organization, it has helped us drive the vision of the company to candidates in a much better way. For any

startup, talent is more important than capital and thus, the CEO's more important objective is to get and retain the right talent in the organization. Also, it is very important for talent to understand the objectives of the organization and work toward common goals.

One of the most important things on my scorecard is the trajectory of potential leaders in the organization. It is important for me to ensure that key talent in the company is happy and engaged. On the broader scale, I am also interested in tracking overall attrition because it gives me an overall idea of the general happiness on the floor.

I have an open office and I do not sit in a cabin. I sit with the team so that people can reach me directly at any point. Leadership will be my core focus in the coming 12 months and I will be looking to build a quality and balanced leadership team in the organization. We also believe that is it time to make a more structured process to provide better development opportunities for high potential talent. Lastly, I want to figure out how to improve the conversion ratio of applicants versus selected. 🙌

TALENT IS MORE IMPORTANT THAN CAPITAL

By Prashant Tandon

For the CEO of a start-up, human capital is far more important than talent and s/he spends the most amount of time on it



ABOUT THE AUTHOR

PRASHANT TANDON is the CEO, Founder & Managing Director of HealthKart

A CEO SHOULD INSTIL PRIDE

By Praveer Sinha

A CEO should ensure that people in the organization are happy and proud and that automatically drives other talent levers



In our industry, two very crucial talent elements demand a CEO's time and attention – hiring the right set of people and ensuring that talent is engaged. Owing to several typical characteristics of a brick-and-mortar industry like ours, where consumers are always connected to the company, having the right people on board is a top priority for a CEO. Having the people who blend into the organization's culture is therefore extremely important for a CEO. In these times, as a CEO, it is

In our organization, a big piece of employment value is the opportunity of key employees to go for external courses and certifications. Key employees get the opportunity to attend higher education in their key skill area in engineering or arts discipline, or for general management aptitude such as an MBA. All these are initiatives, including nominations and selections, which I personally drive as a CEO.

The amount of time which I invest in talent related activities continues to


INSTILLING A SENSE OF PRIDE OF WORKING IN THE ORGANIZATION WILL CONTINUE TO BE AMONG MY TOP PRIORITIES IN THE COMING MONTHS

important to act as an advisor to where the organization is sourcing talent from and guide the talent acquisition team in decisive matters such as which campuses talent should be sourced from, the profile of people the organization should be looking to hire and building a diverse and balanced workforce.

Diversity within the organization is a big agenda for CEOs. Diversity does not simply imply hiring of more women, but also encompasses a more holistic approach to having people from diverse ethnic and economic sections of the society. A CEO should act as the guide and advisor for the organization's diversity agenda. A CEO's role in the induction process is also very crucial and I personally drive several training and learning initiatives within the company. In an industry like ours, training is a crucial component of business operations and every person has approximately four man days of training per year. A CEO should work very closely with the learning and development team and track how the workforce is growing in terms of knowledge and skill. I personally track this measure in my scorecard because it is the most critical piece of the business.

A CEO needs to connect with key employees in the organization very closely.

increase, as we've seen that through a CEOs direct involvement, there was a much-needed drop in attrition numbers as well as improvement in the ability of the workforce to perform. In my scorecard, I track employee engagement, retention of key talent, training, and employee productivity as key metrics. I plan to spend more time and effort on talent management in the coming months and it will continue to increase in the future. In terms of relative importance of business priorities, talent is most certainly among the Top 3.

Every talent measure emanates from employee happiness and it is a CEO's job to understand the levers of employee happiness within the organization. Some measures of happiness that CEOs should absolutely ensure include are having engaged employees, having people in the right places in the right kind of jobs and a sense of pride and self-realization in the workplace. Instilling a sense of pride of working in the organization will continue to be among my top priorities in the coming months. 

ABOUT THE AUTHOR

PRAVEER SINHA is the CEO of Tata Power



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CEOS SHOULD KEEP INNOVATORS, EXECUTORS HAPPY

By Dr. Ajoy Kumar

As a CEO, it is important to not only take care of key talent, but take efforts to keep all employees happy and engaged



Development is the first and foremost agenda for me as the CEO because capability is an integral component of our business. Every employee gets the opportunity for 200 hours of training in a year and our minimum expectation from an employee is to clock at least 50. Being a knowledge-centric organization, I am also deeply involved with all e-learning initiatives within the company and I closely track opportunities to send key talent for upskilling opportunities outside the organization, including evening MBAs or other training programs. I personally involve myself to evaluate and assess such opportunities.

WHILE 50% OF A CEO'S TIME SHOULD BE ABOUT DEVELOPMENT OF THE BUSINESS, THE REMAINING 50% GETS INVESTED IN TALENT

As a training-centric organization, I am in-charge of several training sessions. I take a lot of technical training programs myself as it gives me the opportunity to connect with talent. Besides that, we conduct an "open house" every Friday to informally connect with one another. As a CEO, I drive these "open house" sessions and encourage and motivate free and frank flow of ideas. In these sessions, we mutually select a topic of discussion related to the business. For example, we can pick up a topic on customer retention or leadership and have a hearty discussion on it.

I value both the innovators and the operators in the organization. A major part of our business comprises the operators or actual executors of projects and plans. There are only a small percentage of people in the organization who are responsible for thinking outside the box. Most of the middle management layer in the organization comprises people who are the direct interface with customers. This middle management layer is responsible for bringing in all the revenue. It would be fair to say that the middle management of the company constitutes a majority of the business and my most important priority is

to keep this section of the workforce happy and engaged. As the CEO, it is important to keep both innovators and executors of the business happy.

In my personal scorecard, I maintain a list of employees and track their growth and happiness. I meet with the project and data management teams formally and informally. While the informal interactions could be as frequent as every alternate day, I conduct formal interactions once every three months. Through these formal and informal interactions, not only do I track their progress, but also identify ways to support them. Attrition in our company is among the lowest in the industry because we make efforts to keep people happy and engaged.

Over a period of time, I've realized that one of the most important elements of creating a deep-rooted culture is the aspect of safety. We are not an organization that

believes in firing people and the sense of safety contributes to creating the strong culture in the organization. There are several people in the leadership team who have been in the company for more than 12-15 years and are happy. There is a pervasive sense of camaraderie and purpose in the organization because we treat employees as a part of our family. The organization takes efforts to ensure that since the time an employee joins, they get treated fair, develop well and are happy.

I personally drive everything that makes it easy for the organization to engage and motivate employees. I believe that putting together fair and transparent talent processes is absolutely crucial to an organization and it should reflect in every aspect, including performance, rewards and recognition and development. For me, while 50 per cent of a CEO's time should be about development of the business, the remaining 50 per cent gets invested in talent. 🧠

ABOUT THE AUTHOR

DR. AJAY KUMAR is the Chief Executive Officer of Max Neeman

HR is an integral part of our company's strategy and every important objective is planned in collaboration with the function.

However, I personally undertake certain talent initiatives. The first one comprises the development of senior leaders in the organization. We have a group of approximately 45-50 key leaders within the organization who are either running small businesses of their own or are capable of running them with the next two to four years. As a CEO, my key objective is to connect with this group, not to develop or enhance their functional ability, but to encourage them to collaborate with other teams, enhance their ability to manage large teams and their ability to think big. As a head of the business, my key objective is to find ways to empower them and make them entrepreneurs.

I oversee this program for key talent in the organization to drive the values of ownership and design the best model of mentorship. At present, 10 of the most experienced people in the organization

AS A CEO, IT IS IMPORTANT TO BUILD A CULTURE THAT ATTRACTS TALENT. IT IS ABOUT BUILDING AN ENVIRONMENT WHERE PEOPLE GET ENOUGH OPPORTUNITY TO DO THINGS THEY WANT TO DO

mentor this group of 45-50 key talent. This mentorship model works to identify their goals, their strengths and weaknesses and how to best leverage their strengths. Perhaps the biggest emphasis that I lay for the organization's talent is on EQ. Considering our organization is an analytical organization and IQ is a fundamental hiring criteria, with the growth in size of the organization, I've realized that driving EQ is more important. Another key criteria which I'm personally interested in driving is the percolation and alignment of the firm's strategy and vision at all levels of the organization, especially at the junior most levels.

I oversee a program called 'Netritva' targeted at the branch managers. The objective of this program is to drive the vision of the organization and the firm to these branch managers so that they can act as CEOs of their own small busi-

A CEO HAS TO DRIVE THE ORGANIZATION'S EMOTIONAL QUOTIENT


By Nitin Jain

In people-intensive businesses, driving high EQ of the workforce is a key agenda for CEOs in addition to driving entrepreneurship

nesses. One of the major traps that large organizations fall into is centralization. The main objective of this program is to 'decentralize' so that individual branches collectively do well to contribute to the well-being of the whole enterprise. As a CEO, I maintain a regular cadence of interacting with these branch managers through phone calls and in-person interactions.

As a CEO, it is important to build a culture within the organization that attracts talent. It is about building an environment where talent really blossoms. A key part of this culture is to ensure that people within the organization get enough opportunity to do the things that they want to do. A CEO has to make sure that the roles within the organization are not straitjacketed and people always have



the opportunity to explore. For example, if someone comes up to me and proposes that s/he finds 'coal financing' to be very interesting, it is my job to not just let the person learn and explore the specific area, but also to actively encourage that. A CEO, thus, has to build an organization into a platform that is meritocratic, and encourages risk-taking and opportunity-identification. 

ABOUT THE AUTHOR

NITIN JAIN is the CEO of Edelweiss Financial Services

ABHIJIT BHADURI



CEO - the best bet for the Chief Talent Officer

The CEO knows everyone in the industry, their skills, the work they excel in, their motivators and what makes them leave

I worked in an advertising agency for a while. When I was going to join them, my classmates from B-School thought it was the wrong career move. No HR person works for an ad agency. I moved to the agency anyway. It was simply a case of trying out everything once. This was, after all, a business that ran entirely on people and getting the best talent in the industry. I had heard the CEO say, "Our assets walk out of the elevator every evening."

The advertising agency did not work with any job descriptions (what are they?) or salary bands (you just pay the guy what it takes for him or her to leave the current employer) etc. It was a small incestuous industry. There were a handful of professionals and a handful of agencies. So everyone played musical chairs.

One of the biggest moments of truth was when I met the head of another ad agency at a conference. He had just hired someone from our branch in Delhi. That was no loss to us. We were contemplating terminating him for non-performance. We had immediately replaced him with a hot-shot hire from the competitor at a fancy salary.

I thought I should apologize to my competitor. He beat me to it and said, "You solved a moral dilemma

for us. We had asked her to leave and were hoping that she would land on her feet." I felt like saying to him that we felt the same about the non-performer they had hired from us, but wisdom prevailed. We had both exchanged two poor performers and increased our salary bill in the bargain. Would having a Chief Talent Officer have helped? Having a head of HR didn't seem to cut ice.

Look at all the places that live and die by sheer talent – Bollywood, the cricket teams, the advertising fraternity and even publishing – no one has a Chief Talent Officer. So do we really need one of these fancy titles in the workplace? If it really mattered, wouldn't these places have one? How do you explain this?

The CEO knew everyone in the industry. He knew their skills and what kind of work they excelled in. He knew what motivated them and what made them leave. He knew the body of work the top talent of the industry had created and the awards they had won. It was his brainchild to set up an institute that focused on teaching communication as a way of building a talent pool for the industry. That institute continues to be the best source of talent in every agency even today.

The owners of successful IPL cricket teams know exactly which players to bid for. Which players have the ability to excel in that team environment? They bet millions on the choice of talent.

The same happens in Bollywood. The best directors really know which actor will bring out the character in the most authentic way. The director pulls together a cast that includes not just the actors but also the one who designs the costumes, the script writer, the one who pens the lyrics and the director who sets those lyrics to music (usually the music director creates a tune that the lyricist fits lyrics to) and the make-up artist ... the list goes on. I have never seen a Chief talent Officer title that appears in the credits. Maybe these businesses know something the others have not discovered yet. The CEO is indeed the best bet for being the Chief Talent Officer. ☺



There are places that live and die by sheer talent – Bollywood, cricket teams, advertising and publishing – no one has a Chief Talent Officer. So do we really need one at the workplace?

ABOUT THE AUTHOR

ABHIJIT BHADURI is Chief Learning Officer at Wipro Group

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EKLAVYA SINHA



Apology from Flipkart - Does it work?

Here are the four phases of an apology that can help establish whether the recent Flipkart apology works well or not

The recent apology from Flipkart (<http://blog.flipkart.com/apologies-from-flipkart/>) has divided people into two camps – some believe it's too little, too late whereas others consider it to be the 'gold standard in service recovery'. How would experts rate this apology? One pioneering thinker in this space is Dr. Aaron Lazare, from the University of Massachusetts Medical Center, who is also the author of the book 'On Apology'. Dr. Lazare suggests that there are four parts of an effective apology: Acknowledgment, explanation, remorse and reparation. Let's look at each of them and see whether the Flipkart apology contains these four parts:

1. Acknowledgement: A valid acknowledgment must clarify who the offender is and who is the offended. The offender must categorically acknowledge the mistake. It is important to be clear and complete instead of vague (e.g. 'we are sorry for whatever happened') and conditional (e.g. 'in case someone has been hurt'). The Flipkart apology ticks all these boxes. It comes directly from the founders – Sachin and Binny, not from the Head of Sales or Operations or Customer Service who may not have had the standing to offer an apology. It is clearly directed to the offended people (*"we were unable to live up to the expectations of millions more who wanted to buy from us yesterday."*).

2. Explanation: The next important part of a good apology is the explanation. A well-articulated explanation shows why the mistake happened and why it won't happen again. A poor explanation, on the other hand, tries to deflect the blame (e.g. "for factors beyond our control") or hides more than it reveals (e.g. "for some technical reasons"). Sachin and Binny provide detailed information on what happened




A valid acknowledgment must clarify who the offender is and who is the offended and Flipkart apology ticks all the boxes

(e.g. "we ran out of the stock for many products within a few minutes") and why (e.g. "we had ensured availability but it was nowhere near the actual demand.").

3. Remorse: Remorse, according to Dr. Lazare, is a deep, painful regret that is part of the guilt people experience when they have done something wrong. Remorse means that the person making the apology understands the pain the mistake has caused and the impact of that pain. In an apology delivered in person, the body language and other non-verbals help us decipher whether the remorse is authentic. In case of Flipkart apology

which was delivered virtually, Sachin and Binny start by expressing their regret on not being able to live up to the expectations (*"We did not live up to the promises we made and for that we are really and truly sorry."*). Being the proud founders, they seem to be at pains to point out that this episode is not a reflection of the kind of company they want to build.

4. Reparation: Lastly, reparation is a way to compensate for the mistake. When the mistake causes a tangible damage, the reparation is usually replacement or monetary compensation. When the damage is intangible, the reparation takes the shape of a gift or a commitment to make a positive change in the future. I think this is where Flipkart apology misses the mark. While Sachin and Binny promise that they will be better prepared in the future (*"we promise to plan much better"*), there are no specific plans for the aggrieved customers (e.g. customers whose orders were cancelled). The cancellations were a big irritant and it would have really helped if Flipkart had a positive news for those who missed out on a good bargain because Flipkart confirmed their order only to cancel it later.

In all, the apology from Sachin and Binny was heartfelt, sincere and direct. And even though it doesn't score a perfect ten on 'looking ahead', it does a great job of 'looking back' (acknowledging and explaining the mistake and expressing remorse). 

ABOUT THE AUTHOR

EKLAVYA SINHA is the Learning & Development Manager for Aon Hewitt Consulting business in Asia Pacific



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ELANGO R

Dear CEO... please stop and listen!

I am your confidant, your sounding board and I even keep your sanity in check. Guess who I am?

Dear Chief Executive Officer,

As you think through your company's strategy and future direction, you are I am positive, consulting your chief financial officer, sales and business heads on their points of view. You would probably be in a room debating and brainstorming with this select group. May I please take this opportunity to draw your attention to a certain someone you may probably never think of, or think of only when the document is done, dusted, presented and everybody's raised a cheer.

I know, I may be blowing the bugle here, but this person is probably your best bet and has access to the most important stakeholders for the success of your business.

Any guesses CEO? If you got it, you still have a chance and if you are still blinking and nodding your august head in frustration, I got to run really fast from you!! Here's introducing your HR Head who is now sporting a newly acquired CXO title

of 'CHRO' or even better 'Chief People Officer'. Hmm! I hate this title. I'd much rather prefer 'Jedi' but we will stick to this for now.

How can this Jedi (sorry, HR officer) help you run your empire? They are so many roles rolled into one... let's introduce them to you, one by one:

1. Your Confidant: You're a CEO- a Chief Everything Officer and I am certain it gets lonely at the top. When you are lonely, your HR Officer can be your confidant who you can speak with, with no fear of being quoted or manipulated. Allow them into the heart of things and it won't be long before you realize that this is a true friendship where you ought to never conceal a thing. They will soon be that someone you seek out for advice that goes beyond their described expertise and the one who maintains relationships that aren't just technical.

2. Your Sounding board: In business, the competition will bite you if you keep running; if you stand still, they will swallow you. Gone are the days when HR officers were used as a punching bag for difficult employee situations only. So, who can you rely on to give you unbiased feedback, with no personal agenda? You got it! That somebody who will ensure you don't become

You are a Chief Everything Officer and in order to keep the plane flying in the air you also need a co-pilot. I can complement your weaknesses and temper your strengths



another modern day rendition of the Emperor's New Clothes.

3. Your Co-pilot: While business leaders and finance leaders form a part of your team that keeps your plane in the air, your HR officer will ensure you pay attention to the most important part of your business: Your people! Do they have your complete trust? Do you consult every business decision with them to ensure the people angle is considered? This could be your competitive advantage. As the commander of your aircraft, you must have a trusted and able co-pilot who complements your weaknesses and tempers your strengths. Your HR Officer could be that!

5. The Pain in the Posterior: If your HR officer is a person you like, I have a problem. They should be a pain for you, questioning you and taking you to task for not doing enough for the people. They should be your long-term pain for long-term success. Every time strategy is formulated and tactics are planned, they should be asking the people questions and ensure that it is on the agenda. Please note that this is not about benefits and people care, this is about answering the critical questions – Do we have the right talent? What happens because of this strategic direction change? Do we have the right leaders? What does it take to build nurturing, yet performance-oriented leadership? Does our compensation plan support the behaviours required for success? The list is endless – do you have an HR Officer who is helping you focus on these critical aspects?

6. Your Insurance Policy: Whether we like it or not, every company, especially if you are large in size, is prone to litigation—both sane and insane. This can be costly and distracting. Here is somebody who, if competent enough, can be your insurance against this by doing the right thing always. The right thing is not about tying up the company in red tape, but balancing speed with compliance. This person should help you do the tight rope walk, without falling off or losing sight of your goals.

7. Your Sanity Check: As a CEO you are very, very powerful. Your word becomes the gospel with which your leaders drive the company. You have got to be careful, with what you say, what you write. Many a time your decisions, even though they are right, if implemented uni-dimensionally without questioning, can lead to disaster. This person can help you do that sanity check!

You get the drift? You agree with some not all, see the value but don't think your current HR officer is competent or deserves the time? Do yourself a favor, see if you can help them get there. And if you don't think that's possible, fire them and get somebody who fits the bill.

What you can't afford is not have somebody play these different roles for you. There are a lot of good people out there; give them your trust, nurture them and hold their feet to the fire – they will deliver. Here is a quick check on whether the current one fits the bill and if not, what to check for when you get the new one in:



While your word is gospel for most leaders in the company, if it is implemented uni-dimensionally, it can lead to disaster. I'm your sanity check!

- Does he/she run HR like a small business or are they still stuck with the 'support-function' mindset?
- Does he/she understand how and why your business works the way it does?
- Does he/she have a strong network of HR and business professionals?
- Is he/she outwardly focused and adept at bringing in new thinking, talent and practices?
- Does he/she enjoy the trust of their peer group?
- Does he/she have the confidence to give unbiased feedback?
- Does he/she have a distinct point of view?
- Is he/she metric driven, able to spot trends and ask the tough questions?

Good Luck and may HR be with you in your quest for world domination ☺
Your Well Wisher 🙏

ABOUT THE AUTHOR

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

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RICHARD WELLINS

The Power of Analytics

The power of prediction will enable HR to make business predictions, increasing their value exponentially



Total Quality Management is no longer a buzz word. It has transformed the way we produce products and deliver services. Reengineering is another term that you don't hear about anymore, but it gave us a new way of thinking about the intersection between people and business processes. Empowerment is no longer a buzz word, it has become the way we work in most organizations.

But, of all the advances we have made in human capital, there is one that will dwarf all others: Analytics. Payroll constitutes the majority of costs in almost all organizations today. Analytics allows organizations to maximize the investments they make in human capital, with the potential to either save billions or do a better job of top line growth. Keep in mind, that while payroll is our biggest cost, it has also become the source from which most organizations derive the majority of their value, making analytics all the more important.

Data and technology enablement has advanced rapidly in the last decade and will continue to do so. This means we will far more easily be able to store data about people and correlate with dozens of business metrics at the push of a button. A recent study by The Corporate Executive Board (CEB) estimated that 95 per cent of senior HR executives plan on increasing their spend in analytics (*The Analytics Era: Transforming HR's Impact on the Business*).

What Are Analytics?

There is a lot of confusion over what really constitutes analytics. The Conference Board developed a maturity model that describes three types of analytics:

Describe: What happens, what is happening.

Predict: What could happen.

Prescribe: What should happen.

Only 5 per cent of HR leaders did a critical array of talent analytics effectively, according to DDI's Global Leadership Forecast 2014-15

The latter two categories are the most important. Think for a minute about the type of questions you might be able to answer. What is the impact of a particular talent initiative like training on the quality of our talent pool? Does one initiative have better payoff than all others? Do we have a sufficient supply of talent to meet our five-year global expansion plans? What talent risks do we have in making our anticipated acquisition successful?

Our Scorecard

While the criticality of talent analytics will be paramount, we are a long way off. In the CEB study we mentioned above, only 15 per cent of executives have altered any business decision as a result of analytic data. Only 5 per cent of the HR leaders who responded to our own Global Leadership Forecast 2014-15 reported doing all of a critical array of talent analytics effectively. In India, the number is not much better. And in The Conference Board's 2014 CEO Challenges, talent analytics was ranked 19 out of a possible 22 human capital strategies.

The Payoff

The move to talent analytics will require a major mindset shift for most talent



management executives. New positions will need to be created and skills acquired. Yet, at the end of the day, the power of prediction will enable HR to make business predictions, increasing their value exponentially. Our own research from the Global Leadership Forecast showed that those organizations that use more advanced forms of analytics are far more likely to be in the top 20 per cent of financially performing companies. And CEB showed that an organization's improving analytics impact from medium to maximum is likely to see a 6 per cent improvement in gross profit. And, India, with keen analytic minds and technology-driven organizations, is better equipped than anyone to lead the way! 

ABOUT THE AUTHOR

RICH WELLINS is a DDI Senior Vice President. Rich is responsible for launching DDI's new products and services, leading DDI's Center for Analytics and Behavioral Research (CABER) and its major research projects and developing, and executing DDI's global marketing strategy

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ANURANJITA KUMAR

Managing in tough times

There are four fundamentals that a leader needs to keep in mind while steering an organization in tough times: Connect, Creativity, Communication & Execution



Tough times are seen as instances of adversity, change, uncertainty & volatility—certainly the perfect recipe to test mettle of organizations and their

leaders! Interestingly enough, if we were to look up the word 'tough' as explained in the dictionary, it means strong and durable, capable of great endurance; sturdy; hardy! If judiciously managed, this change could be the lever to greater efficiency, productivity and ultimately success. What we choose to make of 'tough' times then, could well be a matter of perspective!

Steering an organization in tough times, however, requires an approach that is different to managing growth. Tough times are best managed through Connect, Creativity, Communication & Execution.

Connect: At the outset, it is crucial for the leader to be conscious of the situation and what it presents. This is possible by developing a keen awareness of the external political, social, economic environment and its interlinkages locally as well as globally. The world has become much more integrated and the impact of situations in one part of the world is felt across the globe albeit in different ways. The downturn seen over the last six years has been testimony to the fact that the financial sector is certainly amongst the most sensitive to these global interlinkages.

Tough times are, of course, not only presented through the external environment. They could be limited to the organization itself, stemming from internal strategy and operations or most often, a combination of both. Grasping the nature, extent and possible short- and long-term impact of the situation in its entirety before actually being in the midst of the crisis thus makes all the difference!

The leader would need to consider the overall marketplace and all key players, followed by critically evaluating their own organization and the sources of its core challenges. Being abreast of the ground

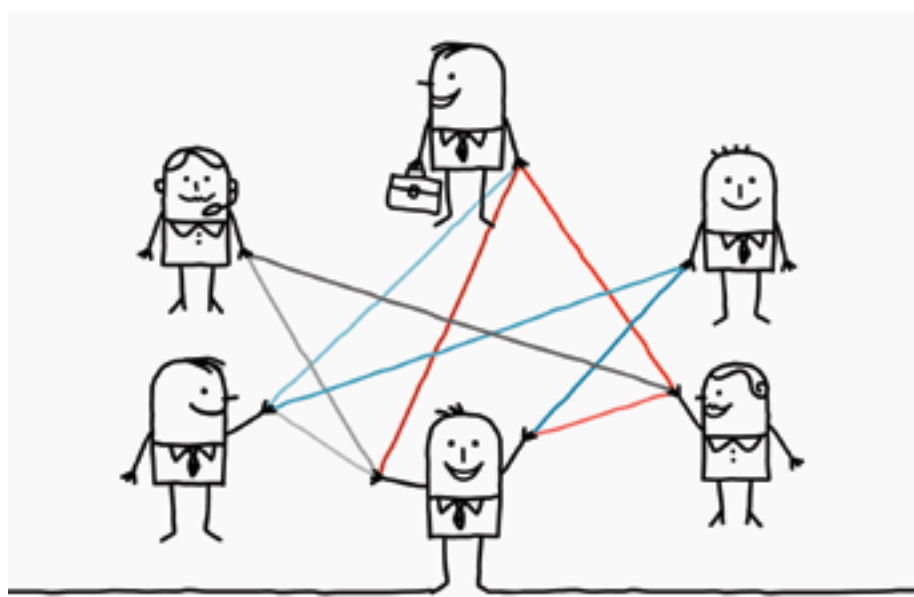
level situation and a close connect with employees and customers allows for an informed assessment. This also enables broader recognition of the extent to which the situation will impact their firm.

In concert with the top management, revisiting the organization's strategy would then be the imperative. Detailed ground level information would be necessary to do this. The management team would need to tap into sources such as employee, customer, stakeholder feedback and market perception. By being open and forthcoming about their intent of seeking information, the leader would be able to elicit genuine feedback. This will, of course, need to be

coupled with the willingness to listen and accept difficult feedback as well! Tough situations thus present the opportunity for honest introspection!

Firms that have had the benefit of a rich legacy also build significant collective wisdom through shared experiences, which could be an invaluable source of perspective - especially if the challenges stem from situations such as business cycles. Leaders of organizations with global presence should also make the most of learning from their counterparts across the globe. While the shape or form of circumstances may change; the likelihood that some part of the organization would

The leader will have to be abreast of the ground level situation and have a close connect with employees & customers for an informed assessment



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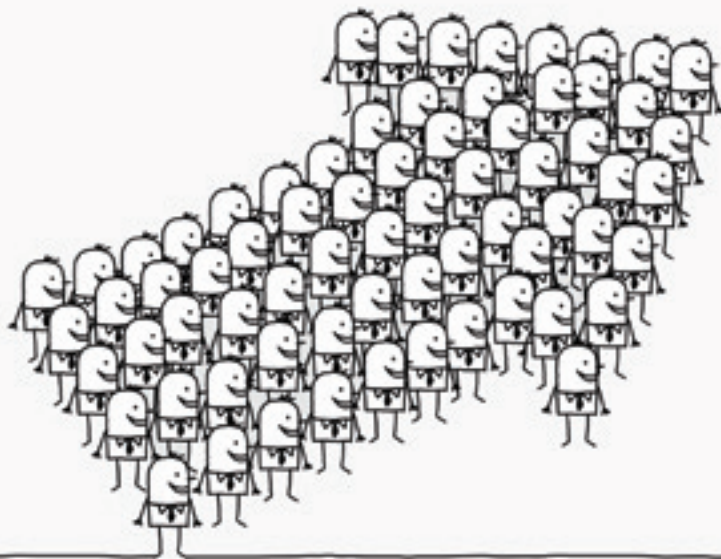
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have gone through a similar situation or challenge over time would be high!

Creativity: The nature of the crisis will determine whether short-term adjustments or deeper structural changes would be required. As the top management plans for these, it would be important to keep in mind the overall vision and mission of the company. Any changes in operating strategy should continue to protect the firm's core value proposition, while balancing the need of the hour with the long-term plan. The management team must also be cognizant that while the crisis could permanently alter the landscape they operate in, the symptoms themselves could change. Hence, the focus would have to be on addressing the causes rather than symptoms. In an ever-evolving world, the management would do well to build requisite agility into their strategy.

Also, while speed of decision-making would be crucial, the plan would need to be well thought through, detailed, holistic and credible; knee jerk reactions could do the firm and its stakeholders more harm than good.

In hindsight, some of the best techniques to optimize, restructure processes and reduce wastages have their origin in adverse business environments! While cutting back on costs and resources tends to be a natural reaction, there will be areas that will need continued investments in order to remain competitive when the growth phase returns. Leaders should certainly not lose sight of business opportunities that offer long-term strategic advantages.

Evaluating the organization structure in light of the realigned strategy and assessing if the right people are at the right jobs is a key step. It is well known that good times require good people and tough times

On an ongoing basis, the leader would need to reset priorities basis progress & manage resources very judiciously

require great people! Tough times may thus require making the right strategic hires to plug skill gaps that may exist in the organization, especially in light of realigned priorities.

Training and equipping people to deal with new expectations and requirements would be an important investment. Performance measures and reward mechanisms will also have to be reset, with significant focus on the right behaviors and collaboration.

Tough times can thus be leveraged through innovation!

Communication: While rolling out the strategy, the leader has to be honest, transparent & reflect reality. This would include acknowledging to employees that certain uncertainty exists. Large organizations tend to build history of how they manage tough times and employees are bound to rely upon their collective experiences, thus leaders will need to be cognizant of this to manage impact on employee morale.

The entire top management should be communicating with consistency and be viewed as united in their thoughts and

actions. They should encourage two-way communication. Employees should be allowed to express their views and be part of the plan, thus building ownership. True transformation cannot be driven by a few people alone, making it essential to inspire broader buy-in. The leader's role is to build confidence and motivate the organization by demonstrating a credible plan. If given the opportunity, employees most often will rise to the occasion & deliver their best to drive success.

Through this phase, leaders would also need to go out of their way to retain exceptional employees. At the same time, they must respect the choices of employees who are not able to align to changed circumstances & vision, choosing to move on. If handled well, these employees may even continue to be external ambassadors.

Through the course of transformation, sharing information with external stakeholders such as shareholders, customers and regulators would also be critical. They would appreciate candor and most often be willing to support organizations that involve them in tough times. Ensuring that employees and stakeholders are kept abreast of important developments will remain amongst the leader's foremost priorities. They would not take kindly to finding out important information second-hand or from external sources!

Execution: Once the plan has been communicated and understood, it needs to be implemented with the requisite speed and sense of urgency. Also, some tough decisions would be inevitable; leaders will need to remain undeterred bringing single minded focus to executing the plan once decided. In order to ensure effective execution, a clear action plan with short-term goals is needed. Frequent reviews of progress will be required with mechanisms to ensure seamless information flow. The leader will also need to be a role model, demonstrating personal commitment to the actions required- being viewed as involved in the nitty-gritties would be just as important as creating the vision.

The leader wears multiple hats in tough times- those of critic, visionary, doer, follower, motivator, conscience keeper and many others! Ultimately, it will rest on their ability to find the path, instill confidence and mobilize people to make the most of what the situation presents. 🙏

ABOUT THE AUTHOR

ANURANJITA KUMAR is the Managing Director & Chief Human Resources Officer of Citi South Asia. In a career spanning over 20 years in Human Resource Management, she has worked across geographies in Europe, Middle East and Africa (EMEA), Asia Pacific (APAC) and the US.

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L&D Leadership League Half-Day Conclave

ORGANIZED BY: People Matters

EVENT THEME: C-Suite expectations from Talent Development

PARTNERS: Center for Creative Leadership, Cornerstone OnDemand, Knolskape, TalentLens, Great Lakes Institute of Management

The Chennai chapter of the L&D Leadership League Half-Day Conclave took place on 16th September, 2014. Kicking off the inaugural session on C-Suite expectations from Talent Development, Muthukumar Thanu, CHRO, Tractors and Farm Equipment Limited, said he didn't know what C-Suite was all about.

"The areas of learning, training and talent development overlap or the understanding of the difference between the areas is less. For me, learning is connected to academic institutions and is a process. Learning is a misnomer because if you learn and don't do something about it, it's a waste of time and energy. In an industry context, learning does not stop. There are five stages to learning: Learn, deploy, check, act and then relearn something you have already learnt. Life is very contextual and so is the industry," Thanu said.

He said that learning will have to take place at different levels and platforms. Leadership training is all about what kind of business attributes you expect a person to demonstrate, he added. He said that while some HR leaders do skill training, they call themselves learning & development managers, which is not correct.



Muthukumar Thanu, CHRO, Tractors and Farm Equipment Limited, was the keynote session on the C-Suite expectations from talent Development at the conclave in Chennai

The second session of the day was a Table Host Discussion 'The Role of Culture in Driving L&D Initiatives' moderated by People Matters Research Editor Vikram Choudhury in the form of a 'speed dating' session. Some of the interesting insights that came out of the sessions were: Unless leaders learn and unlearn, the followers won't do the same. Continuous experimentation and incentivizing failures were some of the other thoughts that the HR leaders had.

There was a high impact leadership development session by Meena Surie Wilson, Senior Enterprise Associate, Center for Creative Leadership. K. Ganesan, Vice President – HR, Tata Consultancy Services Ltd led the power session on 'The Hunger Games-Campus to Corporate'. Talking about

his background, Ganesan said, "In manufacturing companies, you deal with emotions, while in IT you deal with egos and no one has taught you how to deal with egos." He had joined TCS in 2007 and said that the L&D scene now is very different from then when people still dealt with PCs and classroom learning. Until now, students were going to companies. Today, that has changed and now companies chase them.

KEY TAKEAWAYS

- Unless leaders learn and unlearn, the followers won't do the same
- Learning from experiences is the key to driving talent development
- Leadership training is all about what kind of business attributes you expect a person to demonstrate

Talking Matters: Radio Program with K. Ramkumar



A PEOPLE MATTERS RADIO PROGRAM

ORGANIZED BY: People Matters

EVENT THEME: Journey as an HR leader

In yet another episode of Talking Matters, People Matters' exclusive radio show, Editor-in-Chief Esther Martinez talked to K. Ramkumar, Executive Director, ICICI Bank. The radio

show revolved around Ramkumar's journey as an HR leader and what led him to where he is today.

Crediting his parents and teachers as the earliest influencers in his life, Ramkumar offered his heartfelt gratitude to them. As a teenager in school, he was fixated with the idea of becoming an engineer. In a conversation with his father about why he wouldn't pay his capitation fee, his father told him that it was not the qualification and degrees but what he made out of life

that mattered. And this was the teaching that he remembered till date. One of the key lessons that he has learned through his career is that the same passion and intensity can blind a person and become a weakness as well.

KEY TAKEAWAYS

- There is a lot more to life than getting fixated on notions
- HR people need to stop obsessing about their roles

TA Leadership League Half-Day Conclave

ORGANIZED BY: People Matters

EVENT THEME: Business Mandate for the Recruitment Community

PARTNERS: Aon Hewitt, Cornerstone OnDemand

In the current job, we don't do much hiring. Being in the sector that we operate has helped us to retain a lot of talent. But there have been instances where I've been asked to get 400-500 people a month. Though my team was able to get the 400 people, we also lost around 300 people during the period. The quality of hiring and the robustness of the process was questioned. One of my learnings there was that it is wrong to view recruitment function as a traditional recruitment art and that we have to view it as a channel of the organization. This is how Manmohan Kalsy, EVP-HR, United Breweries, started the keynote session at the TA Leadership League Conclave in Bangalore on 18th September, 2014.

"When we investigated the trend, we found out that we were overselling the job," he added. Talking about the kind of people required in talent acquisition teams, Kalsy said, "The people in the TA team need to know the balance pieces in the organization such as engagement, development etc. If the recruitment is not aware of how people are going to address the developmental needs of the employee as he/she goes through in his/her lifecycle in the organization, then it will be very sub-optimal to have a great recruitment



Manmohan Kalsy, EVP-HR, United Breweries was the keynote speaker at the TA Leadership League Half-Day Conclave in Bangalore

team, which does not understand the rest of the pieces."

The second session on 'The New Recruitment Function – What brought you here, will not take you there' focused on how recruitment leaders need to re-think process, technology, metrics, structures and required skills & competencies for a successful talent acquisition team.

The third session of the day was led by Rajkamal B., Chief People Officer, The Minacs Group on '2014: The Year of the Candidate'. Talking about the new government's motto of 'aache din aane wale hain', he said a few years ago it was not so difficult to find the right candidate as it is today. The employee had to 'sell' himself/herself to the employer. Today, HR leaders say that good people are difficult to find. Companies which cannot attract, engage

and retain millennials will not survive.

Speaking on the 'Impact of Social Recruiting on Employer Branding', Debolina Dutta, Head-HR, VF Corporation said, "Social media is a complex world. The fundamental difference between conventional recruitment and the social media site is that the latter is about consumption, limitation and will get reciprocal response from the audience only if it is updated constantly."

KEY TAKEAWAYS

- Recruitment function needs to be aware of other functions within HR to function optimally
- Companies which cannot attract, engage and retain millennials will not survive
- The fundamental concepts of marketing can easily be applied to social media

13th edition of Asia Pacific HRM Congress

ORGANIZED BY: World HRD Congress

EVENT THEME: Building a great place to work with powerful result

World HRD congress organized the 13th edition of the Asia Pacific HRM Congress at Vivanta by Taj, Bangalore on 11th & 12th of September, 2014, on the theme "Building a great place to work with powerful result".

The theme is important from employee engagement perspective including

employee input, employee empowerment, excellent communication between management and staff, a sense of family among team member, giving employees the freedom to learn and grow, a culture of continuous improvement and paying attention to employee recognition and appreciation.

The congress was structured around three sub-themes – How organized are tackling the challenges of measuring ROI; Managing talent for results: A serious

game for business managers that really works and Developing creative global leaders.

Apart from panel discussions and workshops, there was an HR Best Practice/Talent Management exhibition. The Asia Pacific HRM Awards for Innovation in HR were given to: KEC International, Piramal Enterprises, Kotak Mahindra Bank, Blue Dart Express, CMS Info Systems, Mastek Ltd., Adani Group and Rolta India Limited.

NHRD Showcase: A unique platform



Sudheesh Venkatesh, President, NHRD Bangalore speaks at the conference

ORGANIZED BY: NHRD Bangalore Chapter
EVENT THEME: 25th anniversary of NHRD Bangalore Chapter

Diversity. Inclusion. Employee Engagement. Earn while you learn. These were the buzzwords at the NHRD Showcase held on September 18th and 19th at the MLR Convention Centre, Whitefield, Bangalore. The event that marked 25 years of the NHRD Bangalore chapter took the shape of a unique, first-of-its-kind showcase of HR Best Practices, HR start-ups and HR Research.

The showcase provided a platform for some 40-plus HR Best Practices, 13 HR start-ups and eight HR research papers. Specially constructed booths made for an interactive experience, allowed visitors to get insights into the various presentations. Many of the companies came up with creative ways to grab the attention of the vast number of visitors to the showcase.

Three panels of juries picked the six most impressive Best Practices, the best HR start-up and three best HR Research presentations. The winners in the HR Research category were Biju Varkkey & Rupa Korde (Gender Pay Gap in the Formal Sector: 2006 – 2013); Mohan Thite Pawan Budhwar & Adrian (Global HR Roles and Factors influencing their development: evidence from emerging Indian IT services multinationals); Gopakumar M.G. (Network effects on team performance: The effect of deep diversity).

Top Executive Coach Dr. Marshall Goldsmith delivered the keynote address that was another highlight of the NHRD Showcase, which was a perfect way to celebrate a silver jubilee of an organisation that's all about people.

TA Twangout with Sarab Preet Singh



ORGANIZED BY: People Matters
EVENT THEME: Managing different facets of diversity
PARTNERS: Aon Hewitt, Cornerstone OnDemand

Since long, diversity has been seen in a very generic light. However, it is not only about gender or age but the ability of an organization to attract and retain talent from various backgrounds, geographies and experiences. Doing this is not an easy task and certainly not just the task of the HR leader or the CSR leader, but a business agenda, which takes up a lot of conscious effort. This is what the TA Leadership League Twangout on 'Managing Different Facets of Diversity- Key Considerations' brought forth.

Sarab Preet Singh, Head- Recruitment, Learning, Talent & OD, Citi India who was the guest speaker for the twangout said, "A diverse workforce brings in fresh ideas and meaningful relationships, thereby leading to increased productivity, employee satisfaction and overall business success." He said workforce diversity can be majorly seen in four strands – Gender, Work life balance, Generational and certain other subconscious biases that are mostly prevalent in a country like India. The true meaning of diversity lies in looking beyond biases and hiring or promoting people on meritocracy, encouraging inclusiveness while treating everyone with dignity and respect.

Singh mentioned that the debate around diversity should not be whether it is important or not, but how organizations should go about

achieving it. He shared data from interesting researches that have proven that a diverse workforce leads to a better bottom line and also companies with more women board members perform better, financially. A McKinsey study revealed that companies with a higher diversity ratio tend to bring in 10 per cent better return on equity. These business metrics directly suggest that ensuring diversity in the workforce should not just be seen as a CSR or HR agenda but a business mandate. The ideas need to flow down from the top.

Deepa Chandrasekhar, Process Head – Talent Acquisition, ING Vysya Bank, the co-host for the twangout shared an interesting view talking about GenY vs the aged workforce. She said, "The GenY has more loyalty towards the profession rather than towards the organization which is exactly the opposite with the employees in their 40s or 50s." This should be a call for action for organizations to look at balancing age diversity through a culture that interests both the age groups.

Last but not the least, a major concern in maintaining gender diversity is observed at the middle-management level where very less women are able to continue with their careers. Singh shared three aspects of life that impact a woman's career more than a man; they are marriage, mobility and motherhood. He shared that organizations need to look at their policies and processes and tweak them in order to make it comfortable for women to be able to contribute to their careers along with the three aspects.

KEY TAKEAWAYS

- Diversity is the ability of an organization to attract talent from various backgrounds, geographies etc.
- A diverse workforce leads to increased productivity, employee satisfaction and overall business success
- Hire and promote on meritocracy to encourage true diversity of talent

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Connect, Inspire and Grow – Evolving HR

The 3rd SHRM Annual Conference and Exposition 2014 in Gurgaon saw the presence of more than 650 delegates

By Anu Babu Kurian

Now, more than ever, it is time for HR professionals to change with their constantly evolving surroundings. For any organization, the biggest challenge today is to create an inspired workplace which enables people to work smartly and more productively. Earlier, HR could still afford to take the back seat. But, with the talk of taking shots at the CEO office and being on the Board at par with the CFO or the COO, the modern-age HR professional has to not just connect with his peer group, but also inspire his people and help them grow.

“It is believed that the role of HR will change manifold in the next five years than

it has in the past 30. This means the industry will need to be in a constant learning mode to remain effective. HR and business leaders will need to be motivated, engaged, and knowledgeable to create the workplaces that enable organizations to thrive,” said Achal Khanna, CEO, SHRM India.

She was speaking at the third Annual HR Conference and Exposition 2014 of the Society for Human Resource Management (SHRM) that concluded on September 25th and 26th. The two-day conference and exposition held at The Leela Ambience, Gurgaon, witnessed the presence of over 650+ delegates, including middle and senior level HR professionals, corporate leaders and over 60 acclaimed Thought Leaders from all over the world. We present to you some of the key highlights of the conference:

Building a service-focused culture is a necessity

One of the key speakers at the Conference was Ron Kaufman, Founder, UP Your

Service and NY Times Bestselling Author, columnist and management consultant. A lively bundle of energy, Kaufman had the audience in high spirits as he made them go through certain motions while describing the importance of service and how to make that a sustainable competitive advantage. “Organizations that attract good people as employees and as customers are the need of the hour. We need organizations with cultures that uplift employees, motivate them and inspire them to take good care of other people. We also need leaders who understand how to keep service at the top of the mind every day,” he said. At a time when employees have a lot of choices at hand, only those companies which have a powerful service culture can attract and retain the best talent. Companies need to action those steps that can create value. Using the example of a pizza delivery boy, Kaufman said the customer is more likely to tip the delivery man if he leaves a good impression with his service. Instead of asking “What’s in it for me ask what can I do for you?”



The CEO-CHRO panel at the third annual SHRM Conference and Exposition 2014

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Ron Kaufman, Founder, UP Your Service and NY Times Bestselling Author, columnist and management consultant, was a keynote speaker at the event

Can women do it all?

As the role of women evolves in the workplace, will it be possible for her to juggle all her roles? According to Sairee Chahal, Founder and CEO of Sheroes, "While there are 12+ million educated urban women, only 17 per cent of them are there in corporate jobs. Worse still, only 5 per cent make it to the CXO level. An average woman takes two to three career breaks or changes and everything that revolves around work, home and society impacts women at work." Revealing even more startling statistics, Chahal revealed that India ranked 113 on the global gender equality index and even more alarmingly at least 48 per cent of women dropout of

their work mid-career. About 62 per cent of women earn the same salary as their male counterparts. There is a need for feminization of work.

Don't outsource thinking

That was the fundamental line of thinking as five panelists – Manoj Biswas, Head-HR, Accenture; Heidi Byerly, VP, Asia Pacific Operations, Technology Division, SHRM; Arun Dhaka, Country Sales Director, Cornerstone OnDemand; Ashis Sen, Deputy General Manager, Capability Building, HPCL; and Vikram Bector, Chief Talent Officer, Reliance Industries Limited – talked about 'Transforming the future of work in a technology world'. Asking people not to outsource thinking, Ashis Sen of HPCL said, "Technology is popular because it meets our objectives. Hence, older people will also learn. Technology will ultimately lead to intimacy, inclusion and influence. Don't measure the end, but the variables that it is going to impact." Sen told the audience that HR language is often double-pronged and this is the mindset that needs to change. "Learn from feed forward instead of feed backward."

HR should stop playing the victim

The CEOs vs CHROs debate on 'Is HR truly becoming a business partner?' at the SHRM Conference threw up some interesting pointers for both sides. The debate chaired by Aquil Busrai, CEO, Aquil Busrai Consulting, saw the presence of Anuranjita Kumar, Managing Director

& CHRO Citibank, Judhajit Das, CHRO, ICICI Prudential, Sarthank Ray Chaudhuri, CHRO, Whirlpool, Animesh Kumar, Group Head HR & Corporate Services, IDFC, on the CHRO panel. The members of the CEO panel were Rajeev Dubey, President (Group HR) & Member of the Group Executive Board, Mahindra & Mahindra, Hanumant Talwar, VP & Country Manager – India and China with Convergys, Pavan Vaish, Global Chief Operating Officer & Member of the Board UnitedLex Corporation, Sanjay Modi, MD, Monster.com (India/Middle East/Southeast Asia/Hong Kong), Craig Preston, MD, IDG.

The CEOs maintained that if HR continues to play victim mode, they will not do well. On the other hand, the CHROs were of the view that HR underplays what it does as it is seen as a support function. Good organizations are built on long-term values and HR drives that. P/L changes every year, culture doesn't. Sarthak Ray Chaudhuri of Whirlpool was of the view that CEOs should learn the extended language of business and the business language should be more holistic and inclusive. Judhajit Das of ICICI Prudential said that companies need to move away from wanting HR to have domain and functional skills and become more leadership oriented. However, Hanumant Talwar asked the CHRO panel "Why can't HR be the conscience keeper of the CEO?" To which, the CHRO panel rebutted saying the CEO's lack of ability to take people decisions is irritating. Abhijit Bhaduri, Chief Learning Officer, Wipro, summed it up perfectly when he said that when CEOs tell HR to learn "the language of business", why it includes everything except people issues. ☞

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Q & A

HR needs to be more quantitative



Jeff Pon, Chief Human Resources and Strategy Officer, Society for Human Resource Management talks about why it is important for the HR leader to shoulder P/L responsibilities

By Anu Babu Kurian

Q You have been in the field for over 20 years now. Could you give me an overview of your time in the HR field and tell me what have been your key learnings through all these years?

A In the last couple of decades, HR has changed quite a bit. I don't think it is because of the profession, I think it is because of the things around the profession. People sometimes tell us that you have the office on your hip! Evidently, everything changes because of technology. It helps us to share knowledge across borders and organizations and also knowledge is everywhere and anywhere. The tools and the way we go about the trade and craft of managing people has undergone a drastic change. What's essential in the HR function is that what it can do to create value. But, I don't know if we are developing HR professionals fast enough to

meet those expectations. As organizations grow in a VUCA environment, HR is still doing the same thing. We need to understand how work gets accomplished now. Maybe the elements we do in HR is the wrong set of things to do. Maybe a job is just working two or three years now. The tools that we have today are the same set that were used in the 1940s, 1950s and 1960s. I think organizations have completely changed in how do they do jobs. So, we need to better adapt to how we do our job and it is not what we learnt before but figuring out what better things we can do and that has to do with leadership, business acumen, navigation etc. Now, it is not good enough to surround yourself with good HR people; you have to get great HR people who can create value for the organization and that's the big difference.

Q When you talk about leadership in HR, who drives that: Is it the HR itself or the business leader?

A In many organizations, it comes from both sides. I hope it comes from HR more and more and I know we are trying to build business leaders

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like that. But, many Heads of HR don't have HR backgrounds in big companies. They choose a person outside HR to lead HR, which I think is not a great practice. The best thing to do would be to put them in P/L or operations. Many search firms look for HR leaders who have P/L responsibility. So from a development standpoint, most HR leaders grow within the function and hence do not get the P/L exposure. It is very important for HR leaders to step out of their comfort zone and do rotations across organizations. The organizations that want a bench strength of executive people will rotate the top people, including the Head of HR. HR needs to help develop HR leaders be better business leaders. In an interesting recent study, it was shown that the CHRO has the most model personality close to a CEO. Yet CFOs & COOs become CEOs because of the money aspect of it. If you take a look at the Fortune 500 companies, it is not the capital that got them there; it is the people. Organizations understand that the sustainable competitive advantage is the people, its culture and its promise to the custo-

HR needs to push, which is discovering new things, making sure we have different roles, are driven by the numbers and understanding and testing things out and not leaving it to guesswork


mer and how you deliver on that. Everything else is just a commodity. People is the only thing you can affect, while everybody has time and money. The focus of the organization should be on its team and its culture versus can we outspend or take it to the market quickly. The job of the HR is not just to get people, but get people to up their game and get phenomenal results with them as a group than just individuals.

Q HR is a function that manages people. So why do they say that the focus should be on people irrespective of how technology is changing the processes?

A There are certain tools and trades that we have as people. We need to make sure that everyone is equipped with the planning aspect to deploy people for managers. What do you need? Who are your people? How are you developing them? How do you create that performance culture? If you take a look at winning organizations, you will find 9 times out of 10 that people who rise to the top are the people who build a sticky culture. These people are actually ingrained in what they are

doing versus not being involved at all. Those are basic building blocks for HR. There is a correlation between CEO turnover and CHRO turnover. That's because CEOs need their own person to shape the organizational culture. Culture emanates from a CEO, but it's implemented by the CHRO and the business leaders. The CHRO keeps them honest, on track and is a good sounding board.

Q What are the trends or capabilities that new-age HR leaders need?

A HR needs to be more quantitative like have more Big Data and business analytics because that is what businesses require. Any organizational leader wants to harness the power of data set relationships in the business. Whether it is CRM or supply chain, business leaders always look at ways of making it more efficient and effective. We need to make sure we have the tools and also become data first. We need to make sure we just don't have assumptions and test it out, asking questions and being curious. In some of the companies I have worked with the mantra is 'Break everything and fail fast'. HR needs to push, which is discovering new things, making sure we have different roles and are driven by the numbers and understanding and testing things out and not leaving it to guesswork. We need to also improve our critical thinking capabilities in terms of what creates value for winning organizations. We need to rewire and retool. Through SHRM's competency model, we are telling HR professionals around the world the skillsets that they need to start developing – business acumen, leadership, consultative skills and critical thinking. It's not just about knowing HR, but about applying critical thinking, consultative skills, navigation skills. When you do these things at a higher rate, it relates to organizational performance or making the data link between performance and how you score on these parameters. What we are doing is linking organizational performance with the competency models. If people perform better on the competency scales, does it relate to organizational performance? That is what we are looking at – statistical relationships between these two. Leadership and navigation should be a universal knowledge and skill for organizational performance. 

ABOUT THE AUTHOR

DR. PON has over 20 years of experience in leading organizations and transforming talent management in the private and public sectors. Dr. Pon has co-authored and developed national Human Resource standards with the Corporate Leadership Council, the National Academy of Public Administration, and Booz Allen Hamilton

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Health & Wellness

Workplace stress and lifestyle induced health concerns are increasingly affecting the young corporate workforce businesses are relying on for their success. It is prompting organizations to relook at their wellness initiatives before their people succumb to hidden hazards

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A Healthy Workplace is a Happy Workplace

Workplace stress and new-age lifestyles are leading causes of deteriorating health levels of employees. It is time organizations invested sincere efforts to help revive them before the game is lost

by **Lipi Agrawal-Khandelwal**

The proverbial fact that 'Health is the true Wealth' was established ages ago. According to Lord Buddha, "To keep the body in good health is a duty... otherwise we shall not be able to keep our mind strong and clear."

However, the reality is rather unhealthy. A recent study by Public Health Foundation of India (PHFI)¹ showcased that 53 per cent of the total number of deaths in India are caused by lifestyle-induced illnesses and the number is going to rise up to 67 per cent by 2030. Cardiovascular diseases make up a shocking 52 per cent out of

their workforce healthy, but it is also beneficial for reducing costs and contributing to business success in the long run. Employers are also looking at introducing wellness initiatives in collaboration with CSR programs to enhance their corporate image and also to be seen as an employer of choice. This is the prime reason why wellness programs have grown into a \$6 billion industry. There is still more scope for growth and improvement.

Why invest in wellness

There are various reasons why matured organizations are trusting innovative wellness programs to help them control employee health costs and improve productivity in turn leading to overall business success.

Cost control: Lynette Nazareth, Program Director, Chestnut Global Partners says, "The economic value for an employer implementing a health and wellness initiative could well be a 3:1 return on investment. This makes it even wiser for employers to invest in wellness." Studies indicate direct (employee healthcare cost) and indirect cost (absenteeism and presenteeism) savings through well-implemented wellness programs.

Control Absenteeism & Presenteeism: Every year, an average corporate house loses 2 per cent of its profit margins to the workforce due to disability, absenteeism and attendance, and poor quality of work incurred with ill health, the Financial Express³ published recently. Organizations have been seeking wellness programs to tackle absenteeism for a few years now. But, they are also grappling with presenteeism – a state of being at work but not being productive – one of the many consequences of a sloppy lifestyle.

Enhanced happiness quotient: Health is not just about curative initiatives, but about holistic wellness including mental, emotional and physical health. Dr Om Manchanda, CEO, Dr Lal Pathlabs

Wellness can't be a temporary activity, but has to be a way of life. It needs constant thought and practice such that it becomes a part of one's lifestyle

the 53 per cent. The data clearly points to one fact: New-age behavioural patterns and corporate lives are stealthily leading to deteriorating health and low life expectancy despite all kinds of medical advancements. The consequences of such deteriorating health not just reflects on the people or their families, but ultimately affects the economies and nations in turn.

Global body World Health Organization in its study "The Impact of Chronic Disease in India"² reported that premature deaths caused by heart disease, stroke and diabetes will result in a loss of \$237 billion for India by 2015.

Work-life balance for most people has become a mere concept. Owing to the risks involved with workplace stress and the changing lifestyle of employees, organizations are increasingly realizing that it is not only their responsibility to keep

shares, “Wellness players have shifted their focus from traditional offerings like curative healthcare and value oriented mass products to new generational offerings like preventive healthcare, luxury products and personalized services.” This shift in offerings is meant to cater to the emotional aspect of health, attracting employees towards a healthy lifestyle leading to better work life balance, mental well-being along with physical fitness.

Increased productivity and employee morale: Happy and healthy employees tend to perform better than ones suffering from stress or illnesses. Nazareth of Chestnut Global Partners points out, “A happy, healthy and engaged workforce will have a direct positive effect on productivity through improved overall presenteeism and employee retention at the workplace.” Although the monetary results become apparent only after 2-3 years of executing a wellness program, the benefits in the long run are a sure shot delight both for the business and the employees.

Corporate Social Responsibility: Most Indian organizations initially viewed health and wellness initiatives as a cost burden, however they are now capitalizing these initiatives to build on a better corporate image and be seen as more socially responsible. Some organizations are calling it ‘social wellness’ involving employees in volunteering and contributing to the society through various community initiatives. Such programs help engage multiple generations and are also an indirect yet effective way of focusing on mental and psychological wellness. Moreover, it proves how socially responsible an organization is.

Implementing a successful wellness initiative

Any health and wellness initiative can't be successful unless it is planned in a strategic way, keeping in mind the specific needs of its employees, considering the environment they live and operate in. Explaining how it can be done, Jovita Lall, Director India, Morneau Shepell, says, “With technology, organizations are now able to conduct ‘employee total health assessments’ and analyse the ‘corporate health intelligence data’ to predict the right matches for the required fitness program. These tools and techniques enable effective wellness interventions that are not just any other policy-based formality, but a real benefit for the employees”.



Any health and wellness initiative can't be successful unless it is planned in a strategic way, keeping in mind the specific needs of its employees, considering the environment they live and operate in

Once the focus is set and a strategy is in place, the organization needs to decide on a health and wellness program that fits its employees the best. The key considerations in making this decision should be the reputation, experience, technology, network, customizability and accuracy of the service provider and its program. Another factor is the confidentiality of information as Dr. Subhasish Sircar, Founder & CEO, Health Vectors Pvt. Ltd. says, “The most sacrosanct virtue of a health and wellness service provider is its data security and confidentiality as most people are highly sensitive about sharing their personal health information in their professional circle.”

The next most crucial step towards ensuring good health is creating awareness around lifestyle issues and their impact. A wellness initiative is more about driving a change than forcing employees to follow a regime prescribed by the program; and it is the responsibility of the HR to ignite this change process and keep it going. Lall of Morneau Shepell says, “The HR or wellness teams can effectively market these programs internally, creating an awareness and making employees see their greater good as an outcome to these.”

Lastly, wellness can't be a temporary activity, but has to be a way of life. It needs

constant thought and practice such that it becomes a part of one's lifestyle. This is why organizations are innovating in the way they motivate and reward employees for setting and achieving health goals. Dr Manchanda of Dr Lal Pathlabs, shares, “Through unique incentives for employees and their families, companies can improve the impact of wellness programs. Moreover, to make it an element of the organizational culture, some leading companies have also executed ‘from the top’ strategies in wellness programs”.

One line by Arthur Schopenhauer, the famous German philosopher best concludes this as, “The greatest of follies is to sacrifice health for any other kind of happiness”. The message for organizations here is that they cannot afford to ignore employee health and wellness. By not implementing health and wellness programs, they might save some money but it would prove to be very costly in terms of employee productivity. Only the organizations that bring about a change in their outlook towards employee health and wellness and enabling people to believe in the importance of a holistically healthy lifestyle will be able to make the most out of their wellness programs and also the efficiency of their employees in the long run. 🍌

Acknowledgements:

¹ http://cgd.swissre.com/features/Chronic_Diseases_in_India_Burden_and_Implications.html

² http://www.who.int/chp/chronic_disease_report/media/india.pdf

³ <http://www.financialexpress.com/news/corporate-wellness-employees-set-to-cruise/1287483/1>

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JOVITA LALL

Focus on holistic wellness, not just health

Organizations need to look beyond the usual health checks and focus on helping their employees be physically and mentally resilient

Earlier, a large number of deaths were due to communicable diseases. With the advancement of medical technologies, the number of premature deaths caused by such diseases, especially in the middle and upper middle income classes, has gone down significantly. However, today stress, lifestyle and behavioural concerns are leading to people suffering from unprecedented health issues, resulting in strokes and in some cases even death.

Stress, both physical and mental, has become the primary factor for illnesses leading to absenteeism and disengaged employees, which in turn impacts productivity drastically. There is a need for organizations to recognize this alarming trend and focus on physical and mental health as well as the overall wellness of their employees to help them be productive in the longer run. The good news is that organizations in India are increasingly realizing the need for focused health and wellness programs for their employees.

Companies are using advanced technologies to drive lifestyle and behavioural changes aimed at achieving a healthy mind and body

Technology-enabled health assessments

Unlike a few years ago, when a health and wellness program was only about regular corporate health checks, organizations are now looking at the importance of emotional wellness and using advanced technologies to drive lifestyle and behavioural changes. With technology, organizations are now able to conduct 'employee total health assessments' and analyse the 'corporate health intelligence data' to predict the right matches for the required fitness program. These tools and techniques enable effective wellness interventions that are not just any other policy-based formality, but a real benefit for the employees.


An organization can determine its workforce

health trends through a health risk assessment survey and take the required corrective actions. For instance, if a manufacturing organization finds out that a majority of its employees smoke, they could roll out an anti-smoking program or another organization finds out that a majority of its people are inactive/obese, they can implement a running program. Technology has also enabled effective online and wireless activity tracking programs such as Morneau Shepell's 'Fitness Coach Connects' that track an individual's daily activity, steps taken, sleep, calorie count etc. With this personal activity data and information, one can be self-motivated to achieve better results as part of their day-to-day routine to keep the health consequences at bay. Organizations that have implemented such programs encourage people to set higher goals for themselves each time. In an endeavour to promote health and wellness, some organizations are also offering interesting incentives like badges, movie tickets etc. to employees for achieving these health goals.

EAP for holistic wellness

One solution that needs more focus in India is Employee Assistance Programs (EAP). These programs have a strong focus on mental well-being of employees and are very helpful for organizations in dealing with workplace conflicts, violence, restructuring initiatives, layoffs and similar situations where people might need counselling and moral support. Since the EAP provider has a professional network of counsellors, it enables round-the-clock help and assistance to employees and even their families in certain cases. The counsellors can be reached through telephone, online or in-person. Employees can even seek counselling help for personal matters related to family, relationships etc. apart from work, which helps bring in real work-life balance. Moreover, great care is taken to maintain high confidentiality of any personal information shared. Such programs are suited to both white collar and blue collar employees across various organizations and industries as these are highly customizable.

Although a few matured organizations in India have already implemented EAP, there is still an awareness gap about these programs in India. Few organizations have a dedicated wellness team, but despite this, support from HR and the management team is most crucial in implementing a successful EAP or any wellness initiative.

The HR, management or wellness teams can effectively promote these programs internally, creating an awareness and making employees see their greater good as an outcome to these. HR teams also need to be cautious in choosing a health and wellness programs. They need to consider the service provider's overall experience, expertise and its technology before deciding on one. Last but not the least, a health and wellness program cannot be successful in the absence of consistent efforts. 

ABOUT THE AUTHOR

JOVITA LALL is Director India at Morneau Shepell

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DR. OM
MANCHANDA

Wellness is not an initiative, but a culture

The key to a successful wellness program is its ability to be embedded as a basic behavioural element in the culture of an organization

Globally, workplace wellness is becoming extremely important. The most common strategic objective for wellness initiatives worldwide is improving productivity and reducing “presenteeism” (a situation when employees are at work but not fully productive due to personal health issues). There is definitely a strong perceived correlation between healthier workers and business performance. A U.S. Department of Health and Human Services report revealed that at worksites with exercise programs as components of their wellness programs, healthcare costs decreased from 20 per cent to 55 per cent, short-term sick leave was lowered from 38 per cent to 32 per cent and productivity increased from 50 per cent to 52 per cent. However, in India, health and wellness is still a neglected area that deserves more attention.

The changes induced by a wellness program can last only if they become a part of the company's culture and the wider community

Importance of wellness programs

Most wellness programs typically address specific behaviour and health risk factors such as poor nutrition, physical inactivity, stress, obesity and smoking. These factors commonly lead to grave and expensive health problems thereby having a negative impact on workforce productivity. Corporate wellness programs help raise awareness, provide information and education with incentives that encourage employees and their families to adopt healthier lifestyles. Such initiatives help reduce the incidence and severity of chronic illnesses such as asthma, diabetes and heart diseases. Employers often integrate their wellness initiatives with chronic disease management programs to provide a continuum of healthy lifestyle support. Certain factors that drive employers to implement wellness programs are:

- Improved performance and productivity
- Reduced indirect costs such as absenteeism and

presenteeism (on-the-job effectiveness)

- Reduced healthcare costs of employees
- Being a more attractive place to work along with a socially responsible corporate image

Steps to an effective wellness program

You cannot prescribe a medicine without a diagnosis and similarly organizations need to approach wellness programs in a step-by-step manner. This approach has already been adopted globally. Here is a four-step ladder to an effective wellness program:


Educate: Create awareness about the benefits of leading a healthy life. Support people in avoiding behaviours that cause the risk of chronic diseases. Further, ensure they practice a healthy lifestyle and then reinforce and reward the efforts. All this should be done taking into account the employees' environment and culture.

Involve: Sometimes a very low percentage of the employee population enrolls in wellness programs and those who do, are not always the ones who are actually at risk. The organization should assess employee health levels and introduce initiatives that encourage employees to accept the wellness program as a part of their life.

Change behaviour: Mere enrolment does not necessarily change a person's behaviour and lifestyle. Employers should explore ways to encourage employees and their families to adapt the lessons learned during these programs. Through unique incentives for employees and their families, companies can improve the impact of wellness programs.

Ensure stickiness: The changes induced by a wellness program can only last provided they become a part of the culture of the company and the wider community. Employers must coordinate these efforts both inside and outside the workplace. Moreover, to make it an element of the organizational culture, some leading companies have also executed “from the top” strategies in wellness programs.

Choosing a Health & Wellness Service Partner

Wellness players have shifted their focus from traditional offerings like curative healthcare and value-oriented mass products to new generational offerings like preventive healthcare, luxury products and personalized services. This is also the reason why the outlook of organizations while choosing a health and wellness partner needs to undergo some change. The key point to consider is the experience and reputation of the service provider and its network and presence. The next aspect is technology, accuracy of its assessments and how it customizes the program for various industries and organizations. The success of a wellness program largely depends on the selection of the program and this is where the HR leaders play an important role as they not only know their people well, they can also make the right choice and be the driver for change. 

ABOUT THE AUTHOR

DR OM MANCHANDA is the Chief Executive Officer of Dr Lal PathLabs

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LYNETTE NAZARETH

Healthy, wealthy and wise – Business-wise!

Employee wellness initiatives always bring in a win-win for both employees and employers, health-wise and business-wise

According to the World Health Organization, “the wealth of business is best founded on the health of its workers”. This explains how important it is to have a set framework of what health means for the corporate world. Good health is not just the absence of disease, but it involves a healthy lifestyle and a healthy mental attitude. The WHO (1948) shared that health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity. On the contrary, we have unfortunately created a society and a way of living so out of balance that the damage to our long-term health is an inevitable result. With the tremendously growing demands and expectations from employees at the workplace, employers need to sincerely look at a multifaceted approach towards healthcare. This is also why creating health awareness and planning wellness activities at work is gaining importance.

Workplace health & wellness trends in India

According to a Forbes Report, “for every \$1 spent on health programs in the workplace, \$16 is saved through less absenteeism”. If these figures are anything to go by, it is no wonder that health and wellness initiatives are fast catching the atten-

The economic value for an employer implementing a health and wellness initiative could well be a 3:1 return on investment


tion of CEOs, HR managers and business heads of large and small organizations alike in India. In developing countries like India studies have proved that chronic diseases are increasingly affecting the workforce, resulting in absenteeism and disability thus impacting at least 2 per cent of the capital directly spent on employee ill-health. Needless to say, indirect costs are more than the additional direct medical claim costs that employers incur.

Major health concerns faced in India's workforces are conditions like Obesity, Cervical Spondylosis, Hypertension and more such problems, which sometimes even result in bigger catastrophes like heart attack, stroke and paralysis. 75 per cent Indians below the age of 40 are over stressed. Some alarming statistics from WHO state that 60 per cent of the deaths are attributed to chronic lifestyle diseases in India, and will possibly increase to 77 per cent over the next 10 years. With the average age of one of the world's largest workforce ranging from 25 years to 35 years and with lifestyles having changed rapidly due to social and cultural boundaries getting merged with the West, it leaves employers with little or no choice, but to commit to improve employee health.

Positive impacts of wellness initiatives

Employee wellness initiatives always bring in a win-win for both employees and employers. However at present, wellness programs are often viewed as a good to have rather than a ‘people asset’ strategy. The economic value for an employer implementing a health and wellness initiative could well be a 3:1 return on investment. This makes it even wiser for employers to invest in wellness. A study by Towers Watson and the National Business Group on Health shows that organizations with highly effective wellness programs report significantly lower voluntary attrition than those whose programs have low effectiveness. As employees spend most part of their waking hours at the workplace, wellness programs which are both preventive and proactive are advisable. In simple terms, the key to a healthy workplace is promoting healthy behaviours.

It will not only reduce attrition, but will also attract new talent helping them move up the value chain. It goes without saying that a happy, healthy and engaged workforce will have a direct positive effect on productivity through improved overall presenteeism and employee retention at the workplace. Building a culture of wellness across all sections of employees has positive effects on the overall wellness of the organization. For instance, when MD Anderson initiated its wellness program, President John Mendelsohn took walks throughout the building with wellness coach Bill Baun. For many, it was the first time the president had been in their work space or had shaken their hand, and he tended to start conversations with “How's your wellness?” This reflected the importance of health and wellbeing to every employee in the organization.

Is it not business wise then for progressive employers to make wellness their key focus rather than merely being about absence of illness? 

ABOUT THE AUTHOR

LYNETTE NAZARETH is the Program Director at Chestnut Global Partners

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DR. SUBHASISH
SIRCAR

Prediction as a prelude to Preventive healthcare

It is time for organizations to understand that prediction is key to preventing their employees from falling prey to chronic diseases before symptoms appear

Ilost my best friend Sauptik due to cardiovascular complications just after he celebrated his 32nd birthday. He was a strapping, vibrant guy, who cared for his health and received health check-ups on a regular basis. Although he did not show any symptoms, Sauptik had many of the risk factors of heart disease. If the doctors had a tool that could predict future health, indicate the severity of risks factors, and explain how those risks can be systematically reduced, perhaps Sauptik could have spent more time with his wife and son. There are many Sauptiks around us. While many members of the workforce feel young, healthy, and invincible, many underlying health risks can appear later on in life. One sobering fact is that approximately 1 out of 8 working Indians of ages 20-29 is either diabetic or pre-diabetic, and the numbers are even more staggering when we look at older age groups. There are about 15 other chronic diseases taking a toll on India's young workforce.

The newest trend in employee health and wellness is using health data and analytics to create focused wellness programs

Predict to prevent

Most health screening companies attempt to identify the disease as soon as it presents itself. However, once cardiovascular diseases are contracted, they are difficult to reverse. Instead, identifying risk factors ahead of time is key to preventing a disease from ever manifesting in an individual. Analysing risk factors, predicting future health, and providing people with simple, individualized step-by-step plans to mitigate those risks are key to prevention. The benefits of receiving evidence-based, individualized advice from doctors and nutritionists are immense.

Through the use of structured data and analytics, employers can discover the problems plaguing the health of their employees. Employers can view the aggregate information of their employees'

health problems and come up with solutions that are customized to their workplace. This empowers employers with actionable insights and can measure the RoI of focused wellness programs.

In order to come up with individualized health recommendations as well as company-specific wellness programs, it is necessary to build awareness, acquire data, analyse the data and then act upon the findings. Sincere commitment to improving employee health calls for creating awareness at the workplace on various health risks and their impact. The next step is to acquire relevant health data on site including clinical data, personal health information, family medical history, known medical conditions, mental health, and stress factors. This data should then be analysed to predict each individual's disease risk propensity. Having done that, the ground is set to create individualized and company-specific health plans, policies, and initiatives and act on those goals. The goal of this process is to predict future health outcomes and prevent diseases before they ever manifest themselves.

Ensuring effectiveness of a wellness plan

Any health and wellness plan needs the support and constant drive of not only Human Resources personnel but also of the senior leadership to be successful. By promoting a health-focused culture from the top, company executives can make employees feel important and cared for thus ensuring sincere participation and adherence to the wellness initiatives.

Organizations should meticulously decide on a health and wellness service partner that provides services from the data collection step to wellness plan creation. As most people are highly sensitive about sharing their personal health information in their professional circle, it is important that the health and wellness service provider focuses on data security and confidentiality. The health plans should be customizable based on the employer's location and demographics and should have the capability to be rolled out across geographies and verticals. Since return on investment and enhanced productivity are important to employers, it is crucial that the service partner has the ability to measure the results of its plan and suggest specific actions and insights based on those results.

Analytics is the key to unlocking all wellness mysteries for individuals, groups, and large organizations. Employers then have the tools to ask for reductions in health insurance premiums and can expect significant decreases in absenteeism and presenteeism. Health and wellness service partners focused on prediction and prevention can help the other Sauptiks in this world celebrate more birthdays with their family and friends. Isn't that what all employers want to give their employees – a 'lifetime' hike? 🙌

ABOUT THE AUTHOR

DR. SUBHASISH SIRCAR is the Founder & CEO at Health Vectors Pvt. Ltd.

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MEKHLA MUTTOO &
PRIYA SUBNIS ARTE

Change begins from within

While medication helps cure a disease, meditation or energy healing helps prevent them early on

Organizations and leaders are all talking of holistic wellness with immense honesty and seriousness. However, many are not aware of how this discussion sprung up in the first place.

What is it at the workplace that causes absenteeism, low productivity or even fatal diseases to some extent for employees? The root cause of all these is embedded in the mind – the most commonly used word but the most ignored in terms of actually dealing with it – stress!

An article¹ by the American Psychological Organization suggests that ‘Psychologists in the field of “psychoneuroimmunology” have shown that the state of mind affects one’s state of health. This implies that stress is the biggest killer in the present times as it has a direct impact on immunity further making people vulnerable to various other illnesses and chronic disorders. This clearly suggests that stress management and interpersonal relationships can benefit day-to-day health, doing everything from helping us combat the common cold to even speeding healing after a surgery.

Energy healing not only has the power to transform people and organizations, but also to bring about an upswing in performance, lower absenteeism and teamwork

Building energies to fight out stress

It’s a lesser known fact that everyone has a personal energy body apart from the physical body, called our aura. It is nothing else but an energy field of approximately 1 meter around an average person varying based on how successful or developed he/she is. It is the aura of a person that defines how healthy or unhealthy one is and how prone he/she is to certain other diseases. Psychologists and practitioners believe that a majority of ailments originate from the aura. The good part about it is that one can control their energies to ensure staying away from most chronic diseases even before they begin. This is where stress management through Pranic or energy healing works as a fencing against stress or lifestyle induced disorders keeping most health costs at bay.

This healing methodology is a self-empowering tool that enables employees to handle stress energy working their way towards building energies to gain a physical, mental and emotional balance thereby achieving increased productivity. It works through Pranic breathing, meditation and other such no-touch techniques. It is preventive in its scope and can be used to cleanse negative thoughts and emotions ensuring maintenance of good health. The beauty of energy healing for stress management is such that it need not be a time consuming activity but if learnt well and practiced consciously, can be embedded as a quick day-to-day measure. Various organizations are utilizing it for new employee inductions, skill development of existing employees, top management development and even extending it to the families of employees. As a result, employees display better pressure tolerance, increased energy levels, increased concentration, improved interpersonal relationships and better physical and emotional health.

Organizations can drive the change

There is a need for organizations to understand the importance of being proactive. Alternative therapies need not be seen as an extra cost. Rather, they can be viewed as preventive measures to avoid the future healthcare costs of employees. Organizations that understand the benefits of energy healing make sure they create awareness amongst their employees making them see a long-term value in the same. Organizations need to project it as a way of living life, not just as a remedy to an ailment or a stress related issue. It is the responsibility of the leaders to foresee that instead of building negative or stress energies for years leading to various illnesses in the future, further resulting in huge healthcare costs, it is better to manage the energies now ensuring a healthier future.

Energy healing not only has the power to transform people and organizations, but also to bring about an upswing in performance, lower absenteeism, and more co-operation and teamwork. As it is often said rightly, ‘Change begins from within’, this healing and stress management mechanism can only be effective provided organizations first begin believing in its power and then bring it to the employees for larger benefits. Energy healing becomes even more powerful when observed as a group and since as a team or a group, individual auras interact with each other’s on a daily basis, it is most meaningful for organizations to adapt the same. Moreover, it offers an opportunity to bring people together to experience a magic feeling when something as relaxing as meditation and skilful breathing does unseen wonders to God’s most beautiful creation – human mind, body and soul. 🧘


¹ <http://www.apa.org/research/action/immune.aspx>

ABOUT THE AUTHOR

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MEKHLA MUTTOO is a Trustee and Trainer at Pranic Healing Foundation of South Mumbai

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AMOL NAIKAWADI

The healthy ray of hope

The outlook of organizations towards health and wellness has evolved from being a cost burden to a meaningful investment

From considering health and wellness for employees as an added expense to making it an integral part of the organization, the outlook has evolved tremendously in the past few years.

The approach towards health and wellness has become more holistic, involving even the interest of the senior leadership and human resources. The overall seriousness and commitment towards the purpose has increased and this is all a very positive sign not just for the budding health and wellness service providers but for the larger working community. The proof of the pudding is seen in various day-to-day initiatives that organizations have introduced apart from the expansive health and wellness plans. Organizations are looking at embedding wellness in the lifestyle of their people making it a cultural aspect starting from the workplace.

The health and wellness service provider also plays a very crucial role in ensuring that the program delivers the expected outcome

Workplace wellness trends


As a first step towards good health, a lot of organizations have started serving only healthy food to people at work. Various group or peer activities are organized to allow people to break free from the usual physically inactive routines to involve in short and quick exercise regimes. Multinationals in India are the early adopters of innovative health and wellness programs, while Indian organizations are also not far behind. A majority of the health and wellness programs in Indian organizations is in the initial phase, but the good news here is that the number of organizations executing such plans is increasing tremendously. Companies are not only executing such initiatives for their employees but extending the benefits even to their families. Such efforts make the employee feel valued and cared for and also ensure sustained productivity and satisfaction as even the family's health impacts an individual's

professional performance. Moreover, extending the benefit to the family ensures better employee participation and commitment to the program.

Organizations are increasingly realizing that a healthy employee is a great asset and investing in the same would result in better employee engagement, health, happiness and greater productivity leading to overall business success. The result of an effective employee wellness program surely reflects in the bottom line and top line revenues in the longer run. This is why organizations are passing on the benefits to even the shop floor employees, who get their health screening done at regular intervals. In addition to these, employees are incentivized for achieving specific health goals over a period of time.

The sustainable approach

Organizations are not only positioning the health and wellness programs as an engagement tool but also looking at them as an investment more than a cost. This approach is what makes a wellness plan meaningful and sustainable. Needless to say, the support of the senior leadership and HR is also essential to drive the program. However, the health and wellness service provider also plays a very crucial role in ensuring that the program delivers the expected outcome. This is primarily why it is important for an organization to be careful while deciding on a health and wellness service partner.

An efficient health and wellness service provider is one who has the capability and the right intention to bring about a change in the health quotient of an organization. The partner should be able to foresee a long-term, sustainable relationship with the organization as a health and wellness plan cannot be a one-off initiative but has to be an on-going journey wherein the organization and the service provider contribute equally. Lastly, it is the ability of the wellness partner to take ownership, be accountable for the outcome of the program and effectively collaborate with the leaders and internal stakeholders for ensuring holistic returns. To conclude, there is still a lot of curiosity around new and innovative wellness measures and that is why there is a lot of scope for executing more and more unique health and wellness plans. 

ABOUT THE AUTHOR

AMOL NAIKAWADI is the Joint Managing Director at Indus Health Plus

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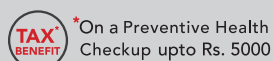
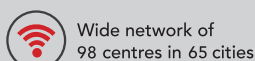
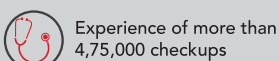
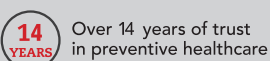
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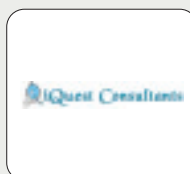
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Looking back at Are You In The List

In the second part of our series featuring the past winners of the Are You In The List Award, we find out how the awards changed their lives

By Ankita Sharma Sukhwani

The search for the third edition of *Are You In The List?* Awards has received an overwhelming response from the HR fraternity. Our initial nomination process received 2,053 applications. More than 400 professionals have been shortlisted after the first rigorous screening process. The list will further shorten to the final 25 winners.

In the second week of October 2014, we conducted three *Are You In The List?* Round-table Conferences in Bengaluru, Mumbai and Gurgaon. The aim of these conferences was to discuss new

ideas and judging parameters for the final rounds of the event. There was good participation from the industry as well as some of our former winners from the previous years who contributed great insights into the changing trends of the industry.

In such a short time, *Are you in the List* brand has become an aspirational platform promoting young HR professional to greater heights. We take a look to see how the award has changed the lives of our previous winners. In this issue, we present to you Part II of the Winner Series:



P. PRASHANT KUMAR

Before Are You In The List Award: Senior Manager-HR, Harrison's Malayalam Limited, an RPG Group Company

After Are You In The List Award: Senior Manager-HR, Harrison's Malayalam Limited, an RPG Group Company

I did my B-Tech in Electrical Engineering from College of Engineering, Trivandrum, and went on to work for three years in MRF Tyres in the Electrical Maintenance Section. After that I pursued my PG Diploma in Personnel Management & Industrial Relations from XLRI Jamshedpur. Following my management education, I joined the RPG Group from Campus in

2008. Over the course of my career, I have handled various roles in TA, IR, Administration and Generalist HR.

How did Are you in the List award change your life?

Are You In The List Award gave me recognition both from within and outside the organization. It further increased my self-confidence and motivated me to pursue higher goals in life. Because of winning this award, I was able to pursue the Organizational Development Certification Program (ODCP) by Indian Society for Applied Behavioral Sciences (ISABS), sponsored by my organization, which is a cutting-edge course on Organization Development. 🙌

SANJANA VAIDYA

Before Are You In The List Award: Manager and Head-HR for Strategic Services Unit, Zensar Technologies

After Are You In The List Award: Sr. Manager and Head-HR Hyderabad, Zensar Technologies

I have a work experience of about 14 years performing diverse roles across marketing communication, BPO operations, PMO function and HR. However, there was one thing in common among all these roles: Orientation towards people and acumen to manage people better. Retention of associates is my preferred arena of work. I

have always been committed to my job and strive to be the best in everything I do.

How did Are you in the List award change your life?

Participation in this contest, especially during the selection rounds, has helped me understand my strengths better and the way they reflect on my performance. Also, it gave me an opportunity to interact with other participants from different functions in HR and know their perspectives. We execute different type of processes and practices as a part of our job. However, once we become experts, we seldom realize the importance of doing it and it gets perceived from a third-party view. 🙌





SAURABH NIGAM

Before Are You In The List Award: Vice President-HR, Beroe

After Are You In The List Award: Vice President-HR, Snapdeal

At Snapdeal, I lead the Human Resources function globally and am responsible for formulating and executing the HR strategy in alignment with the organizational vision and goal. I also hold SPHR, GPHR and HRMP certifications from SHRM, USA – being the only Indian and amongst the first 10 people globally to hold these three certifications simultaneously.

With the backing of this varied experience and an ever increasing desire to add value to self and exceed organizational expectations, I have risen up the corporate ladder at a fairly young age. During the course of my career, I received the “HR Leadership Award” from the Asia Pacific HRM Congress 2010, “Young HR Professional of the Year” at Asia’s Best Employer Brand Awards 2012 and the “Young HR Manager of the Year Award” at IHRD National HR

Conference 2012. I am a regular speaker at many conferences on topics ranging from Compensation, Talent Management and GenY. Apart from my academic and professional pursuits, I have keen interest in cricket, biking, traveling, teaching and public speaking.

How did Are you in the List award change your life?

The Are You In The List Award and the entire selection process was a great learning experience, which has helped me in more ways than one. While the leadership inventory was a great way to identify the leadership potential in my own self, the video interview round exposed me to an entirely different way of interviewing. The best part of the awards journey was to meet and interact with fellow HR practitioners who are achievers in their own space. 

PROF. VISHAL GUPTA

Before Are You In The List Award: Assistant Professor, Indian Institute of Management (IIM) Calcutta

After Are You In The List Award: Assistant Professor, Indian Institute of Management (IIM) Ahmedabad

I am an Assistant Professor in Organizational Behavior at the Indian Institute of Management Ahmedabad, India. I obtained my doctorate in human resource management from IIM Lucknow, India, in 2013. Prior to joining IIMA, I was working as an Assistant Professor in the HRM Group at the Indian Institute of Management Calcutta, India. In my early years I have also worked as a Hardware Design Engineer with ST Microelectronics Pvt Ltd., Greater Noida and with Infineon Technologies AG, Munich, Germany where I was involved in the design of high-performance Application-Specific Integrated Circuits (ASICs).

My current areas of research are leadership development, organizational justice, creativity and innovation management, R&D management, performance management and high-

performance organization design. My PhD thesis on ‘Leadership in Public Sector R&D Organizations’ was awarded the ‘Outstanding Doctoral Dissertation’ award in the year 2013-14 in Leadership & Organizational Development category by European Federation for Management Development and the Emerald Group Publishing. This research has also been published in international and national journals and has been covered by dailies like Times of India, Business Line, Ahmedabad Mirror and DNA.

How did Are you in the List award change your life?

The award has been a wonderful recognition and has helped me become more visible in the HR fraternity. The reach of People Matters through various sources (published magazine, online portals, conferences etc.) has ensured that there is enough promotion of these awards and people working in HR domain understand its relevance. After I received the award, I have received calls from companies like L&T, Randstad and Reliance to give guest lectures, conduct trainings, moderate their events and also join them as a HR professional. I have my interests in academics and research. These opportunities are a great source to get to know industry and work closely with them. I moved to IIM Ahmedabad in March 2013. Both at IIM Calcutta and IIM Ahmedabad, this award has helped me earn respect and recognition from institute colleagues and also students. Many times students come up to me and say that they feel inspired and have read about me. Leadership needs a lot of inspiration. The award is helping me inspire both myself and people around me to achieve greater things in life. 




SUNDER RAMACHANDRAN

Before Are You In The List Award: Senior Manager - Training Academy, Jardine Lloyd Thompson Group

After Are You In The List Award: Head - Sales Training, Global Commercial Operations, Pfizer

I am an enterprise learning professional who is passionate about leveraging technology for learning. I specialize in helping organizations respond to the mobile and cloud first learning eco-system.

How did Are You In The List Award change your life?

For me, Are You In The List Award raised the bar and added to the visibility of my professional career. It also helped brand my work within the larger HR community and not just my own sector. 



(SCAN THE CODE TO HEAR ARE YOU IN THE LIST AWARD WINNERS DESCRIBE THEIR JOURNEY IN ONE WORD)



Blogosphere » BY PRASHANT BHATNAGAR



Either through choice or necessity, one needs to make a conscious effort to relearn or unlearn as the world becomes more complex

What did you unlearn today?

Yes, you read it right - what did you unlearn today?

We are flooded with opportunities and expectations to learn a new skill, modify a behavior or build new perspectives. Some of us are wired and motivated by the prospect of a new learning, while for others it may be the inevitable truth. There are a number of platforms that offer “learning on tap” and universities like MIT, Harvard among several others that offer courses for free. Independent of the trigger, when was the last time you took time to unlearn something, making space for that new learning?

The usefulness of a cup is in its emptiness
- An old Chinese proverb

Our world today is infinitely more complex, unpredictable and rapid compared to yesterday and will be more so tomorrow. There is plenty of talk and rightly so that extols a learning (or growth) mindset. “Be the learner, not the learned,” said a highly regarded colleague at work. My own twitter bio reads “Learner for Life”, a mindset I subscribe to whole-heartedly. So whether you are a learner by choice or driven by necessity, are you cleaning your wardrobe to make space for those new purchases?

Unlearning is not the opposite of learning, rather conscious and intentional effort to reassemble or even shed, beliefs, perspectives and behaviors that are no longer relevant in today’s context. It is like driving in the US for the first time if up until then you drove only in India. Okay, not the same traffic or honking, but you get the drift. Unlearning requires active effort as the mind prefers to work in auto-pilot mode. It is looking at opportunities to not overwork and seeks patterns / familiar situations to prevent that. Nobel laureate Daniel Kahneman has written a whole book on this topic, Thinking Fast and Slow.

Still not convinced, solve this – A Bat and a Ball cost \$1.10. The Bat costs \$1 more than the ball. How much the ball cost?



Unlearning is an intentional effort to reassemble or even shed, beliefs, perspectives and behaviors that are no longer relevant

In response to a question about its competitor, a highly regarded cosmetics brand CEO commented, “I don’t have to be the first (to market), just the best”. That comment made me reflect on my own beliefs - I have always been a big fan of doing it right versus doing it fast. Only recently, I have started to embrace the mindset “get going, then get better”. Instead of focusing on best practice, lay emphasis on “best systems” i.e. what are underlying circumstances that enable the said practice to work (or not).

I found the following principles useful in my journey of learning to unlearn:

- **Don’t play the victim:** We are our best lawyer and worst critic, said a wise person. When things don’t go well, we play the victim card blaming others – environment, manager, team, spouse, friend, government etc. This approach holds us hostage and limits new learnings. Sure, others may have played a part, but what could you have done differently?

- **Don’t pretend to know it all:** This one was tough, especially as a manager when others look to you for answers. Admitting that “I don’t know” took courage and I now qualify responses as possible approaches as opposed to sure-shot bets.

In my quest for learning, I became aware of hot buttons and blind-spots that were holding me back. Only by gaining awareness and then committing to shed those behaviors, I made space for future learning. I agree with William Bridges who said “Before people can begin something new, they have to end what used to be and unlearn the old way.”

I unlearned something today – what about you?

PS: If you are still solving that question, the correct answer (for the price of ball) is \$0.05 and not \$0.10. 🧐

ABOUT THE AUTHOR

PRASHANT BHATNAGAR is a Director at Sapiient Hiring and Staffing lead for SapiientNitro, a division of Sapiient. In his role, Prashant is responsible for development and execution of talent strategy and is a member of Sapiient’s India Leadership team



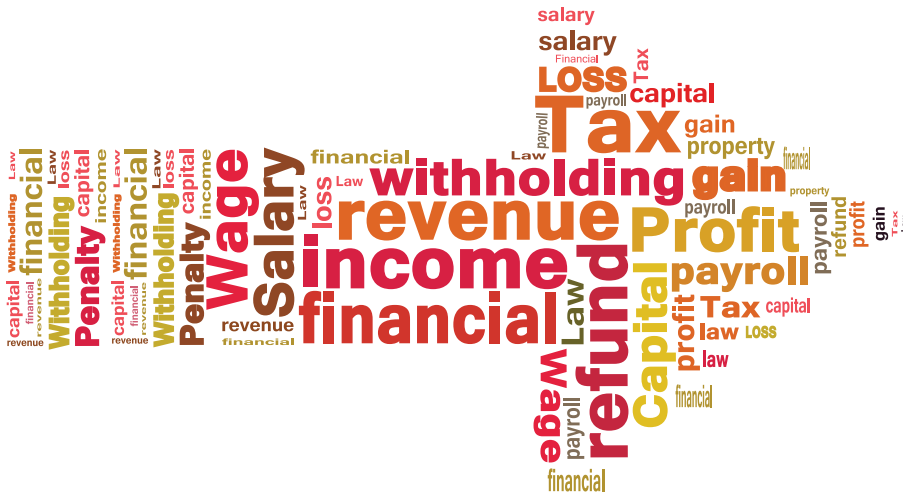
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